



Scouts
NSW

**Chief
Commissioner
NSW**

**Candidate
Information
Pack**

November 2019

Introduction

A dynamic and inspiring leader is needed for the voluntary role of Chief Commissioner NSW. The Chief Commissioner will enhance the operating environment, build a strong leadership team and continue to reposition Scouting in NSW to a new and exciting role in the community. This will require engaging with and energising the NSW Scouting community in the implementation of ambitious strategic goals, including the recruitment and retention of youth and adult members. The Chief Commissioner will **lead** and **inspire** a diverse Scouting organisation comprising young people, volunteer leaders, employed staff and a broad range of community and government stakeholders.

Scouting fosters young people's development and character socially, physically, intellectually, emotionally and spiritually. Through our 'youth led, adult supported' approach we provide boys and girls aged 5 to 25 with fun, challenging and inclusive opportunities to grow through adventure. With around 70,000 members, Scouts is one of the largest youth development organisations in Australia. We offer a diverse range of activities that develop skills in young people such as leadership, teamwork, problem solving and communication. Today's Scouts can take part in an extraordinary variety of outdoor activities, from 'traditional Scouting skills' such as camping and bushcraft, through to more extreme challenges such as abseiling, overnight hiking, rafting, canoeing, canyoning, snow activities, rock climbing, sailing, and flying. The Scouts Australia Program also incorporates contemporary issues such as youth health, 'responsible risk-taking', vocational skills, and issues pertinent to Indigenous Australians. We offer a youth program that encourages participation in the full range of activities available and provides recognition of individual achievement.

[Scouts Australia](#) is an accredited member of the [World Organisation of the Scout Movement](#) (WOSM), which has over 50 million members in 220 countries and territories around the world. The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

Scouts Australia NSW

The responsibility for delivering Scouting in NSW is delegated to the Scout Association of Australia NSW Branch ("[Scouts NSW](#)") under a federated model and incorporated by an Act of Parliament. We have over 19,000 youth and adult members from various cultural and religious backgrounds and with varying abilities,

Scouts NSW is one year into an ambitious four-year [Strategic Plan](#), heralding a new, modern approach to Scouting across the State. Our 2019-2022 Strategic Plan sees us reimagine and rebuild Scouts across NSW, to enjoy membership growth, improve our sustainability and stability, and bring greater trust and satisfaction across our Scouting community.



Our Strategic Plan has three key themes:

- *Member Experience*: creating memorable experiences and skills for life for our youth members,
- *People and Culture*: creating positivity about the future and a sense of belonging,
- *Sustainability and Operations*: making the business of Scouting smarter through greater accountability, trustworthiness and compliance.

Scouting in NSW is governed by the Board of Directors, which has responsibilities under the Constitution for the operation of the Scouts NSW Corporation and is responsible for managing it in the best interests of the Association. It sets the strategic focus and priorities, provides leadership in the positioning and culture of the organisation and monitors performance and risk.

The Branch Council elects the Board, votes on constitutional change, and elects Life Councillors and Elected Members to the Council.

The Chief Commissioner oversees the operations of Scouting in NSW, including volunteers and employed staff. The Chief Commissioner is accountable to the Board of Directors and is recommended for appointment by the Board to the Chief Scout of Australia (the Governor-General).

Key challenges and requirements for the role

Scouting is about developing the leaders of tomorrow, in every possible field of human endeavour. Scouts have become senior leaders in business, the professions and arts, and all Scouts are trained to lead by example in the maintenance of community values and principles. The Chief Commissioner has the responsibility for preserving and nurturing this powerful leadership tradition.

This will require the Chief Commissioner to actively and directly engage with all internal and external stakeholders, and demonstrate resilience in facing the challenges that may be encountered in implementing the new 'youth lead, adult supported' leadership model, the new youth program, and the strategic plan.

The Chief Commissioner must have and embody strong personal values, consistent with the Scouting Promise and Law. They will be the torch bearer for these values, exhibiting confidence in and a passion for relating with and inspiring others in their own personal journeys, both within Scouting and their daily lives.

The Chief Commissioner will be a key advocate on youth issues to government and other organisations, and will work with media to generate favourable coverage of Scouting and its programs and events.



The Chief Commissioner will build and develop a strong support team of experienced leaders, with the skills necessary to lead and inspire adult and youth members and employed staff and facilitate the development of appropriate plans and strategies for NSW.

Success will be dependent on the Chief Commissioner developing a highly skilled and motivated team of volunteers and employed staff committed to the Scout Movement's values, and ensuring that the Scout program and the quality of its delivery are excellent at all levels. This will be achieved through empowering the leadership team to coordinate activities and create an environment that motivates adult members to deliver quality programs aligned with the values of Scouting and the strategic and operational plans.

Position Description

The Board of Scouts NSW has redesigned the role of Chief Commissioner to make it more sustainable on a part time basis. This includes the implementation of new reporting lines and more focused responsibilities. The Chief Commissioner will be supported in the role by Deputy Chief Commissioners (DCC) who are expected to be able to act in the Chief Commissioner role at any time.

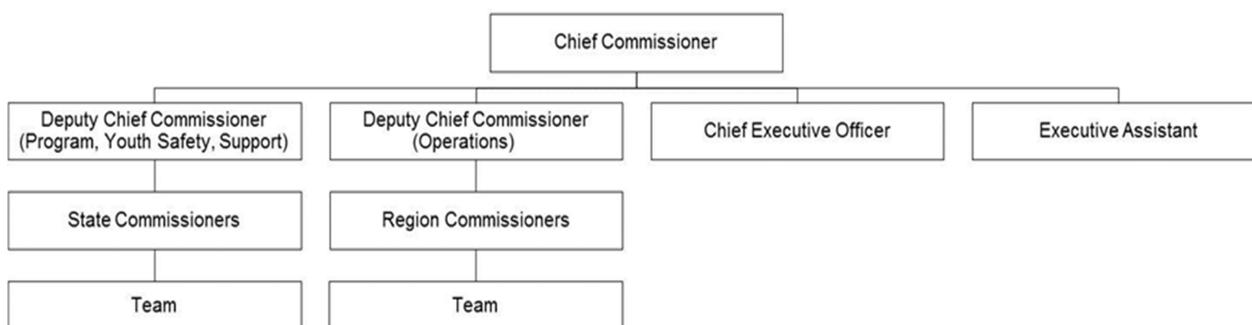
The Chief Commissioner will:

- Lead and inspire an inclusive Scouting Movement and a broad range of community and government stakeholders and partners.
- Have overall accountability for the performance of Scouting in NSW – for achieving the objectives of the strategic plan, as they relate to member experience, people & culture, sustainability & operations; and managing the change/reform process.
- Build a strong leadership team to inspire all members in Scouting.
- Develop, implement and deliver agreed business goals that reflect the Board-endorsed Strategic Plan.
- Maintain and promote an effective and generative safety culture within Scouts NSW including a robust risk based Child and Adult Safe framework.
- Actively and directly engage with internal and external stakeholders, and demonstrate resilience in facing the challenges that may be encountered.
- Attend and/or participate in a variety of State and Region events and activities.
- Have an external 'Chief Ambassador' focus and an internal 'overseer' (not doer) focus.
- Encourage a culture of innovation as 'business as usual' in the delivery of Scouting in NSW.
- Demonstrate Scouting values, exhibiting confidence in the Strategy, and with a passion for relating with and inspiring others in their journey to personal growth within Scouting.



Relationships

Structure



Key Role/Task Delineation

Task	Chief Commissioner	DCC Operations	DCC Program, Youth Safety, Support	Chief Executive Officer
Leadership focus	Manage 2xDCCs + CEO Lead & assist the reform program	Support Region Commissioners	Support State Commissioners	Manage State Office
Strategy implementation	Oversight	Execution (Regions)	Execution (Program / Support)	Execution (State Office)
Issues management	Matters involving DCCs or Chief Executive	Primary decision maker on Region issues (ie final point of escalation)	Primary decision maker on State issues	Primary decision maker on State Office team (& all salaried staff)
Engagement & partnerships	External relations	Internal relations	Internal relations	External relations, including grants & funding

Reporting Roles

Direct reporting roles	Chief Executive Officer (employed) Executive Assistant (employed) Deputy Chief Commissioners
Indirect reporting roles	State and Assistant State Commissioners Region and District Commissioners



Working relationships	Branch Council President Board Chair Honorary Treasurer Board Subcommittee Chairs Employed staff Other Branch Executive Managers
Committee relationships	Board Branch Council Chief Commissioner Commissioner's Council (CC, DCCs, RCs) Subcommittee Chairs
Other relationships	Members Community and corporate stakeholders and partners including local and state Government officials Other not for profit organisations

Major Responsibilities

Leadership

- Lead and inspire an inclusive Scouting organisation, exhibiting confidence and demonstrating Scouting values.
- Support the DCC assigned to lead a strong team of senior experienced Region Commissioners, with the skills necessary to guide and inspire adult and youth members, and implement the Strategic Plan for Scouts NSW in their locality.
- Support the DCC assigned to lead a strong team of State Commissioners, with the skills necessary to guide Commissioners, Leaders, Advisers and Youth Members, and implement the Strategic Plan for Scouts NSW in their areas of responsibility.
- Promote and support a dynamic youth and adult program that leads to growth in the Scout membership.
- Enable a culture where Groups, Districts and Regions are supported, developed, and encouraged to achieve their full potential and opportunities for innovative ways to deliver Scouting in NSW.
- Promote the Youth Program and special events.
- Be one of the key faces of Scouting in NSW and maintain a positive image of Scouting and its activities in NSW, with a focus on external relations.
- Support the DCCs in being the key faces of Scouting in NSW and maintain a positive image of Scouting and its activities in NSW, with a focus on internal relations.



- Undertake a program of continuous improvement to maintain relevant skills and knowledge for the role, including participating regularly in Scouting activities across all areas of operation and geographic location.

Management

- Oversee the performance of the Chief Executive Officer of Scouts NSW and support the CEO in their leadership.
- Maintain an effective organisational structure of volunteers that meets the principles of Scouting in Australia and the requirements of the Scouts NSW Strategic Plan, and that provides for succession planning at all levels.

Strategy & Implementation

- Champion the development, implementation and review of the NSW Strategic Plan.
- Ensure the CEO and senior volunteers are supported in the development of operating plans that support the objectives of the Strategic Plan.
- Maintain a culture of continuous improvement of monitoring and review of Scouts NSW policies, procedures and practices.
- Grow Scouting in NSW as part of the National, Asia Pacific Region, and WOSM Strategic Plans, including supporting the United Nations Sustainable Development Goals.
- Report on the wellbeing and development of Scouting to the Scouts NSW Board of Directors.

Communication and advocacy

- Develop and communicate a vision for Scouting in NSW, and secure the commitment of others to believe in that vision.
- Ensure Scouts NSW, in collaboration with the national office, provides proactive advocacy on youth issues to State Government and to the community.
- Ensure Scouts NSW has a strong and distinctive public profile that attracts interest and support, and grows membership.
- Maintain currency of knowledge in all aspects of the Movement and youth affairs.

Issues and change management

- Ensure all appropriate complaints and grievances are delegated and managed in accordance with the policies, procedures and practices of Scouts NSW.
- Support the DCCs in their undertaking or delegation of the investigation and resolution of complaints and grievances in accordance with the policies, procedures and practices of Scouts NSW.



- Finalise recommendations for resolution of complaints and grievances (that cannot be resolved at the DCC level) in accordance with National and Branch Policy and Rules, and Board procedures.

Stakeholder management

- Represent Scouting in NSW, including actively engaging with a broad range of community, government, business and media stakeholders.
- Lead and inspire the senior employed leadership team to actively source external funding streams.
- Lead & support the State Office team in identifying, meeting with, and pursuing relationships with philanthropic and other funding partners/sources.
- Build strategic alliances with other community organisations with like values.
- Participate in State and National meetings, events and projects as required.
- Support the DCC Region Commissioners in attending Region ARPs and other Region events and activities.

Governance

- Promote the principles of good governance for not-for-profit organisations across the operations of Scouts NSW.
- Ensure policies and procedures are current and responsive to the challenges of the functioning of an inclusive community-focused organisation.
- Accept responsibility for the successful discharge, by State and Region Commissioners, of their duties in pursuit of agreed goals and within the limits of their delegated authority.
- Be an active member of the Australian Chief Commissioners' Council and National Operations Committee and participate actively in other National forums and committees as required.

Key Selection Criteria

Scouting knowledge and experience

- Diverse knowledge of Scouting.
- A personal commitment to the Aim and Principles of Scouts Australia.
- Wood Badge (advanced adult leader training) qualified OR have the willingness to undertake training and achieve the qualification.



Leadership

- Demonstrated core values including respect and care for individuals, inclusiveness, and a commitment to diversity, innovation and creativity;
- Have the ability to convey a positive and constructive image of Scouting and reinforce the fundamental importance of the Scout Promise and Law in delivering Scouting programs;
- High level skills as a leader of adults, with a proven ability to work with, encourage and inspire adults with a diversity of attributes including experience, background, culture, religion;
- Demonstrate at a high level: contemporary thinking; the ability to inspire and influence; and deep experience in leading by example.
- Demonstrate a passion for Scouting.
- Significant experience in working with volunteers.

Strategy and implementation

- High level skills in establishing organisational goals, developing strategic and operational plans, and driving implementation.

Compliance and legal

- A working knowledge of the practical application of key legislation—including, but not limited to, governance, financial, human resources, child protection, food handling etc.

Communication and advocacy

- High level written and oral communication skills;
- Demonstrated ability to be a strong advocate of Scouting and its benefits, and to communicate effectively with all levels in Scouting, a diverse community including State and local government, and the media.

Stakeholder management

- Demonstrated capacity to negotiate policy issues with a range of entities, including related organisations, public bodies, government agencies, faith organisations and community interest groups;
- Deep experience in engagement and stakeholder management with all internal and external stakeholders;
- Demonstrated ability to understand and engage on youth issues.
- High level knowledge of NFP organisations



Issues and change management

- Advanced skills in change management and relationship development, including understanding collective decision making, flexibility to accommodate change, a demonstrated commitment to learning, developing skills and sharing knowledge, and a preparedness to be accountable;
- The ability to mediate and resolve leadership issues at all levels and to ensure that Scout policies including dispute resolution procedures are fairly applied.

Personal skills

- High levels of personal motivation, organisational skills and acceptance of responsibility and accountability for outcomes.

Other

Conditions of engagement

The initial term is for up to 3 years. An extension period of up to 3 years will be considered. The term is subject to performance outcomes and is at the discretion of the Board.

Time Commitment

The Chief Commissioner will have significant travel and other commitments. They will need to have the flexibility, energy and support needed to meet these commitments, including being available for urgent matters or major issues.

The role requires leadership of and engagement with a large number of volunteers. Most contact will be in the evenings and on weekends.

Meetings and Ceremonies

The Chief Commissioner will attend a number of regular meetings and conferences with the majority of the meetings occurring on weekends. Current meetings include:

National Executive Committee – meets 3 times per year

National Operations Committee – meets 3 times per year

Scouts NSW Board of Directors – meets 11 times per year, plus a planning day and an offsite weekend

- NSW State Annual General Meeting
- Region Annual Report Presentations – as required
- Chief Commissioner Commissioners' Council – 3 times per year



- Region Commissioners' Forum – 6 times per year
- Commissioners' Conference – 3 times per year
- Other meetings as required
- Queen's Scout and Baden-Powell Scout Award Ceremonies – 2 per year
- Australian Scout Medallion Ceremonies – 2 per year
- Adult Recognition Award Presentations

The Chief Commissioner will also be required to attend meetings of both the National Training Team and the various Youth Program meetings; and visit Region, State and National Youth Events on an as required basis.

Resourcing

The Chief Commissioner will be resourced as required, including personnel, allowances, resources (including technology and a car for Scouting use) and reasonable expense reimbursements.

Clearances

Applicants are required to have a current Working with Children Check clearance. Candidates selected for interview will also be required to undergo a background check and a National Police Check.

How to Apply

All applications must be received on or before midnight on Sunday **5 January 2020**.

Applications should be marked '**Confidential**' and emailed to applications@nsw.scouts.com.au

Your Application should include

- A current resume, including details of professional experience and relevant Scouting experience.
- Your Working with Children Check clearance number.
- A statement addressing the Major Responsibilities, and in consideration of the Key Selection Criteria (maximum of 3,000 words).
- Contact details of 4 referees, at least one of whom must be a person not associated with Scouting. (Referees will not be contacted without permission from the candidate).

Interviews for the role will take place in late January 2020.

Further information

Questions about the role can be directed to Kerry McGoldrick - Chair, Scouts NSW

E. Kerry.mcgoldrick@nsw.scouts.com.au

