

## Board Update #7 - June 2019

Dear Member,

In this issue you'll find updates on:

- State Visit by King Carl XVI Gustaf and Queen Sylvia of Sweden
- Results from AGM Survey
- Transition Update: New Structure for Scouting Ireland and the Role of the County and County Commissioner
- Wind-Down of the Association
- World Scout Moot 2021
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- Financial Measures
- Commissioners' Briefings

### State Visit of King Carl XVI Gustaf and Queen Sylvia of Sweden

Recently, the King and Queen of Sweden conducted a state visit to Ireland. As part of their visit Dublin City Council held a Civic Reception. The Lord Mayor kindly invited Scouting Ireland to attend, cognisant of the King's long association with the World Scout Movement and Scouting in Sweden.

Four youth ambassadors: Aifric McGloughlin, Alice Spencer, Phillip Garrad and Joshua McGuinness, together with Chairperson Adrian Tennant and CEO Dr John Lawlor, attended.

Another board member, Dermot Lacey was also in attendance in his role as Councillor and was instrumental in facilitating an audience with the King after the reception. This was a great occasion, at which the City Council publicly supported the endeavours and great work that Scout volunteers do in their communities, not only in the city of Dublin, but elsewhere on the island of Ireland.



Our four ambassadors have achieved great things in their Scouting careers. Aifric and Alice both worked as volunteers with refugees and migrants in Greece. Phillip has completed his Explorer Belt and is working on a World Scout Environment project and Joshua worked, as a scout, with a Maasai tribe in Tanzania, helping build a school for their community. The King was particularly impressed by the calibre of these young men and

women and discussed matters such as social integration in Sweden, the strength of Scouting Ireland and memories of meeting Irish scouts on jamborees in Sweden.

## AGM SURVEY – THE RESULTS

The Scouting Ireland Annual General Meeting (AGM) was held on 13th April 2019 in The Helix and attracted approximately 450 delegates from all over the island. This was the first annual meeting of the Company, rather than the forum for debate on various policy and rule changes seen in the National Council of the Association.

A link to a survey was circulated in a dedicated mailing on 24th April and included in the Weekly Mailing up to 8th May. During this time, we received 185 responses with not everyone answering every question. Thank you to everyone who took the time to give us their feedback.

What follows below is a high level summary of the responses – comments were made on everything from the look and feel of the event, to the facilities, to the decisions made on the day. We have shared the full results with the team responsible for putting everything together and we will be considering them all when it comes to organising our EGM later this year and our 2020 AGM.

- Obtaining delegate/observer passes: 55% of respondents rated this process as Easy or Very Easy.
- The location and venue was rated as Very Good or Excellent by 68% of respondents.
- 50% of respondents said that the sound, visual and lighting helped them follow the meeting 'A Lot' or 'A Great Deal'.
- The Standing Orders were 'Very Helpful' or better for 45% of respondents and 'Somewhat Helpful' for a further 35%. The explanation could have been clearer with only 37% rating it Very Clear or Extremely Clear.
- The meeting was Somewhat Effective or better for 55% of respondents and Not At All Effective for 16%.

- The top three words selected by respondents to describe the CEO Report were: Appropriate (33%), Informative (30%), and Useful & Clear (both 21%).
- The top three words selected by respondents to describe the presentation of the Group Charter were: Informative (39%), Appropriate (27%), and Unclear (19%).
- The top three words selected by respondents to describe the report on the Wind-Down of the Association were: Informative (32%), Unclear (28%), and Appropriate (24%).
- The presentation of proposals to the meeting were considered by respondents to be: Informative (20%), Appropriate (20%), Not Useful (20%), and Confusing (20%).
- The Chairpersons address was described as: Appropriate (38%), Engaging (37%), and Informative (31%).
- 72% of respondents attended the afternoon sessions overall. 85% of those went to the session on the New Structures, 74% of those attended the session on The Way Forward in Safeguarding and 51% attended the session on Navigating Group Administration. On average 47% of respondents that attended rated these sessions as Very or Extremely Useful with a further 30% of respondents that attended rating them as Somewhat Useful.

The results of this survey and feedback from other sources will assist the Board in their full review of the AGM itself and the format for future national meetings.

Thanks again to all those that contributed to the survey.

## BRIEFING OF COUNTY & PROVINCIAL COMMISSIONERS

A briefing of County and Provisional Commissioners took place in Larch Hill on the 9th of June 2019. The information provided at that briefing is included in this update.

### Transition Update: New Structure for Scouting Ireland and the Role of the County and County Commissioner

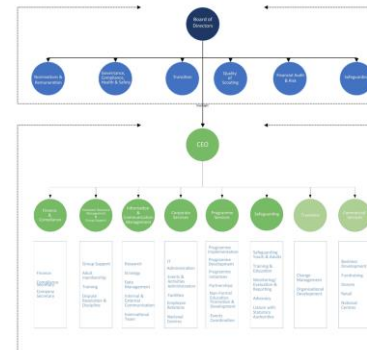
Progress made by the Board at date of briefing meeting:

- Regular contact with Transition Implementation Management Group (TIMG).
- Appointment of James O’Toole, formally of the Governance Review Group (GRG), as Interim Transition lead.
- Establishment of an interim Governance Transition Team pending the establishment of a Transition Sub-Committee.
- Engagement of independent governance expert, Mr David Duffy of the Governance Company, who is Ireland’s leading published author on corporate governance. David has provided training and advice to the Board on key fundamentals such as non-executive board functions, fiduciary duties of directors, codes of conduct, financial reporting and most importantly, compliance with governance codes and the Companies Act.
- Separation of powers with the establishment of clear delegated roles, responsibilities and authority to the executive function, led by the CEO and clear lines of oversight by the Board.
- Establishment of the new structures, both at board sub-committee level and at departmental level, directly derived from the work carried out by the Governance Review Group (GRG) and adopted at the EGM on 6<sup>th</sup> October 2018. This has resulted in six sub-committees and seven departments, with an eighth department to be considered in the future.
- Mapping out of the individual stages of the transition process to coincide with the orderly wind-down of the Association.
- Terms of Reference for the various Board Sub-Committees completed.

- Open call, closed on the 14th of June, for suitable candidates to be considered for membership of the Board Sub-Committees. These have also been advertised externally in order to attract external candidates for the Board Sub-Committees.
- Commencement of drafting the Terms of Reference and Charters for the new Departments, Core Teams, Volunteer Chairs of these Core Teams and the Department Managers.

[Link to diagram - “Scouting Ireland Governance Structures”](#)

Scouting Ireland Governance Structures - Board and Committee Structures



### The Board Sub-Committees - The Oversight function

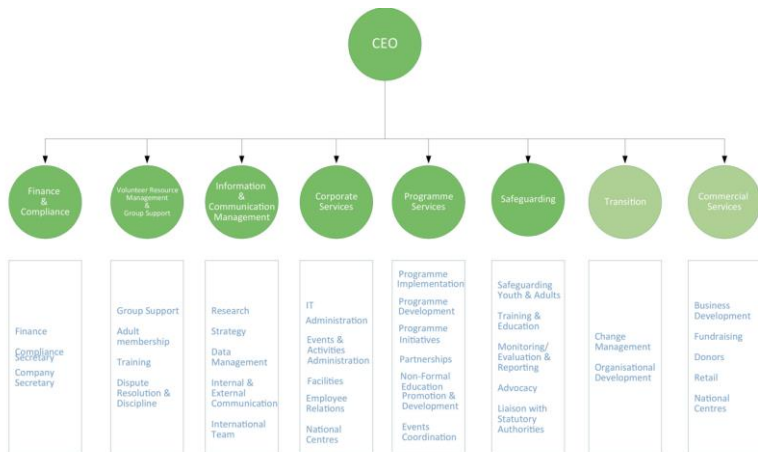
The Board is a voluntary board of oversight which is tasked with overseeing how Scouting Ireland delivers its aim and the work done to achieve this. The work is done by staff and volunteers in our departments. In practice, detailed oversight work will be carried out by board subcommittees, each of which will be chaired by a board member and each of which will have six to eight voluntary members, some of which may be from outside the organisation. The Board has overall responsibility for how the organisation operates today and what it achieves over the long-term. Board subcommittees are a key part of how this is ensured.

The subcommittees are:

- Nominations & Remuneration
- Governance, Compliance, Health & Safety
- Transition
- Quality of Scouting
- Financial Risk & Audit
- Safeguarding

## Scouting Ireland Departments - The executive functions

[Link to diagram - 'Executive Functions'](#)



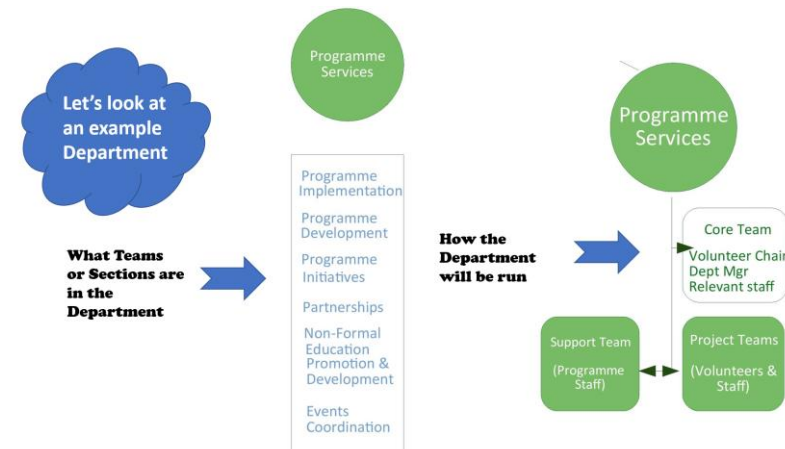
The 7 initial Departments are:

- Finance & Compliance
- Volunteer Resource Management & Group Support
- Information & Communications Management
- Corporate Services
- Programme Services
- Safeguarding
- Transition

The Board are looking to develop a Commercial Services department in the future in line with its overall strategy of increasing income to the organisation.

## Scouting Ireland - Department Structure

Example: Programme Services - [Link to diagram - 'Department Structure'](#)

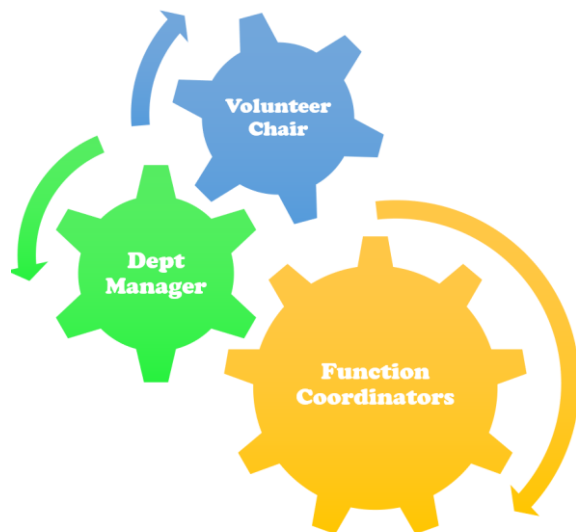


## The Core Team

The Core Team in each department, led by a Volunteer Chair, is made up of the various function co-ordinators and the Department Manager and will be responsible for providing an advisory function to the Department Manager to ensure their department strategy or plan meets the needs of the organisation.

The Department Manager, who is a staff member, works to this department strategy or plan.

This is a collaborative working relationship, with the Volunteer Chairperson and the Core Team as a whole being responsible for the department achieving its aims and the Department Manager ensuring that the day to day operations of the department are managed.



## So where do the PCs and CC's sit in the overall structure from a Governance perspective?

The mainstay of the organisation has been, and will continue to be, the individual Scout Groups.

In order to provide our Groups with the best service and support, the County Commissioners and their County Teams continue to have a lead role, supported in turn by their Provincial Commissioners and Provincial Teams.

The CC's and PC's will be supported in their roles directly by the Volunteer Resource Management & Group Support Department.

Most volunteers in these lead roles are already carrying out the essential service of support to Scout Groups in their areas.

There is no major structural change at Scout County level and Provincial Teams will have direct support and service from one of the departments. All that will change is that the shift in focus moves from managing the County or Province to providing frontline support and resources to aid the individual Groups, as set out by the Governance Review Group (GRG) and accepted by the organisation at the EGM on 6<sup>th</sup> October 2018.

***There is no diminution of the role or the authority of County or Provincial Commissioners.*** Instead they will now be directly supported in their responsibilities by the Volunteer Resource Management & Group Support Department.

The Board would like to see that these roles will have the benefit of CPD and other training to assist them in their role. Also, that the roles would have clear core competencies identified and candidates for election would have the required skills to carry out the role.

As commissioners are the frontline of management of the organisation, the Board would see the return of a **Commissioners Conference** where training and

discussion can take place, the results of which would be extremely valuable to the Board in ensuring that the service on the ground is fit for purpose.

**Are the Professional Staff now going to be in charge of all the Departments?  
Are Volunteers no longer in charge?**

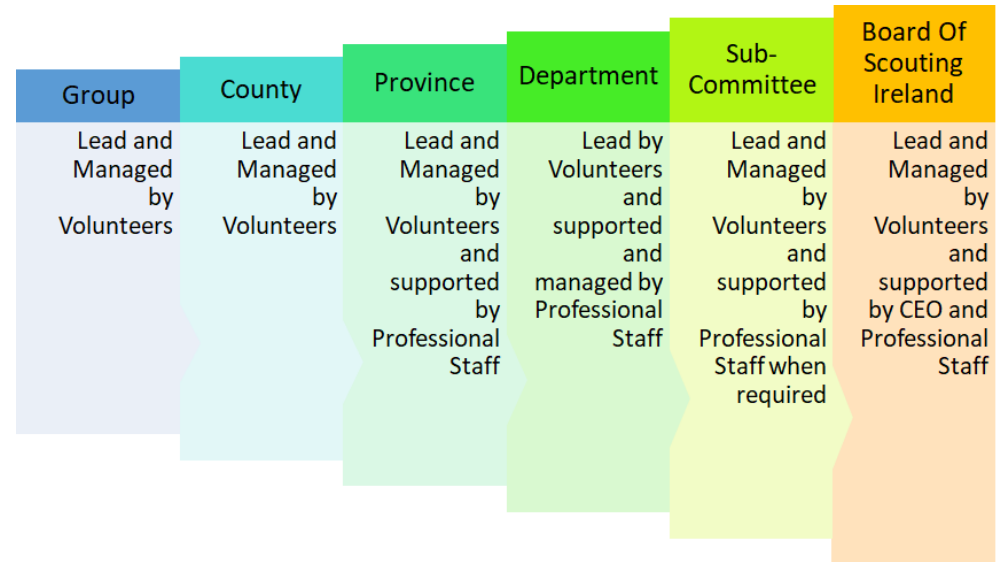
Many of the roles and responsibilities carried out today within Scouting Ireland are carried out by our Professional Staff Team. Some of our Professional Staff are currently in management roles. The new structure does not change that to any great extent. Instead, our staff team will be deployed across our seven departments as a resource to ensure that they are all sufficiently supported and the day to day running is carried out. As the organisation grows, we are currently, and will in the future, seek further funding to increase our staff compliment to ensure that Scouting on this island and Volunteers are supported.

Each Department Manager is a member of the Core Team in their department, made up primarily of Volunteers. The Core Team is chaired by a volunteer. The departments are responsible to the CEO, whom the Board (all volunteers), in turn, hold accountable for the smooth running of the organisation. Various Board Sub-Committees will have direct oversight of the various departments. These are comprised of volunteers. The Board Sub-Committees are then accountable to the Board itself, again, who are all volunteers.

Scouting Ireland is a volunteer lead and professionally supported youth organisation.

The following diagram demonstrates this ethos:

**Our Volunteer Lead Organisation**



Looking at three key positions of Scouting Ireland:

- Chief Scout – a volunteer accountable to the membership.
- Chairperson of the Board – a volunteer accountable to the Board, the membership, Charities Regulator and funding agencies.
- Chief Executive Officer – a professional staff member accountable to the volunteer Board of Directors.

## Wind-down of the Association

Six members of the National Management Committee (NMC) remain in place to manage the orderly wind-down of the Association. The Board has appointed AMOSS Solicitors to act on our behalf to ensure that the wind down takes place as efficiently as possible. Both the Board of Directors and the NMC are working with AMOSS to work through various outstanding issues, including:

- Engaging with our related entities\* to ensure that their functioning is not adversely affected
- Independent Barrister Report
- Finalisation and audit of Accounts

\* *Scout Foundation (NI); Scouting Ireland Services (NI); Scout Foundation; SAI Trust Corporation; SI Campsites & Facilities; Outdoor Adventure Store; Scouting Trust Property; Irish Scouting Fellowship.*

A meeting of the National Council of the Association will be required to adopt three resolutions:

- To approve the transfer of all operations, assets and liabilities to the Company.
- To notify the members of the transfer of the operations, assets and liabilities to the Company.
- To dissolve the Association following audit of accounts & confirmation that no liabilities remain.

## World Scout Moot 2021

Steve Peck, World Scout Event Manager visited Ireland in April. He visited the site and thinks it's a fantastic place for the post-trails camp. The Fingal County Council commitment & contribution is very valuable in terms of budget and risk.

Steve sees that the Moot team is in a good place but that there is plenty of work to be done. As to be expected with still over 2 years to go.

The largest market for this event is the Spanish speaking countries as they have a strong culture of rover scouting. So any Spanish or Portuguese speakers (especially Scouters) you may know, let them know they are needed for summer 2021.



There are good indications last week from the Boy Scouts of America (BSA) that they will attempt to bring a large contingent.

Promote the Moot to the 16 & 17 year-olds in your Groups and Counties who will be eligible to attend, their involvement is key to building momentum.

The theme will be **Le Chéile - Together.**

We need every Scouter who is going to WSJ or abroad on summer camps, Internships, etc. to promote the Moot. Together we can hold an international

event which will benefit generations of young people across the island.

Further communications and updates will come directly from the Moot Team.

## Response to Historic Abuse cases & Financial Statements

As you will be aware, the historic abuse cases have had an impact on us filing accounts this year.

We have set up the Solidarity Fund to provide victim support services, in the form of counselling and support and this has been seed funded by last year's retention of the County Rebates and the Den Improvement Fund.

We need to make separate provision for legal cases; the Historic Child Sex Abuse (HSCA) fund.

We are investigating our situation with insurance for these cases - if we are insured we will be using our insurance.

Scouting Ireland has received complaints since we set up our helpline relating to abuse that happened in Scouting Ireland's legacy organisations.

The Financial Statements for the Year 2017 - 2018 have not yet been completed and not yet been laid before our members.

The financial statements cannot be completed until the Board is satisfied that at the date of the approval of the financial statements that:

- The accounts provide a true and fair view of the financial position of Scouting Ireland and faithfully represent the performance of Scouting Ireland taking account of all information which is available on that date; *and*
- That Scouting Ireland is a going concern and that the relevant assessment takes into account the relevant facts and circumstances known at that date.

There was a requirement for a comprehensive financial review of the historic cases which have emerged in our legacy organisations to try to ascertain what level of provision needs to be made in the financial statements for potential historic liabilities.

The Board has engaged financial and legal advisors who have reviewed all known cases and made an appraisal of potential liability.

Based on this appraisal, the Board is of the view that Scouting Ireland is a "going concern" provided we take the financial measures announced last week.

Scouting Ireland is now engaging with our auditors and our Audit & Risk Management Committee to progress the filing of accounts. The Board will consider their observations and recommendations before approving the accounts.

Once the accounts are approved they will be laid before an EGM later in the year.

## Financial Measures

As part of the going concern assessment it became clear that current levels of income will not provide for anticipated expenses in the following twelve months. Increases in insurance costs, the delivery of the new governance structures, provision for the HSCA fund and the Solidarity Fund and the prudent establishment of sufficient cash reserves mean that our projected income will need to meet projected liabilities.

The Board, after much deliberation and advice from legal and accounting experts, have determined that certain measures must be put in place to safeguard the organisation so that it can continue to survive and grow in the current climate.

Some of these measures, when taken on their own, may appear challenging. However, the Board has made the following difficult decisions in order to ensure that the organisation can continue to operate successfully, to ensure that Scout Groups are fully supported by properly resourced County Teams - and that the Groups have the opportunity to not only defray extra costs regarding membership, but also the opportunity to increase funding for their Group whilst supporting the Solidarity Fund.

With that in mind, the Board has decided the following:



- The registration fee for all members, adult and youth, will be the same flat fee as of the 1<sup>st</sup> September 2019.
- The fee will move to €65/£55.50Stg per person per annum, from the 1<sup>st</sup> September 2019.
- To offset this increase, Scouting Ireland will organise a new all-island fundraising event for circa April/May annually. 50% of the funds raised will stay with the Scout Group to support Scouting in the local community.
- The Board have decided that in order to support the Groups in every Scout County, that the County Rebate, which will fall due after the 2020 returns, will be restored in full.
- There is an added piece to the restored rebate in that it will be greater, in value, than before due to the increase in the membership fees. This will equate to a rebate of circa €6.50 per individual member in each Scout County.
- Finally, the 12 days of Christmas will move to 80% retained by the Groups and 20% sent to central funds. In relation to Scout Groups in the North, the Board will look to developing a second fundraising opportunity in lieu of the 12 Days of Christmas which is not accessible for these Groups.

These changes are the key ones that directly impact on the registration and the Groups. Other measures from a managing accounts perspective are being carried out to reduce costs where possible in the administration and management of the organisation. Added to this, the Board is actively exploring other income streams for the organisation.

It is important to note that the increase in the registration fee, which equates to an extra 38c per week, and depending on the annual fees of your Group (an average of €150 p.a.) is an increase of circa 13%.

There is a need to diversify our funding and corporate sponsorship, philanthropy and new fund raisers are all options for the future. For the current audit these are

unproven and unlikely to be accepted by auditors for this year, but are matters for exploration now, with a view to implement new ideas as soon as is possible. Our aim in this regard is not just to diversify our funding but also to demonstrate Scouting Ireland's ability to raise funding through other sources of funding. Thus allowing us to include other sources of funding in the cash flow analysis and “going concern” considerations in future years.

A link to a letter from the Chairperson of the Board on all of the above measures is contained [HERE](#)

### **Commissioners' Briefings**

The series of briefings with County Commissioners and Provincial Commissioners have proven a very useful communication tool and the Board wishes to express its appreciation and gratitude to all those that contribute to these meetings. As time progresses, these briefings have evolved from being merely a reactive piece to a more open and consultative forum whereby Commissioners have the opportunity to question and discuss matters of concern for Scout Groups in their areas.

The Board are fully supportive of our County and Provincial functions and to that end will be reinstating the Commissioner Conference. This will be not only an opportunity for information sharing, but the Board also sees this as an opportunity for some training and support for Commissioners, much like Continuing Professional Development (CPD) in the employment world. To this end, the Board will be shortly looking for volunteers from the Commissioner ranks to form a team to help organise same and determine what training needs are required and could be met.



## Open Calls and Feedback

To rise to the many challenges that we face, and to ensure our focus is on the scout experience for all our members, especially youth, the Board needs your help. Over the coming months there will be open calls for various roles and tasks. In addition the Board is fully appreciative of the long hours put in and dedication of members at all levels of Scouting Ireland. If you have ideas about how to build a stronger Scouting Ireland then get in touch and get involved.

Email address: [board@scouts.ie](mailto:board@scouts.ie)



## Board of directors of Scouting Ireland

Lisa Barnes - Ned Brennan - Peter Garrad - Mary Hogg - Pat Kidney - Dermot Lacey - Paul Mannion - Brian Smith - Adrian Tennant