



## Appointment Brief

**Executive Director of Finance and Resources**

**September 2023**

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# Message from Matt Hyde, OBE: Why you can make all the difference.

Thanks so much for your interest in this vital role.

Scouts is needed now more than ever. Since the pandemic we've seen our fastest growth in youth membership in 70 years. Families, employers and government all recognise the critical importance of giving young people the skills they need for a rapidly changing world.

We've already made rapid progress delivering our Skills or Life strategy. Since 2021, we've welcomed over 11,000 Squirrels who've joined our new programme for four and five year olds. We're growing Scouts in new communities, providing hope, opportunities to thousands of families and young people in the UK's most deprived areas.

At a national level, we've never been more visible, playing our part in events like the Coronation and The Big Help Out.

The Executive Director of Finance & Resources at Scouts is critical to Scouts' success. Why? Because your leadership will unlock the resources to help us achieve our ambitions. It's a great time to join us as we start to design our next strategic cycle, and our finances are in good shape. You'll have plenty of opportunity to influence our future direction.

As a member of a high performing Executive Leadership Team, you'll play a key role across the governance of the organisation ensuring our legal function supports Scouts nationally and the movement locally. You'll work with Trustees and senior volunteers to make sure we use our resources creatively and effectively. You'll lead a talented team and work closely with our volunteer leadership team and the wider Scouts' membership to make real impact.

You'll be someone who lives and breathes our values of integrity, respect, care, belief and cooperation. As an inclusively minded, and emotionally intelligent leader, you'll inspire genuine followership. You'll be credible with a range of internal and external audiences and bring substantial and successful senior financial leadership experience in a complex, values driven organisation.

I believe the rewards of this role are great. In particular, knowing that you've helped a generation of young people gain the skills to help them succeed in life.



Matt Hyde OBE, Chief Executive

# About us

We're Scouts and everyone's welcome here. All genders, races and backgrounds. Every week we give almost half a million people aged 4-24 the skills they need for school, college, university, the job interview, the important speech, the tricky challenge and the big dreams: the skills they need for life.

All this is made possible by a dedicated team of 130,000 adult volunteers and 500 staff who work together towards a common goal. Every one of us believes in helping more young people see a brighter future, giving them the skills they need for a rapidly changing world.

We're at the heart of the UK's communities, including those with the fewest opportunities.

*We believe that through adventure we challenge young people so that they learn and experience new things and enrich their lives. From coding and camping to climbing and kayaking, our young people develop skills, confidence and friendships they'll take with them throughout their lives. It's our role to make sure that every one of our Scouts has the encouragement, support they need to take part in these activities safely. It all adds up to one big difference.*



## Our vision for 2025

By 2025, we'll have prepared more young people with skills for life, supported by amazing volunteers that deliver an inspiring programme.

We'll be growing, more inclusive, shaped by young people and making a bigger impact in our communities.

## Our mission

Scouting actively engages and supports young people in their personal development, empowering them to make a positive contribution to society.

## Our values

We act with care, respect, integrity, cooperation, exploring our own and others' beliefs.

## Our goals

Our plan is to build on the success of the previous plan: to continue to grow, become more inclusive, to be shaped by young people and to make a bigger impact in our communities. We have set new goals for 2025.

## Growth

As a movement, we have grown for the last 14 years apart from 2021 due to the pandemic. We want to continue the positive trend of growth, bringing skills for life to more young people across the UK.

By 2025 we'll have:

- 547,000 young people in Scouts, made up of 487,000 young people aged 6-18, plus 60,000 Squirrel Scouts
- 88,000 frontline adult volunteers (Section Leaders and Assistant Section Leaders)
- 19,500 Young Leaders

## Inclusivity

Scouts is open to all. We now have over 102,000 girls and have started over 1500 sections in areas of deprivation since 2013. We believe it's a priority to reflect the diversity of the communities we are in.

By 2025 we'll have:

- 500 more sections created in areas of deprivation since 2018
- At least 5% of our adult volunteers from Black, Asian or minority ethnic backgrounds

## Youth Shaped

Over the last four years, there has been a growing momentum to ensure young people are shaping their experiences and taking on leadership roles at Scouts. We want to continue to build on this.

By 2025:

- 66% of young people (6-18) will be influencing what happens in Scouting locally
- 57% of young people (6-18) will be using their skills to run Scouting activities for other young people
- 40% of young people 4-14 will be achieving Top Awards
- 10% of young people 14+ will be achieving Top Awards

## Community Impact

Since the launch of our social action campaign, A Million Hands, in 2015, over 250,000 young people have had the opportunity to take part in high quality social action on four big issues of our time.

By 2025:

- 42% of young people will be making a positive impact in their community each year
- 40% of young people 4-14 will be achieving Top Awards
- 10% of young people 14+ will be achieving Top Awards

## Our programmes of work

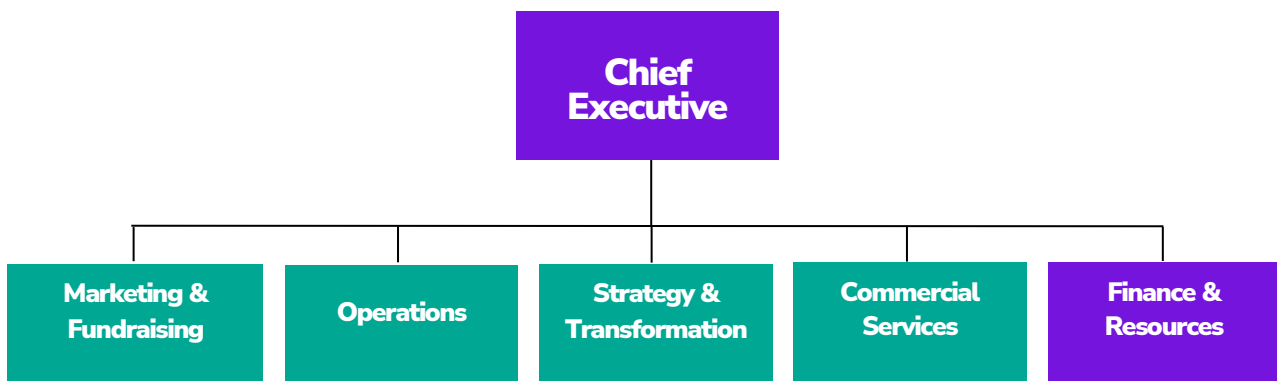
These are the seven programmes of work that'll help us to achieve this strategy, which are:

- Volunteer Experience
- 14-24 Programme Review
- Perception
- Digital
- Early Years
- Equity, Diversity and Inclusion
- Safer Scouting

We're involving people on the ground every step of the way in the updated strategy, to make sure anything new works for the majority and genuinely make things better, easier and more fun.

## How we're structured

**Our UK headquarters is based at Gilwell Park, Chingford, London, and is divided into five directorates:**



<b>Finance &amp; Resources Directorate</b>		
<b>Finance</b> Head of Finance	<b>Governance</b> Company Secretary	<b>Legal Services</b> Head of Legal Services

# You'll be helping change young people's lives. But what else is there for you?

- Work in a way that suits you, your role and your department
- Be proud to say you're part of a team with [Investors in People \(Gold\)](#)
- Plenty of opportunity for learning and development
- 28 days holiday a year, plus bank holidays rising to 32 days after two years (and we don't insist you go camping)
- Three extra days over Christmas
- Four extra days to look after your family when they need you
- Pension: Scouts will contribute double at 6% of your qualifying earnings on auto enrolment. You can increase your contribution at any point, and we'll double your contribution up to a maximum of 10% of your gross salary
- Private Health Insurance
- When you're at the office, you'll be surrounded by 100 acres of beautiful woodland (that means lovely lunchtime walks)
- Be part of a team that believes having fun's important too, with team days and our new interactive Scout-themed collaboration hub (think tents!) creating a great informal environment for meeting and working

## Want to know more?

Check out our [benefits page](#)

# The Finance & Resources Team

**We're doing well, but you can help us do better.**

The Finance and Resources directorate is a critical team at Scouts UK, responsible for the central finances of the movement, as well as our Legal and Governance functions, with its key responsibilities for our risk management and compliance.

Our Total income for the year (2022/23), was £36.2 million, compared with £30.0 million in 2022, which will continue to grow in the coming years as our membership accelerates.

Subscriptions are the major source funding the support provided to members and increased to £13.2 million (2021/22: £11.2 million). The fee is paid by youth members only (6-18 year olds). This income benefitted from the nearly 17% recovery in membership numbers we saw last year from the low point during the COVID-19 pandemic.

In addition to the generous support of our donors, we also receive income from our charitable activities that include our activity centres and other sales linked to our charitable purposes. These include camping, training and activities at Gilwell Park and the other National Scout Adventure Centres.  
made by Scout Store  
Unity Insurance,  
sponsorship and promotional income.

Our balance sheet remains strong, with overall funds slightly down compared to last year at £87 million.



Our trading income includes the retail sales and commission income generated by in addition to fundraising,



# About the role

<b>Responsible to:</b>	Chief Executive
<b>Directorate:</b>	Finance & Resources
<b>Base Location:</b>	Gilwell Park, Chingford, London with some travel
<b>Role supports hybrid working:</b>	Yes – <a href="#">click here</a> for further details
<b>Line Management Responsibility:</b>	Three direct reports
<b>Budgetary Responsibility</b>	£7.75m
<b>Internal Relationships:</b>	Executive Leadership Team, Portfolio Management Team, Leadership Forum, Employee Forum, UK Leadership Team (volunteers), Board, Treasurer, Finance Committee
<b>External Relationships:</b>	Auditors, Bankers, Lawyers, Investment Advisors, Tax Accountants, Subsidiary Boards, Pension Advisors, Charity Commission

## Role Summary and Purpose

The Executive Director of Finance and Resources is responsible for the central finances of the movement and has a key role in working across our federation and communicating financial information across the wider membership. They'll also help determine how resources can be used purposefully and effectively.

The role is the lead for the financial strategy and operations, and for the Legal and Governance functions, including risk and compliance. They also play a key role within the Executive Leadership Team contributing to strategic thinking and, in particular, connecting the finances to the wider context of Scouts' role in helping young people gain skills for life, and making a positive impact in society.

# Key accountabilities

- Lead financial business partnering effectively across the organisation, including the provision of management information
- Lead the Legal and Governance functions, including risk and compliance, across the organisation
- Act as trusted adviser to the CEO, offering strategic thinking and playing a full role in the direction of the Association
- Provide strategic financial analysis leading to the development of short- and longer-term financial strategy in conjunction with the Executive Leadership Team, the Board and its committees (especially the Finance Committee)
- Review the commercial effectiveness of trading and commissioned services ensuring effective contribution to the financial bottom line
- Lead the budgeting and planning process to prepare for annual and multiyear budgets that achieve the charity's financial and operational objectives
- Review performance with key leaders, providing analysis and challenge, and identify and agree actions with them
- Partner with operational leadership on the development of financial strategy and the identification and resolution of finance-related business issues
- "Ensure that the Finance Committee and Board are provided with timely and accurate information which enables them to discharge their responsibilities"
- "Prepare the annual statutory accounts so that it both meets the relevant requirements and also effectively communicates our financial performance to stakeholders"
- Ensure that accounting systems and controls are in place to enable the charity to meet its legal and regulatory obligations relating to financial and taxation matters and safeguard the charity's assets
- Perform any other duties commensurate with these responsibilities, the band of the post and skills and qualifications of the post-holder

# About you

## Skills and Abilities

### Leadership

- Experience of leadership at a senior level, in an organisation of similar scale and complexity or larger
- Experience of bringing strategic input to the senior conversation, including wisdom, insight, data and evidence
- Experience of being a collegiate member of a senior leadership team and supporting cross- directorate business decisions
- Experience of streamlining working systems, including around digital working
- Ability to bring rigour, challenge and realism to the senior debate, and creating a culture of openness and transparency
- Ability to move easily between strategy and operational detail
- Well-developed people-management skills, with significant experience of successfully leading and motivating teams
- Proven ability to form good working relationships across a diverse workforce at all levels
- Significant experience of working with and reporting to Committees, Trustees and external stakeholders
- The vision and intellectual capability to understand the environment in which the Association is operating and shape and develop its financial strategy and policies accordingly

### Finance

- Graduate equivalent with a formal accounting ACA/ACCA or equivalent qualification
- Successful track record of working as a senior Finance professional, leading a sizeable finance function in a large, complex organisation, operating as part of a senior management team
- Broad financial background across a range of contexts, including experience of external financial reporting, strategic planning, performance monitoring, treasury management, investments and taxation
- Broad and deep finance skills and controls focus, combined with commercial acumen
- Experience in an organisation with a high-performing financial team that delivered excellent performance

### Governance and Legal

- Experience of leading governance and/or legal functions, or evidence of the ability to lead these functions

### Values and Personal Qualities

- High level of personal integrity
- An excellent leader, who lives and leads in accordance with the organisational values
- Positive and constructive, an excellent role model
- High levels of technical and professional competence
- Proactive and independent-minded

# Terms of appointment

Salary: c£120,000 + benefits

## Equality, Diversity & Inclusion

Scouts UK is proud to be an equal opportunities employer and we're committed to equity, diversity and inclusion. We actively seek applicants from a wide range of backgrounds and believe our differences makes us stronger.

## How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Scouts UK on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code XBKGA.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is **noon on the 9th October 2023**.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process. Before making an application, please make sure that you've read the [Recruitment and Selection Policy](#).



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