

**We need
people
who are
great with
people.**



Applicant Information Pack Risk & Assurance 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. 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.

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?

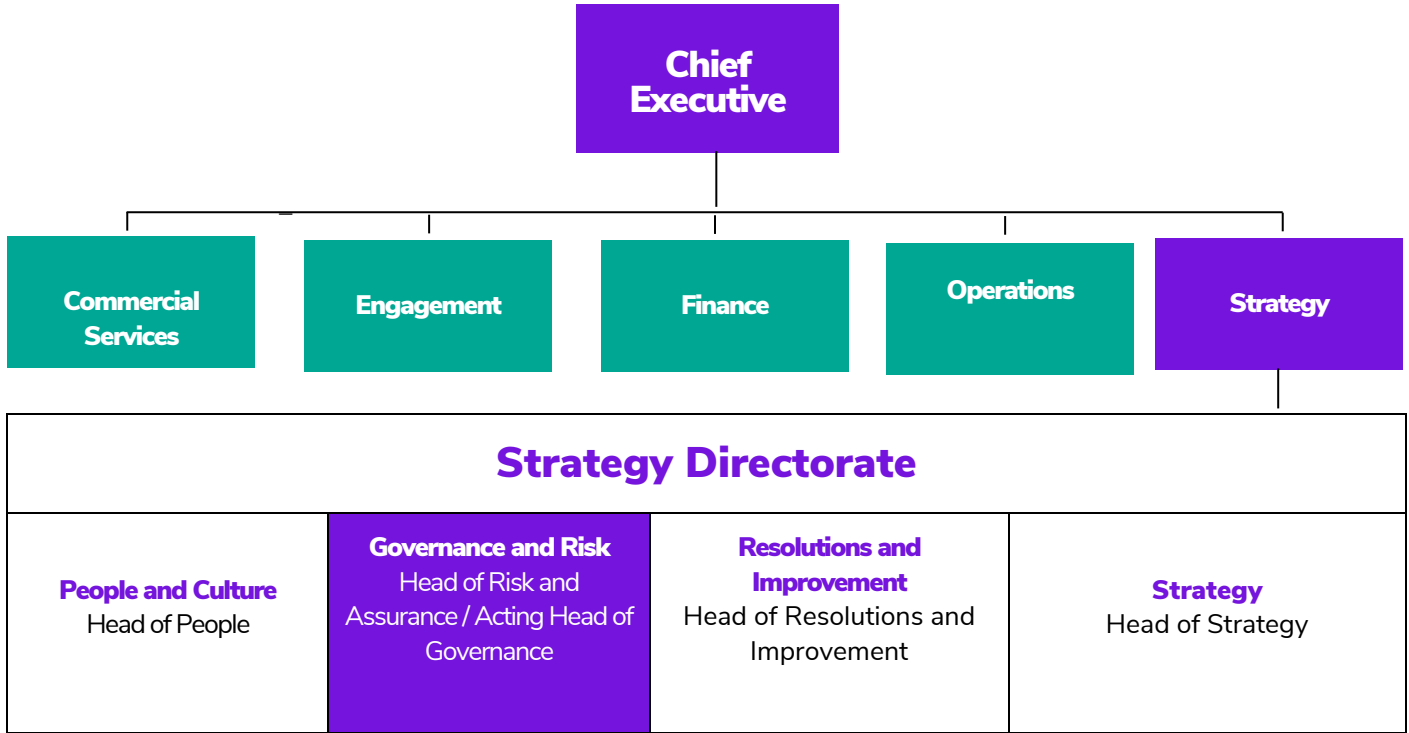
- Work in a way that suits you, your role and your department
- Be proud to say you're part of a team with [Investors in People \(Gold\)](#)
- Plenty of opportunity for learning and development
- 28 days holiday a year, plus bank holidays rising to 32 days after two years, (and we don't insist you go 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?

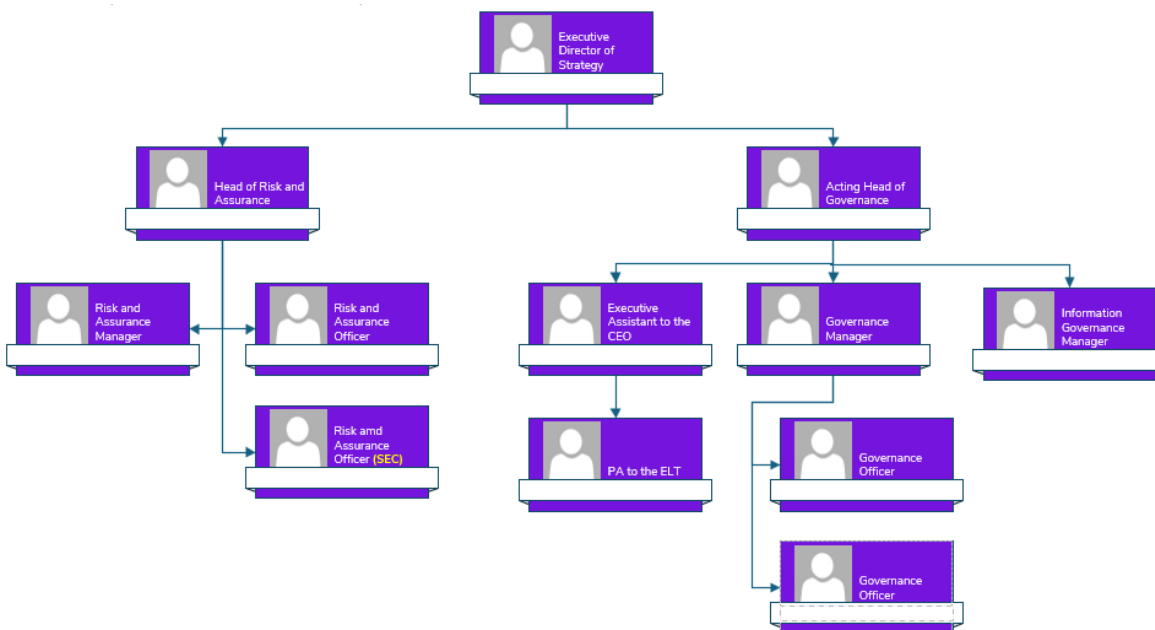
Check out our [benefits page](#)

How we're structured

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



Assurance Team Structure:



We're the Risk & Assurance Team.

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

This is a rare and exciting opportunity to join a team at a pivotal point in its development. We've spent the past year building a new Risk and Assurance function — and now we're moving into the next phase: embedding it across the Scouts Movement. You'll play a key role in shaping how we work in practice, the culture we continue to build, and the impact we have across the organisation.

Our role is to support the organisation in asking and answering big questions like: Are we managing our risks well? How do we know things are working? Where could things go wrong — and how would we find out? As a relatively new function, we approach these questions in a practical, constructive way — working closely with volunteers and staff to build clarity, confidence, and a healthy risk culture. Your role will involve supporting teams to use the ERM framework, gathering insights, spotting patterns, and helping us learn what's working and what needs to improve — not just through checks, but through relationships, feedback, and shared reflection.

This work spans everything from governance to safeguarding, safety to strategy. You'll contribute to embedding Enterprise Risk Management across the organisation, while also supporting assurance activity and helping refine how our overall framework works in practice. You'll work closely with me and others leading people-focused change across Scouts, helping ensure risk and assurance genuinely support better decisions.

We're building a team culture that's open, thoughtful, reflective and action-oriented. We focus on being practical and proportionate, and on working with people rather than "checking up" on them — and you'll be part of shaping that as the function matures.

If you want to make a meaningful difference, help embed something that's already been built, and support Scouts to keep doing what it does best — safely, sustainably and with confidence — we'd love to hear from you.

Wulff
Head of Risk & Assurance



About the role

Responsible to:	Head of Risk & Assurance
Department:	Directorate of Planning and Strategy
Base Location:	Hybrid (Gilwell based) or Home Contract
Role supports hybrid working:	Yes – click here for further details
Term:	12 month Maternity Cover from October 1 st 2026
Salary:	£ 46,475 per annum Band G Level 3 - (Homebased) £ 48,235 per annum Band G Level 3- (Gilwell based, inclusive of Outer London Weighting)
Hours:	35 hours per week
Line Management Responsibility:	None
Internal Relationships:	All departments
External Relationships:	Key external partners as required to support risk strategy and assurance – e.g. regulators, sector peers, etc.
DBS:	Basic

What's expected?

This is a senior, strategic role with responsibility for shaping and embedding risk management practices across the central Scout Association. As Risk & Assurance Manager, you will lead the implementation of a structured Enterprise Risk Management (ERM) and Internal Controls framework, ensuring that risks are effectively identified, monitored, assessed, mitigated, and escalated.

You will work closely with the Head of Risk & Assurance to integrate risk thinking into strategic and operational decision-making and planning. This role requires judgment, initiative, and the ability to operate in a complex, federated environment where solutions are not always clear-cut. You will also contribute to the development of organisational risk policies, strategies, and frameworks that strengthen decision-making and organisational resilience.

This role is ideal for a professional who enjoys leading a developing function, translating risk strategy into practical action, and fostering a risk-aware culture in a volunteer-led organisation.

Key accountabilities

Risk Management & Frameworks

- Lead the implementation and embedding of a refreshed ERM framework across the central Scout Association.
- Develop, maintain, and report on risk registers at organisational, directorate, and operational levels.
- Own the development and maintenance of risk appetite statements, tolerances, and reporting to the Board and senior leadership.
- Assess internal controls, recommend improvements, and ensure organisational resilience.
- Facilitate risk workshops, scenario planning, and horizon scanning to identify emerging or systemic risks.
- Provide advice and guidance to senior leaders and operational teams on integrating risk into decision-making.

Assurance Activities

- Assist in planning, coordination, and reporting of assurance reviews across priority areas.
- Work with the Risk & Assurance Officers in delivering risk-based assurance activities aligned with the ERM framework.
- Support testing and refinement of a three lines of defence model tailored to Scouting's structure and culture.

Engagement and Culture

- Build collaborative relationships across staff and volunteers to foster a risk-aware, learning-focused culture.
- Develop accessible training, tools, resources, and reporting to explain risk and assurance in practical, relevant ways to develop capacity and risk maturity.
- Influence operational and strategic decisions by embedding risk thinking into planning and delivery.

Data, Insights, and Reporting

- Collect, analyse, and present meaningful risk insights for senior leadership and operational teams.
- Support development of dashboards, heatmaps, and reporting templates for internal and volunteer use.
- Track trends, emerging risks, and mitigation effectiveness over time to inform strategy and decision-making.

Development and Foundations

- Lead the continuous improvement of systems, processes, and documentation supporting risk management and assurance.
- Research and apply best practice in ERM, internal controls, and assurance relevant to federated or volunteer-led organisations.
- Contribute to organisational risk strategy, policies, and guidance, ensuring frameworks support effective decision-making and operational delivery.

What success looks like

Success in this role will mean that:

- A clear, practical Enterprise Risk Management Framework is embedded across the central organisation.
- ERM is actively integrated in Business Planning, Organisational Performance Reports and Strategy Performance Reports with Horizon Scanning and consideration of external factors to our risk profile.

- Board, Committees, and senior leadership are supported in using risk appetite statements to maintain proportionate and confident decision-making.
- Relationships are built across teams and with key volunteers, with evidence of growing engagement and confidence in risk and assurance processes.
- The function is seen as a supportive partner — helping everyone understand, own, and manage risk rather than just report on it.

Supporting Scouting’s mission and values through ethical risk leadership

This role contributes directly to Scouting’s purpose to help young people develop skills for life by ensuring that the organisation operates safely, responsibly, and with integrity. Ethical risk leadership means fostering a culture where openness, learning, and accountability guide how we identify and respond to uncertainty.

The Risk & Assurance Manager models Scouts’ values — integrity, care, respect, belief, and cooperation — by promoting transparency, encouraging balanced risk-taking in pursuit of our purpose, and ensuring that decisions are made with fairness, inclusion, and long-term sustainability in mind.

Working in Partnership at Scouts

The Scouts is a joint leadership organisation, where staff and volunteers share responsibility for delivering our mission. We operate through a joint staff-volunteer leadership structure — with staff providing professional expertise and continuity, and volunteers bringing local insight, experience, and connection to the Movement. Success depends on genuine partnership, collaboration, and mutual respect between the two. This means working flexibly as part of a hybrid team, engaging daily with both staff colleagues and volunteers, and adapting ways of working to suit a wide range of people, roles, and contexts across the UK.

About you

Skills and abilities

- Strong analytical skills; able to gather and interpret qualitative and quantitative data to provide clear insights and recommendations.
- Skilled in facilitating workshops and discussions to help teams identify and manage risk.
- Excellent written and verbal communication, producing clear, accessible reports for senior leaders, teams, and volunteers.
- Confident working independently and collaboratively in complex, cross-functional environments.
- Able to exercise sound judgment in ambiguous situations, balancing risk, operational reality, and organisational priorities.

Knowledge, experience and qualifications

- Significant experience in risk management, internal controls, or assurance roles.
- Strong understanding of ERM concepts, risk appetite, controls, and multiple lines of defence.
- Experience implementing or maintaining internal controls frameworks and risk reporting mechanisms.

- Experience contributing to organisational policy, strategy, or frameworks.

Personal qualities

- Values diversity of people and perspectives, welcoming new ideas and different ways of working and thinking.
- Open to feedback, curious, and keen to innovate and improve risk practices.
- Collaborative, practical, and inclusive, able to balance strategic thinking with operational realities.
- Comfortable with complexity and ambiguity; focuses on clarity, action, and outcomes.
- Committed to respecting the heritage and values of Scouts while modernising risk and assurance practices.

Other Important Information

- This role will require evenings or weekends to engage with volunteers – hours can be flexed to accommodate this, and we will collaboratively plan it to make sure it's reasonable.
- If your skills or experience differ from those listed but you feel you can excel in this role, we welcome your application.

How to apply

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

Please submit an online application via [our jobs page](#) by 11:59pm 20th July 2026.

Please make sure to follow the instructions in the brief below – answering the 3 application questions clearly.

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 on 30th and 31st July or 3rd or 4th of August as virtual interviews.

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 Anders Wulff, Head of Assurance at anders.wulff@scouts.org.uk to set up a call or virtual meeting.

What to Expect from the Selection Process

We use a structured, fair recruitment process focused on your real experiences and potential to succeed in the role. The assessment is made up of three parts:

1. **Written application questions:** Instead of a traditional supporting statement, you will answer three targeted questions. These are scored using a clear rubric based on the person specification. Please answer these in the text box for "supporting statement" in the application form, and label your answers clearly with what question is being answered.
2. **Task to be presented at the Interview:** A scenario based task will explore your ability to analyse a concrete scenario and provide relevant insights.
3. **Interview:** Structured interview questions will explore your relevant skills, knowledge, values and working style in more depth.

Each part of the process will be weighted equally. Your application, task, and interview will each count for one-third of your total score.

We encourage you to use a structured approach such as STAR (Situation, Task, Action, Result) when answering to give specific examples of what you did, how you did it, and what difference it made.

Application Questions

As part of your application, please answer the three questions below in place of a supporting statement.

Instructions:

- Please clearly label each answer (Q1, Q2, Q3)
- Use specific examples from your experience (we recommend using the STAR approach: Situation, Task, Action, Result)
- Focus on what you personally did, not just the team or organisation
- Keep your answers focused and relevant to the role

Q1. Delivering risk management in practice

Tell us about a time when you implemented or embedded a risk management, internal controls, or assurance approach in an organisation.

What did you do to make it work in practice, and what impact did it have?

Q2. Influencing across teams and perspectives

This role involves working across teams and with volunteers to embed risk thinking.

Tell us about a time when you had to influence people with different perspectives or priorities to adopt a new approach or way of working.

Q3. Using data and insight to support decisions

Describe a time when you used data, analysis or insight to support better decision-making.

How did you present the information, and what difference did it make?