

Transition Implementation Monitoring Group

Introduction

In June 2018 National Council agreed to the establishment of a Governance Oversight Group, now called the Transition Implementation Monitoring Group (TIMG), to act as an independent group for an initial three-year period to oversee the implementation of the governance proposals adopted by National Council in October 2018.

The TIMG is to monitor and report on progress on implementing the governance changes every 6 months.

The TIMG is not involved whatsoever regarding any other matters being considered by the Board of Directors and is not responsible for evaluating the performance of the board or any individual directors. Its function is:

1. To act as an independent group to report on the implementation of the governance proposals by the Board of Scouting Ireland from October 2018 to October 2021 to ensure that they are being implemented in accordance with the spirit of the support papers presented to National Council in support of the proposals and, to report on progress to the members of the company and other key stakeholders.
2. To provide the membership with a list of candidates for election to the board of directors and to monitor ongoing board development.
3. To oversee the implementation of the Induction Process for prospective Board members to ensure that they fully understand the responsibilities of the role they wish to be elected to and, that they have the minimum skills and capabilities to undertake such a role.

TIMG Membership

The membership of this group comprises:

1. A former National Officer of Scouting Ireland or the former associations.
2. Two independent persons who understand how Boards of not for profit charitable organisations/companies should work.
3. Up to two other independent persons to be co-opted to the group to ensure that it collectively has the necessary skills, capabilities, and experience to undertake this role effectively.

The TIMG may adopt its own processes and procedures consistent with the duties assigned to it.

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Proposed TIMG methodology

The TIMG will be reviewing whether the Board:

1. Has prepared a transition implementation plan setting out in detail the wide range of tasks that need to be undertaken to fully implement the governance changes;
2. Has set up an appropriate process for establishing the new Departments and getting them operational;
3. Has put governance-related steps in motion so that the Board plays an oversight role and the CEO and the senior management team become responsible for all operations;
4. Has devoted enough time to the above, so that Safeguarding and Disciplinary issues do not continue to take over the Board agenda, notwithstanding the critical importance of such issues.

The TIMG will require a report together with relevant documents from the Board at least every six months in order to carry out its review.

Key Progress Indicators

1. Transition Implementation Plan

This plan should set out in detail all the tasks/projects that need to be undertaken in order to deliver the governance and structural changes envisaged by the proposals approved by National Council. It must be a comprehensive plan that will need to be mapped against the Governance proposals support document to ensure that all elements are incorporated.

It must specify who is responsible for undertaking each task/project, when it is expected to be completed, and what resources will be required to successfully deliver the desired outcome.

The plan must specify how frequently and to what level of detail reports on progress will be made to the Board by the person/team undertaking the task/project.

2. Establishment of New Departments

This is a major change exercise and itself requires an implementation plan and timetable.

It is vitally important that the terms of reference for both Departments and Department Heads are prepared in a standard format to be set by the Board. Specific items particular to individual departments or roles can then be added to each ToR. These ToR's can be updated and amended as required but it is important

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that the Board approves both sets of ToR's before appointing individual department heads.

How the mix of volunteer and professional Departmental Heads is established will be important and the roles and responsibilities of both volunteers and staff must be very clear.

3. Governance Issues

The new company-only structure requires the Board to play an oversight role and the operations of S.I. to be delegated to the CEO and Department Heads. There are a number of basic documents which are needed to enable all the players to play appropriate roles. These documents, copies of each to be provided to the TIMG, would include:

- Standing Orders of the Board
- Reserved Powers of the Board
- Job Description for the CEO
- The Roles of the Chair and the CEO
- Template for Monthly Reports to the Board

Criteria:

- Are key governance building blocks being put in place?
- Is the opportunity to effect change being taken effectively?
- Are the governance change priorities adopted by the Board appropriate?

4. Resource Allocation

Crisis Management at a time when the sustainability of S.I. is in doubt is an understandable priority. There are probably four main elements in the crisis:

- Safeguarding
- Discipline
- Finance
- Public Image and Political Support

Notwithstanding the overarching importance of the above it is necessary for the Board to carve out time to restructure and deliver Scouting.

Criteria:

- Has the Board allocated enough time to the management and implementation of transition?
- Are those steps adequate in the current situation?

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TIMG Reporting deadlines

The TIMG is of the view that the next report to members should be made at the EGM to be held later in the year to consider the financial statements. The first report from the Board to the TIMG should be delivered no later than Friday 6th September.

Future reports will be needed no later than 2 months before general meetings. It is suggested that they should be delivered in early February and early September.

All other documents needed by the TIMG should be provided by or before the same deadline dates.