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# New Scouts NSW State Structure FAQs

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## 1. Why do we need a new structure?

Every organisation – be they large corporates or small not-for-profits – have to change to meet the needs of their customers, the community, expectations of their product or service, and to remain financially confident and viable. This often means reviewing the structure of the organisation. The Scouts NSW State structure we had in 2007 was different to that of 2017 and will be quite different to what we need in 2027.

To set us up for better success in the future, we needed to adjust how we work together - to support our youth members and their families, our volunteers and staff, and to help us become stronger for the future.

Our new structure is all about helping our 'workforce' successfully perform their roles for the benefit of our customers (i.e. youth members) and responding to the feedback and suggestions provided by our members and supporters.

## 2. How does the new structure respond to our need to become financially sustainable?

In numerous ways:

- Reduction in State team size and focus on support and not duplicating effort elsewhere
- Dedicated roles to focused on recruitment and retention



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- Dual appointments (i.e. State Leader positions) so as to avoid negatively impacting frontline roles and member experience
- Role focused on partnerships and advocacy, working with paid staff on seeking grants for Scouts from government, corporates and philanthropists
- Ensuring alignment of Region-based operational roles with paid staff in areas such as property management and financial services
- Greater focus on a positive member experience and culture through the Adults in Scouting and the Innovation and Culture teams

### **3. Will Regions be expected to duplicate the State structure?**

No. The State structure is designed to provide resource support directly to the frontline – in particular with respect to the Youth Program – without needing a mirrored team in each Region. That being the case, Regions may choose to have key roles such as dedicated Region Commissioner (Adult Training & Development), Region Commissioner (Adventurous Activities) or Region Commissioners focused on Section or Program Support.

While the Region Review has yet to be finalised, some functions will be required to be mirrored in Regions. The intent is to only have a minimum of essential functions replicated between Regions and State.

The Region teams will be responsible for operational matters, whereas the State team will be responsible for supporting the program, adult development and specific focus areas such as partnerships and grants, inclusion, risk and youth safety, and members support.

Deduplication between State and Region, and between uniformed and paid staff, has been a design principle in the new structure.

Region coordinators for some focus areas – e.g. Adult Training and Development (AT&D) – while selected by the Region Commissioner and dedicated to that Region, will have a dotted line reporting to the State Commissioner (AT&D) and will take functional direction from that State Commissioner.

Similarly, Region-based functions will take functional direction from the relevant State Commissioner e.g. Youth Program, Members Support, Adventurous Activities, Section (or aged) based support, but remain responsible for the delivery of the operational aspects of the function within the Region.

#### **4. What's happened to the Youth Commissioner role?**

The voice of the youth remains an important element in the new State structure and will be led by the Assistant Chief Commissioner (ACC) Youth Engagement. As well as continuing to focus on initiatives such as the You+Lead program, the Scout of the Year Awards, and educating our young people on the Sustainable Development Goals, the ACC Youth Engagement will actively seek out ways to externalise the Scout youth voice in the community, media and government. They will play a key role in retention and recruitment of young people and the empowerment of our youth members and the role they play in the Youth Program.

#### **5. Who will be helping with Leader recruitment and the development of Leaders?**

Several roles will share the support in this space.

- State Commissioner (Recruitment and Retention) will work closely with Region-based team members and the frontline to help recruit new Leaders. Supported by the Development Officers (staff positions), they will assist with

initiatives such as LeaderBuild and promoting a 'career' as an adult Leader in Scouts.

- State Commissioner (Adult Training & Development) will continue to focus on enabling flexible training for all Leaders and on further development opportunities for Leaders to gain their Wood Badge through leadership training, with so they enjoy and can deliver a better Scouting experience.
- State Commissioner (Inclusion) will seek out ways to recruit new adult Leaders to ensure the Scouting community reflects the general community in terms of need and opportunity for adults.

## 6. The State team appears to be quite large. Why is that?

The new structure is made up of a mix of:

- ***Dedicated*** Commissioners
- A small team that will 'close down' after the new Youth Program has been fully implemented across NSW
- A team of subject matter experts in various adventurous activities from whom their State Leader role is a ***dual appointment*** (i.e. they have a primary role on the frontline or in a District or Region role).

While the structure looks large and complex, the core team is connected through logical portfolios and is somewhat smaller than it appears. It's designed to provide the support asked by the frontline, and to reduce the pressure on District and Region team members to provide expertise to Groups and Youth Members.

Recruitment will be prioritised in response to members' needs. Any interested person is invited to submit an Expression of Interest (more details will be shared as recruitment commences).

New ideas, new faces and new enthusiasm will be very welcome for all State team support and operational positions, both for primary and dual appointment roles.

Any member or supporter with an area of expertise or interest who can see a place for themselves in the 2021 State team structure, where they can make a positive difference, is very welcome to submit an expression of interest.

### **7. How will I be able to contact State team members?**

A special page will be created on the Scouts NSW website to ensure all members and supporters can find the person from whom they are seeking information or support.

### **8. Do you have to be a current State team member in order to apply for one of the vacant positions?**

No. Some positions would be easier for people who have held State-based or Region-based roles, or who have had held senior or high-level positions in their professional life, but generally anyone can submit an Expression Of Interest for roles advertised, where they believe they can make a positive difference.

### **9. Are younger people able to apply for State team positions?**

Absolutely, yes. Positions will be filled on merit and fitness to perform, not on how many years an applicant has been in Scouts. Of course, some position will require actual Scouting or professional experience or knowledge which may mean a less experienced person will need additional support in the position. Alternatively, a younger person may prefer to 'intern' in a role if they are really interested in that portfolio or focus.

## 10. How is the structure addressing welfare and wellbeing support for members?

While not replacing the important role played by Region and District positions, several initiatives, roles and procedures are in place to respond to this at a State level.

- **State Commissioner (Members Support)** focuses on how we can support the welfare of members across NSW, alongside Region-based Members Support leads.
- **Youth Safe Advocates** (YSAs) provide support and a guiding voice to young people. You can find the [list of YSAs](#) on the Scouts NSW website.
- **Mental Health First Aid** training is currently being rolled out across NSW. We will soon update the Scouts NSW Website with the names of MHFA trained and accredited members. Find out more about the [Mental Health First Aid Project](#).
- **State Commissioner (Child Safety & Issues Management)** manage matters that either concern members working in a State role or where the matter is impacting our youth members. Scouts NSW has a very clear procedure and policy in place to manage issues. This role works closely, where required, with paid staff in the Child Protection Office.

## 11. Does the new structure “load people up” with too much work?

The new structure is designed to avoid duplications and to allow for better collaboration and interaction both within the State team and with paid staff and Region-based team members.

We are reviewing some of the positions and the expected workload – and will do this regularly - to ensure we’re not overwhelming our volunteers.

## **12. There are lots of acronyms in the State structure. What do they all mean?**

**DCC** – Deputy Chief Commissioner: reports to Chief Commissioner; active member of the Scouts NSW Board; key in decision-making alongside the Chief Executive Officer and senior members of Scouting in NSW and Australia.

**ACC** – Assistant Chief Commissioner: reports to a DCC; leads dedicated teams with specific purposes to support the frontline of Scouting; active member of the Chief Commissioner’s Council; directly interacts with National team members.

**SC** – State Commissioner: primary appointment with a dedicated focus responding directly to members needs or organisational challenges.

**ASC** – Assistant State Commissioner: primary appointment with a dedicated focus supporting a State Commissioner or a specific support area.

**PC** – Project Commissioner: primary appointment dedicated to a time-limited project.

**APC** – Assistant Project Commissioner: primary appointment supporting a time-limited project.

**SL** – State Leader: dual appointment; a subject matter expert focused on supporting the frontline in specific areas.

**Chair** – Lead contact of a Council of youth members.

## **13. Why does the State Commissioner (Air Activities) report to the Chief Commissioner?**

There is a legal requirement by CASA (Civil Aviation Safety Authority) for this activity team to report to the most senior person in the organisation. Even though the formal line for the Air Activities team is through to the Chief Commissioner, air activities are one of the elements of the Youth Program.

## 14. Why is the State structure so complex?

The structure is not actually as complex as it might look. There are two areas, each led by a Deputy Chief Commissioner – one focused on operations and one focused on support.

The ***DCC Operations*** manages support to and development of matters relating to operational outputs within the Regions and leads the focus on membership through recruitment and retention.

The ***DCC Program, Youth Safety & Support*** manages the support function through four focus areas:

- *Youth Program and Support* of the program ... This is our 'product' area and provides support directly to the frontline with respect to the program and aged-based support.
- *Adults In Scouting* ... This is the team focused on HR or the adult Scouting journey.
- *Youth Engagement* ... This team will actively harness the voice of our youth in decision-making and in demonstrating the value our young people bring to the community. As a youth organisation, it is important that we demonstrate the importance of the youth cohort through our structure.
- *Innovation & Culture* ... This team provides operational support with a focus on continuous improvement and review of what we do and how we do it.

## 15. Can younger people take on roles in the State team?

Yes. Absolutely. There is no reason why younger people cannot nominate for roles in the State structure.

Some roles, of course, require experience or demonstrated skills or knowledge and inexperienced people may not be eligible to perform in that role. For example, the State Commissioner (Partnerships & Advocacy) would be most successful if they had experience in dealing with government organisations and senior managers incorporates and philanthropy-based organisations. Similarly, the State Commissioner (Air Activities) must have a background that allows them to understand the intricacies of air-related elements such as flying qualifications, flight regulations, and equipment management.

If there are younger people who are interested in specific roles, there is no reason – once the State team is in place – why they cannot seek to ‘shadow’ or ‘intern’ in a particular area.

#### **16. Are all roles ‘stand-alone’?**

No. Most of the roles in the State team have dotted-line functionality with other members of the team or with paid staff or Region-based members.

In addition, State team members will continue to be encouraged to remain connected with the frontline of Scouting e.g. by attending Section nights, taking part in events, delivering training elements to adults and collaborating with youth councils.

#### **17. Where does support for digital systems fit?**

Support for questions on content that is or should be in the digital systems will be managed within the Youth Program and Support team. Support on the actual functionality of digital systems will be managed by the IT staff through ‘help tickets’ submitted through [helpdesk@nsw.scouts.com.au](mailto:helpdesk@nsw.scouts.com.au).

#### **18. Do State team members interact with the frontline of Scouting?**

Yes. The structure is designed specifically to provide frontline resource support, especially the Youth Program and Support and the Adults in Scouting teams. They exist solely to provide help in delivering the program to our youth members and ensure our adult members are enabled to succeed in their roles.

Of course, there is also a need for the District and Region team members to be part of this directly interaction between State Leaders and the frontline.

**19. Where is the focus on supporting Group Leaders and providing support with regards to governance and financial sustainability?**

The Operations part of the State team and the State Office Staff are responsible for providing operational assistance to the frontline through Region and District support mechanisms and in some cases directly to frontline formations. This includes guidance and assistance in areas such as property management, financial acumen, Leader and Supporter recruitment, membership development and growth through retention.

**20. Can Groups expect to see more of State team members?**

State team members will be encouraged to remain connected with the frontline however regularly connecting with more than 4,000 frontline Leaders will always be a challenge. State team members frequently liaise with and seek information from Region or District based Leaders who represent the frontline.

By using the Scouts NSW website to provide details of the State team members, you will be able to know who to contact (and how to contact them) for information or assistance. Depending on what help or information you are seeking, it may make more sense for you to work with your local lead in a particular area but that can be assessed if you reach out firstly to a State team member.

If you are interested in a specific area or have questions that are not able to be answered at a District or Region person, you are very welcome to directly contact a member of the State team. Email is best, initially, using the Scouts NSW email address of [firstname.lastname@nsw.scouts.com.au](mailto:firstname.lastname@nsw.scouts.com.au).

**21. Which roles have linkages to paid staff, and to Region-based or National roles?**

Many State-based volunteer roles have linkages to paid staff and Region-based or National roles. This will be outlined in the Position Descriptions for each role.