

We need people who are great with people.



Applicant Information Pack

People Change & Organisational Manager.



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Hello, it's you we're looking for

We're Scouts and everyone's welcome here - all genders, races and backgrounds, as well as disabilities and those from the LGBTQ+ community. We give over 400,000 4–25-year-olds the skills they need for school, college, university, the job interview: the skills they need for life.

Right across the UK, we're helping young people gain skills for life and find their place in the world. We help them speak up, play their part and shine bright. Scouts is the place to be yourself and find yourself.

These are young people who are not afraid to stand up for what they believe in, to do the right thing and think of others before themselves.

At a time when communities sometimes feel divided, Scouts brings people together. We're building stronger communities and contributing to a stronger society. All this is made possible by the generosity of our adult volunteers.

We were voted Charity of the Year in 2022, and we are accredited with Investors in People Gold Standard.

Now's a challenging time for us all, but Scouts has never been more important - giving young people purpose, hope, and a place to belong. With the launch of Squirrels for 4–6-year-olds, and opening more units in even more areas of deprivation, we're making more of a difference than ever.

Visit the Scouts online [here](#) for more on our values and [#SkillsforLife](#) strategy.

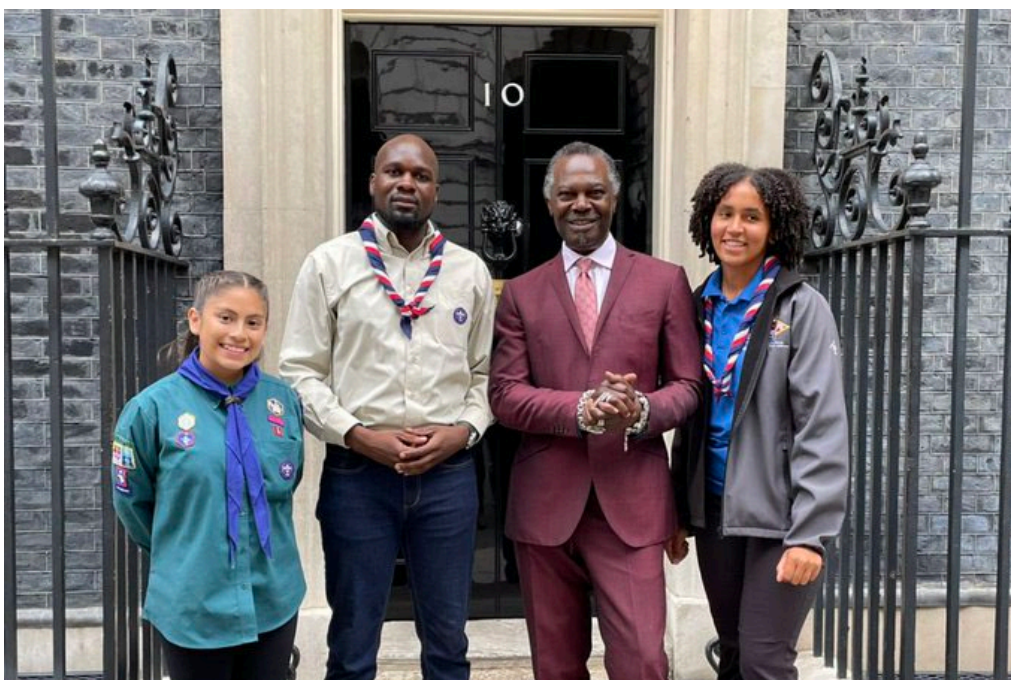
Carl Hankinson, UK Chief Volunteer

Aidan Jones, Chief Executive



'At a time when communities sometimes feel divided, Scouts brings people together. We're building stronger communities and contributing to a stronger society.'

Carl Hankinson, UK Chief Volunteer



Chief Scout, Dwayne Fields, Polar Explorer & TV Presenter (second from left) with celebrity chef Levi Roots (third from left) with our Scouts at 10 Downing Street, London UK

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

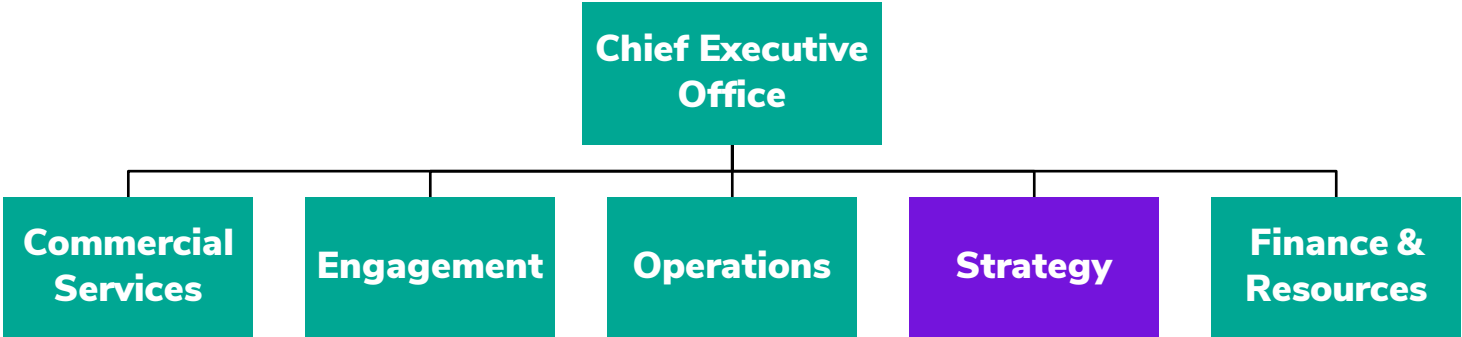
- Work in a way that suits you, your role and your department
- Be proud to say you're part of a team with [Investors in People \(Gold\)](#)
- Plenty of opportunity for learning and development
- 28 days holiday a year, plus bank holidays rising to 32 days after two years, (and we don't insist you go camping).
- Four extra days to look after your family when they need you
- Three extra days over Christmas (that's our gift to you)
- 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, charity days and our 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](#)

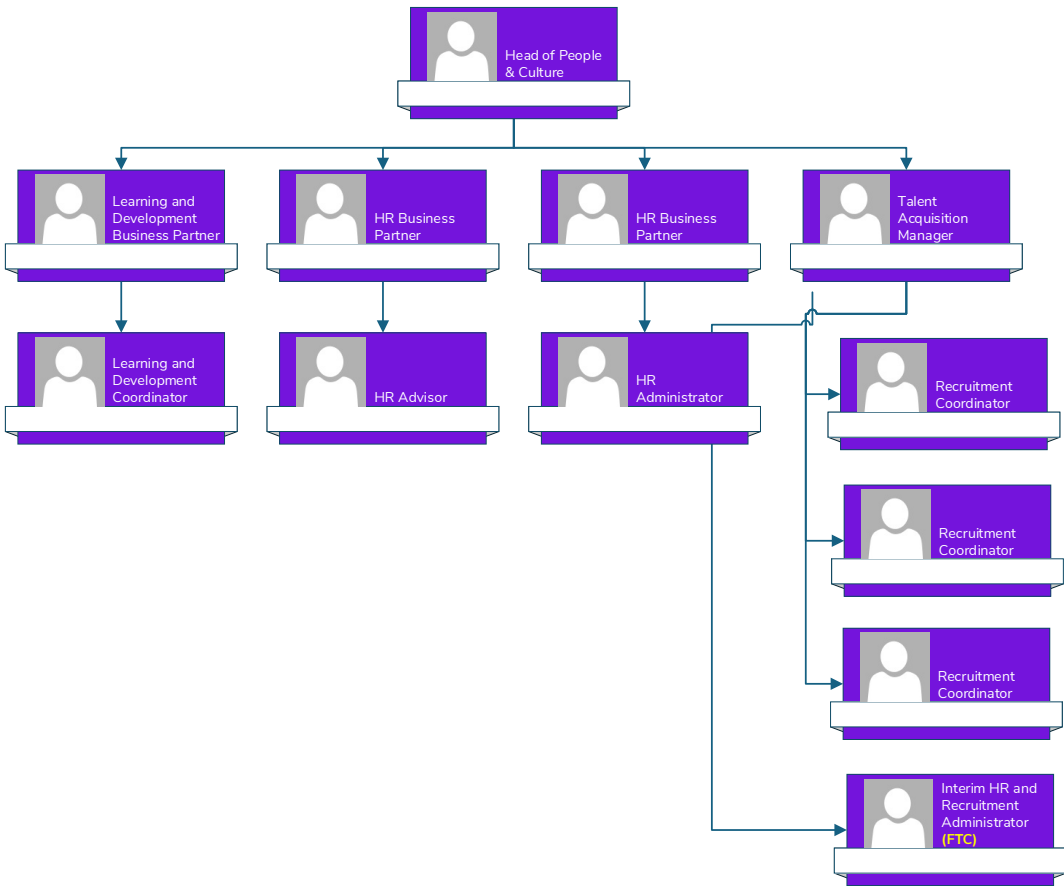
How we're structured

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



Strategy Directorate				
Assurance & Risk	Governance	People & Culture	Resolutions & Improvement	Strategy & Insights

People & Culture Team Structure:



We're the People & Culture Team.

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

The People & Culture team is a diverse, supportive and forward-thinking team that plays a central role in shaping the employee experience for more than 400 colleagues across Scouts. We partner with teams right across the organisation, from operations and volunteering to communications, commercial services and support functions, which means no two days are ever the same.

At Scouts, we genuinely invest in our people and in creating a positive, values led workplace. As a result, the People & Culture team is trusted to lead meaningful organisational change and continuously improve how we work.

This is a new role within our team and has been designed to support a range of people related change projects and initiatives to help us achieve the key objectives within our People & Culture Strategy.

This role joins us at an exciting point in our journey. Significant work has already been undertaken to take our Culture Project through the discovery and design stage. You'll be working alongside an established and highly committed Culture Project group made up of colleagues from across the organisation who are passionate about creating lasting change, as we work through the implementation stage of the Culture project. They have built strong foundations and real momentum; we're now looking for someone who can bring expert change management, organisational development and stakeholder engagement skills to help turn that work into lasting organisational impact.

This is a rare opportunity to lead and integrate three of the most important drivers of organisational effectiveness: culture, performance and employee engagement. Unlike many change roles that focus on a single programme, this position sits at the centre of multiple strategic priorities and gives the successful candidate the opportunity to see their work make a measurable difference across the whole organisation.

You'll act as both a strategic partner and hands on delivery lead, working with stakeholders at every level to embed our Culture Project, develop a modern performance and competency framework, and drive meaningful employee engagement initiatives. The groundwork has already been completed, this role is about maintaining momentum, bringing people with you and ensuring great ideas become embedded business-as-usual practice.

Donna Hibbert
Head of People & Culture



About the role

Responsible to:	Head of People & Culture
Department:	People & Culture
Base Location:	Gilwell Park, Chingford, London (Hybrid minimum of 1 day per week in the office, sometimes two)
Role supports hybrid working:	Yes – click here for further details
Term:	6-month fixed-term contract
Salary:	£55,000 per annum (Pro-Rata)
Hours:	35 hours per week
Line Management Responsibility:	None
DBS:	Basic

What's expected?

As part of Scouts' commitment to building a high-performing, values-led and engaged workforce, this role is responsible for leading and integrating three people strategic workstreams that sit at the heart of organisational effectiveness: culture, performance and employee engagement.

Working as a senior specialist within the People & Culture team, the postholder will shape how these interconnected workstreams come together to create a thriving organisational culture, strengthen performance, and enhance the employee experience. Through expert organisational development, change management and stakeholder leadership, they will design and embed frameworks, approaches and interventions that drive sustainable organisational improvement and support Scouts to achieve its strategic ambitions.

This is a unique opportunity to influence how people experience work at Scouts, creating lasting impact across the organisation through meaningful and measurable change.

The role requires a blend of strategic HR expertise, organisational development knowledge and change management capability, working in partnership with senior leaders, managers and colleagues to design, coordinate and implement people initiatives across the organisation, ensuring projects are delivered on time, within scope and achieve their intended outcomes.

The role will provide dedicated project management expertise, stakeholder engagement and change management capability to ensure these strategic priorities are successfully delivered and embedded into business-as-usual practice.

Key accountabilities

Performance Management and Competency Framework

- Lead the review, design and implementation of a revised performance management and competency framework.
- Work collaboratively with the People Team, managers and employees to ensure the framework is practical, aligned to organisational objectives and supports high performance.
- Coordinate consultation, communications, training and implementation activities to ensure successful adoption.

Culture and Values in action Embedding

- Coordinate the implementation of the Values in Action principles emerging from the Culture Project.
- Partner with stakeholders to embed cultural expectations throughout key employee lifecycle activities including recruitment, onboarding, leadership development, recognition and performance management.
- Facilitate workshops, engagement sessions and implementation activities that support culture change.

Employee Engagement

- Develop and coordinate delivery of the Employee Engagement Plan in partnership with the Head of People & Culture.
- Analyse employee feedback and engagement data to identify priorities and recommended interventions.
- Support the development of meaningful engagement initiatives that strengthen employee experience and organisational culture.

Stakeholder and Change Management

- Build effective relationships with leaders, managers and employees across the organisation to support successful change adoption.
- Develop and deliver communication and engagement plans that ensure stakeholders are informed and involved throughout project lifecycles.
- Facilitate working groups, workshops and consultation activities where required.
- Coach managers and leaders in implementing new approaches and ways of working.

Continuous Improvement and Evaluation

- Develop mechanisms to measure and evaluate the impact of cultural adoption, performance management framework and engagement activities.
- Use data, feedback and organisational insight to evaluate project outcomes and recommend improvements.
- Ensure learning and good practice are captured and embedded into future activity.

General

- Work collaboratively across the People & Culture team and wider organisation to support strategic priorities.
- Undertake any other duties commensurate with the level of the role.

About you

Skills and abilities

- Strong organisational change and stakeholder engagement capability.
- Understanding of performance management principles, competency frameworks and organisational development methodologies.
- Strong understanding of employee engagement theory and practice.
- Strong commercial and strategic awareness with the ability to align people initiatives to organisational objectives.
- Excellent project management skills with the ability to manage multiple priorities simultaneously to challenging timescales.
- Ability to balance strategic thinking with practical implementation.
- Ability to influence, challenge and build consensus across a range of stakeholders.
- Exceptional communication and presentation skills.
- Strong analytical skills with the ability to interpret data and translate insights into action.
- Excellent attention to detail and focus on delivery.

Knowledge, experience and qualifications

- Significant experience within a senior HR, Organisational Development or People Change role.
- Experience leading culture change and organisational development initiatives.
- Substantial experience in at least one of the following:
 - Designing and implementing performance management frameworks and associated people processes.
 - Developing and embedding competency or behavioural frameworks across an organisation.
 - Developing and implementing employee engagement strategies and action plans based on organisational insight.
- Experience influencing senior leaders and securing buy-in for organisational change initiatives.
- Experience using engagement, performance and workforce data to inform decision making and evaluate impact.

- CIPD Level 5 qualification or equivalent professional experience.

Personal qualities

- Resilient and adaptable, with the ability to navigate ambiguity and change.
- Collaborative and relationship focused, with the ability to bring others with them through change.
- Credible and confident in working with senior leaders.
- A personal commitment to Scouts' values, behaving in an aligned way and committed to creating a positive and inclusive workplace culture.

Equity, Diversity & Inclusion

The Scouts is an equal opportunities employer and we are committed to fostering an inclusive environment where everyone feels valued and empowered to contribute. We offer flexible working arrangements to support diverse needs and lifestyles, ensuring that our teams can thrive both professionally and personally. We welcome and encourage applicants from all walks of life, believing that varied perspectives strengthen our innovation and community. Your unique experiences and ideas are essential to our success, and we look forward to hearing from all voices.

How to apply

Before making an application, please make sure that you've read the [Recruitment and Selection Policy](#).

Please submit an application by 11.59pm on Friday 4th September 2026

Scouts is an inclusive organisation, and we are committed to creating a recruitment process that is accessible to everyone. If you need support during the application process, please email recruitment@scouts.org.uk and we will endeavour to support your accessibility needs. If you are shortlisted for an interview, we will ask you whether you require any adjustments or support to participate fully in the selection process.

To help us monitor the application of our [Equality, Diversity & Inclusion Policy](#), we'd be grateful if you'd also complete the Recruitment Monitoring questions on the Application Form.

[Interviews will be held week commencing Monday 14th September 2026.](#)

If you'd like to find out more to see if this role suits you, we'd be very happy to have an informal chat; please contact recruitment@scouts.org.uk to set up a call or virtual meeting.