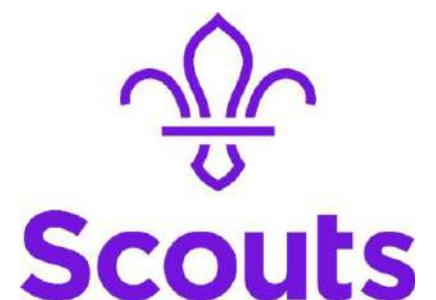




**Preparing young people with skills
for life**

**Digital Transformation Programme -
Programme Sponsor**



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About us

Overview of Scouting

We are the UK's biggest mixed youth organisation. We change lives by offering 6 to 25 year olds fun and challenging activities, unique experiences, everyday adventure and the chance to help others so that we make a positive impact in communities.

Scouts helps children and young adults reach their full potential. Our members gain valuable skills for life including teamwork, time management, leadership, initiative, planning, communication, self-motivation, cultural awareness and commitment. We help young people to get jobs, save lives and even change the world.



What do Scouts do?

Scouts take part in a wide range of activities as diverse as kayaking, abseiling, expeditions overseas, photography, climbing and zorbing. As a Scout you can learn survival skills, first aid, computer programming or even how to fly a plane. There's something for everyone. It's a great way to have fun, make friends, get outdoors, express your creativity and experience the wider world.

What do volunteers do?

This everyday adventure is only possible thanks to our team of adult volunteers, who support Scouts in a wide range of roles from working directly with young people, to helping manage a local community based Group, to being a charity Trustee. We help volunteers get the most out of their experiences at Scouts by providing opportunities for adventure, training, fun and friendship.

Our award winning training scheme for volunteers means that adults get as much from Scouts as young people. Our approach focuses on what you want to get out of volunteering with Scouts, while respecting how much time you can offer. Over 90% of Scout volunteers say that their skills and experiences have been useful in their work or personal life.

Key facts and figures

The Scout Association is a UK charity founded in 1907 and now boasts a membership of over 640,000 young people and adult leaders. We are the largest mixed youth movement in the UK. Scouting activity is delivered through 7,000-plus community based Scout Groups nationwide.

Scouting is widely recognised and is one of the most trusted charities in the UK, giving it a significant level of influence and responsibility. Scouting's greatest strength lies in its grass roots. It is locally that Scouting is best able to identify and work directly with young people most in need.

We believe that through the everyday adventure of Scouting, young people and adult volunteers regularly experience new challenges that enrich and change their lives.

The current focus for the Trustees and those in Scouting in the UK is delivering our strategic vision.

Our strategy

A new strategic plan for Scouting across the UK was launched in May 2018 to secure a strategic direction through to 2023 and to grow on the success of the current plan. The strategic plan consists of 12 Programmes, which are our broad areas of focus, directed, driven and



delivered by Programme Boards. Each Programme is made up of a number of specific projects, each of which will contribute to the achievement of the strategy. More details on the work towards our new plan are available at www.scouts.org.uk/ourplan.

By 2023 we will have prepared more young people with skills for life, supported by amazing leaders delivering an inspiring programme. We will be growing, more inclusive, shaped by young people and making a bigger impact in our communities.

Further information on our strategic objectives are provided on our website at www.scouts.org.uk/ourplan.

Scouting's fundamentals

Our mission

Scouting exists to actively engage and support young people in their personal development, empowering them to make a positive contribution to society.

Our values

As Scouts, we are guided by these values:

Integrity

Respect

Care

Belief

Co-operation

Further information on our fundamentals, including details of our values, are provided on our website at <http://scouts.org.uk/about-us/key-policies/fundamentals-of-scouting/>



Scouting's key policies

In common with all members in Scouting, the role holder will be required to promote and follow our key policies. The policies cover:

Child Protection

Equal Opportunities

Religion

Safety

These policies are fully explained on our website at <http://scouts.org.uk/about-us/key-policies/>

The Digital Transformation Programme

With the launch of our new strategy, Skills for Life, we have developed 12 Programmes of Work (PoW), to deliver the strategy. One of these is the Digital Transformation Programme.

The Digital Transformation Programme will focus on creating and supporting delightful experiences for our members and young people through simpler ways of working and improved engagement and information sharing. We will create simple, easy to use, integrated digital products and services that support the delivery of our vision and create value, improve efficiencies and enhance the scouting experience.

To achieve our digital vision, we will need to realise the following objectives:

1. Simpler Scouting through improved digital services

A single, joined-up online experience where our members can go for all their scouting activities including programme planning, learning and development, and sharing stories and experiences with fellow volunteers.

How we will do this:

- Design our services so that they are member-driven
- Create engaging content that supports the Scouting experience
- Provide information that is easy to find and simple to absorb
- Introduce more self-service and ensure processes and rules are simple to follow
- Build programme planning tools and resources that are used and loved by the majority
- Enable an easier joining process for adults and young people that gives a positive initial experience into Scouting
- Ensure that simpler training online supports wider learning and development needs, using a platform that can be integrated with other content and channels
- Support sharing of scouting experiences and creation of content
- Support the variety of methods that leaders employ, and enjoy, with flexible tools that don't dictate how to deliver scouting

2. Join up the Scouting journey and better understand our member's needs

A platform for the future using common components and services to simplify how we do business. We will have a joined up online journey for Scouting and provision of excellent help and support.

How we will do this:

- Build multi-channel platform, with integrated online services to support Scouting and a content management system that works across all platforms and services
- Partner or create a membership system with adult and youth data that integrates with the web platform and other services
- Build clear, manageable workflows and data permission models
- Enable identity management

- Introduce a customer relationship management (CRM) system to give a single view of our member and integrate common services – case management, call centre management, customer relationship management, marketing, fundraising etc.
- Consider Enterprise Resource Planning (ERP) system for better back-office business management

3. Improve how we deliver technology and digital programmes

The ability to deliver new products and services to the movement, quickly and efficiently, using agile methodology. Be able to continuously develop and support these services with effective, high value service management.

How we will do this:

- Embed agile ways of working, strategically as well as for delivery of Programmes
- Introduce agile methodologies for digital delivery.
- Embed effective, efficient operations and service management.
- Build effective partnerships with third parties
- Create iterative, user centred products
- Deliver an IT change programme to implement security, data and service management best practise
- Improve performance and resilience of our legacy and future services
- Ensure compliance for any regulatory obligations

4. Improve knowledge, information and data – creating shared intelligence

Rich data and insight to enable decision making that can increase the impact of Scouting and enable the movement to continue to grow and adapt to the ever changing world.

How we will do this:

- Collect, develop and share data
- Have one source of truth for membership data
- Encourage cross-organisational collaboration and sharing of knowledge and information.
- Develop reporting and dashboards
- Develop capability to deliver true insight

5. Increase online capabilities for fundraising and revenue generation to re-invest in Scouting

Grow online fundraising capabilities supported further online commercial revenue growth.

How we will do this:

- Enable fundraising across digital platforms
- Better support fundraising campaigns
- Develop online communities for Alumni and other targeted groups that can be activated for fundraising and volunteering
- Support revenue growth online for Scout Stores through integrated digital services, wider exposure to products and increasing sales touchpoints

- Support successful partnerships through online campaign tracking and insight

6. Embed digital thinking and culture throughout the Scout Association

Enabled our staff and lead volunteers to develop digital skills and increase their capabilities. We will have seen improvements in innovation, agility and quality of work and have retained talent.

How we will do this:

- Develop digital objectives for staff
- Invest in training, new tools and better IT
- Working together in new, multi-disciplinary teams
- Embed a culture of continuous improvement of services and processes
- Encourage attendance at external events and learning from other tech organisations
- Horizon scanning workshops

The programme will be split into six workstreams:

1. Web platform
2. Tech transformation
3. Membership
4. Data
5. Culture
6. Governance

The role

Programme Sponsor

We are looking for a volunteer to be the Programme Sponsor for the Digital Transformation Programme.

The role of a Sponsor is primarily to work with the Senior Responsible Owner (HQ staff member) to make sure that the programme delivers the capabilities, outcomes and benefits that meets the needs of the Scouts and help us to deliver our strategy. This involves co-chairing the Programme Board with the Senior Responsible Owner and ensuring that the interests and needs of members are represented.

The role responsibilities include:

- Agreeing, jointly with the Senior Responsible Owner, the membership of the PoW / Programme Board (subject to approval by the PMG sub-group).
- Representing the interests and involvement of users (members who will experience or be using the capabilities, outcomes and benefits being delivered).
- Promoting and maintaining focus on realising the benefits to be derived from delivering the programme / projects.
- Ensuring agile principles and delivery approach is followed and that the Programme Board can adapt and be flexible in its approach to decision making to aid continuous delivery

- Ensuring effective implementation of the change management required for achieving the capabilities, outcomes and benefits delivered by the PoW.
- Identifying and monitoring any risks in relation to users adopting the delivered services and products and subsequently realising the desired benefits.
- Ensuring that users are appropriately and sufficiently engaged in the delivery of the programme and projects within it.

The Programme Sponsor will lead, with Senior Responsible Officer the Digital Transformation Programme, to realise the vision of the Digital Strategy, whilst considering the wider needs of the Scouts and its long-term vision and strategic objectives. We are looking for an individual with skills in leading a complex programme with knowledge and experience of delivering Digital Transformation.

In addition to having the experience or skills described above, we are particularly keen to encourage applicants from women, disabled and Black, Asian and Minority Ethnic (BAME) candidates.

Communication skills:	The ability to communicate effectively, both orally and in writing to participate in discussions, interact via e- mail, produce written content and read documents. The ability to speak and present publicly in a clear, articulate and motivating way. The ability to effectively chair meetings would also be an advantage.
Practical experience:	Knowledge of Scouting
Knowledge:	The knowledge necessary to perform effectively the role areas based on the information in this pack. This knowledge may have come from studies, trainings and/or long experience.
Team working:	The ability to work in a team, to listen to other team members, to find compromise and consensus in discussions, to accept and value the opinions of others. These roles will be expected to work in partnership with staff and volunteers across the Headquarters team.
Self-motivation:	Be very motivated to contribute to the success of the implementation of the new strategy and be willing to bring in his/her own ideas and creativity.
Personal Qualities:	Be approachable at all reasonable times; have commitment to The Scout Association's Fundamentals and Values; have the ability to quickly assimilate a broad overall knowledge of Scouting's policies and structures.
Time commitment:	These roles require a time commitment; whilst this will differ depending on the role, it will include attendance at weekend meetings throughout the year around the UK but particularly in London (approximately 3 per year). Additionally, there will be a requirement of one to two hours per week to manage administration (email, skype & telephone calls primarily, we estimate around 6-10 conference calls/skype calls per year).
Terms of appointment:	<p>The appointments will be for a period of up to four years (the length of this Programme of work), with appointment reviews annually.</p> <p>These are voluntary roles and as such are unremunerated, however, reasonable expenses in line with the Association's Expenses Policy will be paid.</p> <p>In common with all national appointments, successful candidates for roles will following the national vetting process will be asked to undertake some training.</p>



How to apply

The recruitment process

We are recruiting for this role via an application and interview process.

Please fill in the application form and send it to Simone Ranson, Senior Digital Project Manager (simone.ranson@scouts.org.uk) by no later than midnight on Wednesday 17th July. Please ensure you read the additional experience section and make it clear in your application which specific skills experiences you have, in addition to how you meet the role requirements listed above with your application.

Further information

If you require any further information about the process or the roles, or have questions or would like an informal conversation before applying, please contact Helen Murray, Chief Digital Officer and the Digital Programme Boards Senior Responsible Owner, by email at helen.murray@scouts.org.uk

Other Roles

We will also shortly be recruiting for the other Board members for the Digital Transformation Programme of work.

Digital Programme Board Sponsor

Application Form

Your Name:	
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Address:	
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Telephone:	Daytime	Evening

Email:	
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Membership number:	
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Please explain why you believe you are suitable for these roles, including relevant professional and voluntary experience from inside or outside of Scouting:

Please describe the relevant skills and experience that you have for these roles (please refer to the information in the candidate pack and address the items listed in there):

Please outline the reason(s) why you felt motivated to complete this application and if you are interested in a Board Member role or Project Lead role (or both) :

This form should be returned to simone.ranson@scouts.org.uk no later than **midnight 17th July 2019**