SCOUTS AUSTRALIA – POSITION DESCRIPTION

**CHAIR, BUSINESS AND
COMMERCIAL SUB-COMMITTEE**

Role title	Chair, Business and Commercial Sub-Committee
Business unit	Business and Commercial Management Sub-Committee
Reports to	Chair, National Executive Committee
Direct reports	Members, Business and Commercial Sub-Committee.
Role level	Chair

Scouts Australia is a Child Safe organisation. Scouts Australia is inclusive of all, regardless of gender, sexuality, race, religion, or abilities and does not tolerate any form of harm, abuse or neglect.

OBJECTIVE

The aim of Scouting is to encourage the spiritual, physical, intellectual, emotional, social and character development of young people to enable them to become resilient, self-confident and responsible citizens.

This is achieved through an active, adventure-based program, which develops initiative, teamwork and leadership skills. This enables young Australians to attain their full potential, both as individuals and members of their local, national and international communities.

Scouting is the largest non-formal educational youth organisation in the World with over 57 million members. In Australia, Scouting has a membership of approximately 65,000, of which around 53,000 are youth members or young adults with the remainder being other adults supporting the delivery of the program.

ROLE OBJECTIVE

The Business and Commercial Management Sub-Committee is established pursuant to Rule 1.1.3 of the Scouts Australia Policy and Rules Statement.

The purpose of the Business and Commercial Management Sub-Committee is to advise and support the National Executive Committee (NEC) on the business and commercial management affairs of the Scout Association of Australia.

The Business and Commercial Management Sub-Committee will be responsible, and accountable, for the following functions:
- Overseeing management of projects
- Overseeing the work of the Scouts Australia Institute of Training
- Digital transformation matters.

The Business and Commercial Management Sub-Committee is encouraged to develop a strong working relationship with the National Operations Committee and its Sub-Committees.

The Terms of Reference for the Business and Commercial Management Sub-Committee and the Governance Framework that apply to all Sub-Committees are available on separate request.

Ordinarily, appointments would be made for a 3-year period.

The primary purpose of NEC Sub-Committees, and the primary responsibility of the Sub-Committee Chairs, is to exercise strategic oversight and management on behalf of the NEC, to achieve organisational goals.

Sub-Committee Chairs are empowered to make decisions within the parameters of the guidance they have received from the NEC. They also have broad discretion and agency in how they organise their work. For instance, a Sub-Committee Chair may appoint ad-hoc project leads, they may convene regular meetings with co-opted Subject Matter Experts, and they may hold bilateral meetings with Branches or other stakeholders. Of course, they may also meet as a formal Committee.

Given the emphasis on flexibility and agency, it is also appropriate that the Sub-Committees and their Chairs have a high degree of accountability back to the NEC.

In accepting the position, the Chair agrees to abide by the Governance Framework and perform the responsibilities described, unless otherwise authorised by the NEC. Sub-Committee Chairs must be prepared to commit the equivalent of one day per month for their Sub-Committee – and may well need to spend more time than this depending on priorities at the time. Chairs are required to report, in person or virtually, at least once per year to the NEC at a date of mutual convenience. This is to help ensure alignment between the work, and strategic priorities, of the NEC and each of its Sub-Committees.

Importantly, it is the responsibility of the Sub-Committee Chair to involve the people leading delegated work in the Sub-Committee's portfolio in strategic discussions. It is also their responsibility to involve all core members of their Sub-Committee in decision making.

Notwithstanding the flexibility afforded to Sub-Committee chairs, all formal decisions and recommendations to the NEC must meet standards of good process and governance, meaning:

- All Sub-Committee members have the opportunity to participate in formal decision-making (with formal decisions and recommendations requiring a standard quorum of half-plus-one)

- Decisions are recorded in an appropriate document in the Scouts Australia file system, such as meeting minutes or a decision log.

KEY STAKEHOLDERS

Key stakeholders for the Business and Commercial Management Sub-Committee include:
- National Executive Committee
- National Operations Committee
- Sub-Committees of the National Operations Committee
- Branches of Scouts Australia
- National Commissioner Teams
- National General Manager (and Convenor of the Technology Enablement Working Group)
- Principal of the SAIT Commercial Committee
- Leads of the Digital Transformation Sub Committee and the Program Management Sub Committee.

STRATEGIC RESPONSIBILITIES

Priorities for the Chair, Business and Commercial Management Sub-Committee over the next 12 months include to:

- establish the Sub-Committee as a fully functioning work unit including
  - providing support, alignment and guidance to existing efforts in this portfolio: the SAIT Commercial Management Board, and the Digital Transformation Sub-Committee
  - building on the success of the recently established Technology Enablement Working Committee;

- provide appropriate governance oversight to the commercialisation of the training institute
  - including the development of a decision-making framework and advice to the NEC;

- develop a strategic roadmap of priorities for digitisation across Scouts Australia including opportunities for harmonisation, alignment and efficiency with the Branches;

- create and maintain a register of major projects and develop a framework for ongoing oversight and reporting to the NEC
  - including a structured approach for tracking progress and updating the NEC, and a process for escalation as required;

- provide project management for a national program for community batteries, and management of any Federal Government grant.

Behavioural Capabilities

- Outstanding team leadership and management skills.
- Highly developed skills in guiding, influencing and developing relationships in a diverse stakeholder base.
- Demonstrated capacity to establish a clear vision and ability to navigate a complex environment to deliver organizational strategy.
- Highly developed communication and liaison skills in a complex operating environment.
- A self-starter and highly motivated individual.

Knowledge/ Personal Attributes

- An unequivocal belief in the Purpose, Principles, Promise, Law and Method of Scouting.

Technical Capabilities

- A sound understanding of the use of various information and communications technologies, including cloud-based solutions to achieve organisational outcomes.
- Sound project management skills.
- Well-developed appreciation of digital transformation issues, including opportunities for rationalization and harmonisation.
- A sound understanding of change management concepts, methodologies and practices.
- Experience in a commercial enterprise and or/ commercial acquisition.

Other

- A willingness and capacity to volunteer considerable time to the Association.
- A preference is for the nominee to:
  - hold current membership of a Branch of Scouts Australia and to maintain that membership throughout their tenure unqualified
  - have had a National Police check and agree to any further check as required from time to time
  - hold a current Working With Children/Vulnerable Persons check in the Branch of which they are a member and agree to maintain this check throughout the tenure of their role
  - have completed and passed all mandatory training with a commitment to renew successfully every two years
  - have completed the "Working in a Child Safe Environment" skill set (CHCSS00146) or equivalent as and when it is superseded.