



SCOUTS AUSTRALIA - POSITION DESCRIPTION

National Project Commissioner, Scouts Australia Operations Branch (SAOB) (Volunteer Position)

Role title	National Project Commissioner
Business unit	Scouts Australia Operations Branch (SAOB)
Reports to	National Project Commissioner
Project partnership	Works closely with the Scouts Australia SAOB Project Manager
Initial focus	Branches considering or expressing an interest in joining SAOB
Appointment	Two years with an extension by the Chief Commissioner of Australia if required.

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.

OVERVIEW

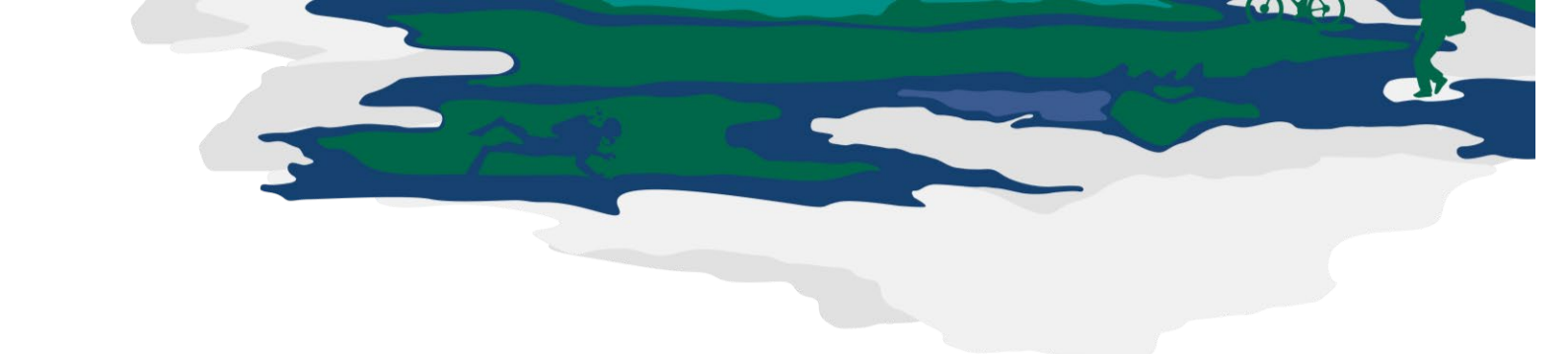
The aim of Scouting is to encourage the spiritual, physical, intellectual, emotional, social and character development of young people to enable them to become resilient, self-confident and responsible citizens. This is achieved through an active, adventure-based program, which develops initiative, teamwork 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.

PURPOSE OF THE ROLE

Lead the development of the operational framework for the Scouts Australia Operations Branch (SAOB), working with Branches considering participating in the new operational model. Translate their practical questions and requirements into clear decisions about how Scouting will be delivered, supported and led each day within the merged operational model.

The principal deliverable is an SAOB Operations Manual, including a schedule of delegations and personal structure, that provides a workable basis for SAOB which supports seamless continuity of the youth program through any approved transition. The framework must be capable of accommodating additional Branches over time.



The incumbent must be available from the time of appointment, throughout the planning and preparation for the first Branch transition into SAOB, and for an appropriate period following that transition. This will provide continuity until the SAOB governance and leadership arrangements required to support the merged operational model are fully established, including the appointment of the SAOB Board and SAOB Chief Commissioner.

WORKING RELATIONSHIPS

Work with the Chief Commissioners and authorised governance representatives of interested Branches; local uniformed leaders; young people; relevant National Commissioners and committees; and staff and specialist advisers supporting safeguarding, training, activities, property, finance, insurance and membership administration.

Agree a division of work with the Project Manager of the SAOB Working Group. Lead the uniformed operational workstream and ensure its decisions, resource needs and implementation dependencies are integrated with the wider SAOB project and its governance arrangements.

The SAOB Working Group has specific responsibilities in implementing this merger process and will be an important stakeholder for this appointment to support the team responsible for delivering this outcome.

AUTHORITY AND DECISION MAKING

Convene working groups, lead consultation and settle operational arrangements within written project delegations. Align the framework with Scouts Australia's Policy and Rules, national policies and SAOB governing instruments. Record decisions and obtain approval for matters beyond delegated authority, including policy changes, committee representation and expenditure.

Existing Branch responsibilities and decision-making powers continue until there is a Branch merger. Any authority to direct current operations, appoint leaders, commit resources or implement new arrangements must be expressly delegated. Escalate unresolved matters to the relevant Branch Chief Commissioner, in coordination with the Project Manager of the SAOB Working Group, with clear options and recommendations.

KEY RESPONSIBILITIES

1 Lead consultation and map current operations

- Establish a joint working process with interested Branches, with agreed representatives, milestones and a register of questions requiring operational answers.
- Map every current Branch operational function, including less visible support tasks. Identify its present owner, policies, resources, systems and approvals, then specify who will perform and be accountable for it under SAOB.
- Involve and empower local leaders, young people and relevant staff in testing proposals. Account for geography, remote communities, volunteer capacity, local relationships and practices that support effective Scouting.
- Document areas of agreement, unresolved issues and each Branch's requirements for an informed opt-in decision. Distinguish consultation outcomes from formally approved decisions.

2 Define leadership structures and delegations

- Develop the SAOB uniformed leadership including the leadership and support arrangements required between the Branch and Group levels to effectively deliver and support Scouting. Specify role purposes, reporting lines, supervision, local support and links with employed staff.
- Define the chain of command and the decisions reserved nationally, held at SAOB level or delegated locally. Set practical arrangements for appointments, acting roles, vacancies, escalation, urgent decisions and review or appeal.
- Produce a delegation schedule identifying the source of authority, decision type, authorised role, limits, required consultation, records, reporting and whether further delegation is permitted. Identify the body or officeholder required to approve each delegation.
- Give local leaders sufficient authority to deliver the program effectively, with clear accountability and access to timely support.

3 Establish child safe and member welfare arrangements

- Work with safeguarding specialists to determine how applicable Safe from Harm Standards, national policy and State or Territory requirements will operate within SAOB. Identify common procedures and any necessary jurisdiction-specific provisions.
- Specify responsibility for screening and clearances, induction, training, codes of conduct, prevention, youth voice, safe activities and environments, and monitoring compliance.
- Define accessible reporting channels, immediate protective action, after-hours escalation, case ownership, statutory notifications, investigations, information sharing and support for affected people. Reporting to authorities must not depend on approval through the uniformed chain of command.
- Provide for secure transfer and continuing oversight of open safeguarding matters, complaints and relevant records. Identify the authority for precautionary restrictions, suspension, reinstatement and review, with fair processes and appropriate confidentiality.

4 Maintain the youth program and safe activities

- Set arrangements for delivering the youth program across all sections, grounded in the Scout Promise and Law, the Scout Method and meaningful youth participation.
- Clarify program support, youth leadership, awards, adventurous activity approvals, leader qualifications, risk assessment, camps, events, contingents and cross-border participation.

Define incident response, emergency contacts, activity cancellation and business continuity responsibilities so leaders know who can act and where to obtain help.

5 Provide effective support for adults and membership

- Determine arrangements for adult recruitment, onboarding, appointment, training, mentoring, performance support, recognition, succession and departure, including recognition of existing appointments and qualifications.
- Specify processes for membership registration, transfers, participation records and enquiries, with clear responsibilities between volunteers, local support and shared administration.
- Define pathways for concerns, conduct matters, grievances, discipline and appeals, including conflicts of interest and access to an impartial review. Distinguish these from safeguarding reporting and response pathways.

6 Connect operations with property and shared services

- Work with the Project Manager of the SAOB Working Group and relevant specialists to define the operational use and management of halls, campsites, equipment and other assets, including access, bookings, maintenance, inspections, safety and emergency closure.
- Clarify the relationship between local custodianship, asset ownership, leases, insurance and authority to approve expenditure or enter commitments. Identify matters requiring separate governance or legal approval.

- Identify the operational requirements for budgets, fees, purchasing, banking, fundraising, grants, insurance and claims, and align them with the financial and administrative arrangements developed through the wider project.
- Specify the support services, staffing capacity, response expectations and escalation contacts needed by local leaders. Address membership systems, program platforms, communications, privacy, records retention and authorised access.
- Resolve dependencies before transition so that activity permissions, insurance cover, facilities, payments and essential records remain available when needed.

7 Determine representation and local identity

- Develop arrangements for SAOB representation on the Scouts Australia National Operations Committee and other national committees, councils and working groups. Identify any changes to terms of reference, membership or voting rights requiring approval.
- Specify how representatives are selected, receive input from participating States and Territories, consult young people and report decisions back to local leaders.
- Recommend arrangements for State and Territory identity, local advisory forums, ceremonies, recognition, uniforms and badges, and relationships with government, partners and communities, consistent with approved national settings.

8 Produce and test the Operations Manual

- Compile one coherent SAOB Operations Manual covering each operational function, with jurisdictional schedules where required. Identify the governing policy, accountable role, decision authority, procedure, contact point and escalation pathway.
- Include practical organisation charts, delegations, role descriptions, process guides, forms and common questions. Refer to controlled policies rather than reproducing material that may become outdated.
- Working with Youth Program Leaders and Program Support Leader, test the framework using real scenarios such as approving a camp, appointing a leader, responding to a child safety concern, repairing a hall and selecting a national committee representative.

Resolve gaps and conflicting instructions, secure the necessary endorsements and approvals, and prepare transition guidance and briefing materials for leaders and staff.

REQUIRED DELIVERABLES

Agree delivery dates with the Chief Commissioner of Australia and the Project Manager of the SAOB Working Group at commencement, in consultation with interested Branches. The following outputs define completion of the project workstream.

Deliverable	Required outcome
Project plan and operational baseline	A schedule of work, consultation arrangements, a complete map of current Branch functions, and a register of questions, risks, dependencies and decisions.
Operational framework	The proposed leadership structure, responsibilities, local support model, national representation and policy arrangements, with Branch feedback and approval requirements recorded.

Deliverable	Required outcome
Operations Manual and delegations	A tested manual and delegation schedule, including jurisdictional provisions, role descriptions, practical procedures and a record of approvals and effective dates.
Transition and continuity plan	A separate plan for each participating Branch, subject to its opt-in decision, covering role handover, open matters, resources, systems, communications, training and readiness to commence.
Handover and review	Named ongoing owners for the manual and delegations, a review cycle, an outstanding actions register, and an agreed review of the initial operating period.

REPORTING AND MEASURES OF SUCCESS

Provide monthly progress reports to the Chief Commissioner of Australia and coordinate reporting with the Project Manager of the SAOB Working Group. Report decisions required, Branch consultation, completed work, emerging risks and changes to scope or resources. Escalate urgent safe from harm, continuity or governance concerns immediately through the appropriate channel.

- Interested Branches receive clear operational answers that enable informed decisions about participation.
- Every mapped operational function has an accountable owner, a workable process and a clear decision or escalation pathway.
- The manual and delegations are approved by the relevant authorities and can be used confidently by local leaders.
- Any transition has confirmed safeguarding arrangements, resources and support, with continuity of the youth program and no unallocated critical responsibilities.

CAPABILITIES AND EXPECTATIONS

The incumbent will bring substantial experience leading Scouting operations; a sound understanding of the youth program and volunteer leadership; practical safeguarding knowledge; and the ability to work across Branch and national structures. They must be able to build agreement, resolve competing operational needs, write clear procedures and delegations, and deliver a complex project in partnership with volunteers, staff and specialists.

The appointee must model the Scout Promise and Law, listen to young people, respect local knowledge, maintain confidentiality and declare conflicts of interest. They must meet applicable membership, screening and training requirements and be available for regular online consultation and agreed travel.

Resources and expenses are to be agreed within the approved project arrangements.