

Overview and Supporting Documentation – Proposed New National Structures

GRG Page	Content of Supporting Documentation	Review
3	This is a living document and can, has and will be amended to improve the suggested structures based on feedback received from the membership.	The document and the structures have always been intended to adapt to new information and inputs.
3	It should be noted that there are no substantial changes to the Scout County and Province structures, but they now clearly sit within the Group Support & Development Department.	There have, indeed, been no substantial changes to county or provincial structures. PCs are within the Volunteer Group Support Department and are working with the Core Team in developing their Provincial and county structures.
3	Details of how the independent oversight group will work are set out in the support document but its main purpose is to report periodically and therefore provide independent assurance of implementation.	TIMG have reported to the membership and dissolved themselves.
4	Ensure that services and support for Scout Groups is delivered efficiently and effectively.	Key objective 1 is met through the CEO clearly being identified as responsible and accountable for the support of groups.
4	Ensure that the organisation of Scouting Ireland at national and local level was structured to best comply with the changes in the legislation and modern challenges for an organisation of its size.	Some of the proposals as put forward did not, in fact, give sector-leading compliance with changes in legislation; however these areas have been addressed.

4	Enhance principles of governance and internal systems within Scouting Ireland which would create an environment for improved oversight of operations, clearer lines of responsibility and accountability for the delivery of services and facilitate corrective action where there are identified failures.	Clear accountability now exists through department managers to the CEO. Corrective action is facilitated through the department manager being clearly responsible for the performance of all project team members within their department.
4	The governance review determined that Scouting Ireland should be organised at national level through a company alone.	Completed.
4	The proposals provide for the Company being managed by a board of directors (13 persons) who are solely volunteers. The board's role is one of oversight and is not operational in nature which is a significant change to our present structure. Operational authority for the delivery of services is delegated to departments of the Company by the board.	Board appointed and directors rotate off in time for elections at the AGM. Currently 10 directors with spaces available for co-opting. Delegated to the departments via the CEO.
4	The members of the Company delegate the powers of the Company to be exercised by its directors. The members of the Company meet at general meetings, usually once a year at the Annual General Meeting. In this new structure, the members of the company are solely the Scout Groups. Each Scout Group sends their delegates to the AGM to vote on their behalf.	Ongoing.
4	These new changes at national level will be overseen for an initial three-year period by a Governance Oversight Group. This Group, established by the National Council will make reports on progress to the members independently of the directors. It will	Formally known as the TIMG who formally completed their work in July, 2020 As stated in the introduction the primary function of the TIMG is to act as an independent group to report on the implementation of the governance proposals by the Board of Scouting Ireland. It

	<p>also be available for guidance and advice to the Company and its directors as may be required.</p>	<p>was envisaged that this group would monitor implementation of the transition from October 2018 to October 2021.</p> <p>However, the group is now of the view that it has served its purpose and would not be able to provide any further added value to the process by continuing to monitor implementation of the transition any longer.</p> <p>Consequently, this is the final report of the TIMG. Martin Burbridge Jerry J Kelly Nicky Bowman Sean Coughlan</p>
<p>5</p>	<p>Scouting for young people will be achieved in Ireland through a local Scout Group supported by a company called Scouting Ireland Services (there is a proposal to the EGM of the National Council to change the name of the company to Scouting Ireland).</p>	<p>In place</p> <p>Motion passed by Special Resolution at the May, 2021 AGM... That by Special Resolution, at the request of the Companies Registration Office (CRO), that clause 1.1 of the Memorandum of Association of Scouting Ireland / Gasóga Na hÉireann is removed:</p> <p><u>intention behind this Motion:</u> This change is required so that the Companies Registration Office (CRO) can process the change of name on its Register from, <i>Scouting Ireland Services to Gasóga Na hÉireann / Scouting Ireland</i>. The CRO requires this change as the inclusion of clause 1.1, has the potential to cause confusion.</p>

		<p>When a company which is also a charity seeks to change its name, it requires the prior approval of both the Charities Regulatory Authority (CRA) and the Companies Registration Office (CRO).</p> <p>In the case of Scouting Ireland, prior approval was not sought and therefore retrospective approval is required. This change of name was approved by the Company members at the 2019 Annual General Meeting. The Charities Regulatory Authority approved the change of name in March 2020. In November 2020, the Companies Registration Office (CRO) requested that clause 1.1 cited above be removed from the Memorandum of Association of Scouting Ireland / Gasóga Na hÉireann.</p> <p>The original intention of clause 1.1 was to provide the Company with flexibility in terms of which name it choose to use on a day to day basis. This flexibility is best achieved by registering both forms of the Company name as business names and not by including clause 1.1, in its Memorandum of Association.</p> <p>Being a Special Resolution, this Motion requires a vote of not less than 75% of the votes cast, by voting delegates (entitled to do so) at the General Meeting, for this Motion to pass.</p> <p>259 votes cast – 89% FOR, 11% - AGAINST</p>
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5	<p>The Scout Group is the local and primary level of Scouting. Every Scout Group will be a registered charity. It will be registered with the appropriate regulator in the Republic or in Northern Ireland. Every Scout Group will have its own constitution: The Scout Group Constitution. The Scout Group Council (the members of which are the Charity Trustees) is responsible for the administration and support of Scouting in the Scout Group.</p>	<p>30 groups in the Republic of Ireland registered. All groups in N Ireland are registered with CCNI.</p> <p>Work with groups in the Republic is ongoing, supported by PSOs and the Volunteer Group Support Department.</p>
5	<p>The relationship between the Scout Group and the Company will be governed by the Scout Group Charter. This document is, in essence, a contract between Scouting Ireland Services and every Scout Group.</p>	<p>In place.</p>
5	<p>The Scout Group Constitution</p> <p>This document is the governing document for the Scout Group. It is filed with the relevant Charity Regulator and is filed with Scouting Ireland.</p>	<p>Completed in N Ireland and with 30 groups in the Republic of Ireland.</p> <p>Work with groups in the Republic is ongoing, supported by PSOs and the Volunteer Group Support Department.</p>
5	<p>The Scout Group Charter.</p>	<p>In place.</p>
5	<p>The Youth Charter.</p>	<p>Motion passed by Special Resolution at the May, 2021 AGM... <u>Special Resolution – Change to the Constitution</u> To place the Youth Charter on an equal footing with the Group Charter that by Special Resolution, the following changes are proposed to be made to the of the Articles of Association of Scouting Ireland / Gasóga Na hÉireann [Additional text 'bold']:</p>

		<p>(i) That the following text is added to Article 52, at the end of 52.2 as follows: <i>Article 52.</i></p> <p style="text-align: center;"><i>' and</i></p> <p style="text-align: center;"><i>52.3. The Directors shall approve and designate the Youth Charter.'</i></p> <p>(ii) That a definition of 'Youth Charter' is added to Article 1, subsection 1.1 as follows:</p> <p style="text-align: center;"><i>'Youth Charter' means the document approved and designated as such by the Directors in accordance with Article 52.3;'</i></p> <p>(ii) That the definition of 'Scout Group' is amended to include additional text which refers to 'Youth Charter' at Article 1, subsection 1.1 as follows:</p> <p style="text-align: center;"><i>' Scout Group' means a company or an unincorporated body of persons who are organised in accordance and compliance with the Scout Group Charter and Youth Charter and which the Directors have determined is eligible to become a Member of the Company, whether directly or indirectly through a nominee, in accordance with Article 6;'</i></p> <p><u>The intention behind this Motion:</u></p>
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		<p>This intention behind this Motion is to place the Youth Charter on an equal footing to the Group Charter.</p> <p>Currently the Youth Charter is an appendix to the Group Charter. These changes shall strengthen the Youth Charter, by placing it on an equal footing to the Scout Group Charter.</p> <p>Being a Special Resolution, this Motion requires a vote of not less than 75% of the votes cast, by voting delegates (entitled to do so) at the General Meeting, for this Motion to pass.</p> <p>268 votes cast – 83% FOR, 17% - AGAINST</p>
6	<p>The Company is a registered charity with a charitable purpose of benefit to the community to encourage, and to support Scout Groups in encouraging, the social, physical, intellectual, character, emotional and spiritual development of young people so that they may achieve their full potential and, as responsible citizens, to improve society. The Company’s primary purpose will be to support Scout Groups throughout the island. It is governed by its constitution – the Company’s Constitution and managed by its Board of Directors.</p>	<p>The basis of the company's formation, its purpose and its relationship with groups is in place exactly as described.</p>
6	<p>Scout Groups will meet as members of the Company at General Meetings. There will be at least one General Meeting every year – the Annual General Meeting.</p>	<p>AGMs in 2020 and 2021 were virtual due to Covid-19 restrictions.</p>

6	All motions are subject to the approval of a special Motions Committee chaired by the Chief Scout. No Director may be a member of the Motions Committee.	In place Now that a Chief Scout is in place, they will chair this committee.
6	The Constitution also allows for the convening of an EGM. An EGM may be called by the Board of Directors, or it may be requisitioned by not less than 10% of registered Scout Groups.	In place.
6	At General Meetings (AGM or EGM) there is a quorum of 50 Scout Groups and each Scout Group may send up to 5 delegates. Each delegate has one vote. Provision will be made to have at least one of the delegates to the general meetings from a member Scout Group to be a registered Scout (youth member). This will be provided for within the revised Scout Group Charter.	Currently 5 delegates, two of which must be Youth Members.
6	The Constitution may only be amended by approval of a special resolution of the Scout Groups voting at a General Meeting.	In place.
6 - 7	The Chief Scout is elected by the Scout Groups at the AGM of the Company for a term of 3 years subject to a maximum of 6 years. An individual may only/ become a candidate for Chief Scout if he/she has been nominated by at least 10 Scout Groups and he/she has been through an independent induction process. Candidates nominated for election as Chief Scout will undergo an induction process to ensure that they fully understand the role they would be undertaking and that they have the necessary skills, capabilities and experience.	Newly elected at the AGM on the 22 nd May 2021 Induction completed for each candidate prior to the election.

7	The Chief Scout is the chairperson of the General Meetings of the Company. He/she may also chair other meetings or conferences from time to time as appropriate, such as the National Youth Assembly. The Chief Scout will also be chairperson of the Motions Committee which will examine motions received by members for consideration at the AGM and will be assisted by two others none of whom may be directors of the company.	This will happen from the 23 rd May, 2021 onwards, due to the election of the new Chief Scout on the 22 nd May, 2021.
7	The Chief Scout is not a Director of the Company, but the Board will consult with him/her on a constant basis. As such he/she will have to attend Board meetings as often as necessary to discharge his/her responsibilities and to make and receive reports.	In place moving forward from the 23 rd May, 2021 onwards, due to the election of the new Chief Scout on the 22 nd May, 2021.
7	A Board of Directors (all of whom will be volunteers) elected by the Scout Groups at the Annual General Meeting of the Company will manage the Company pursuant to the Company's constitution. The Board will manage the Company and ensure that the Company meets its legal obligations and including its commitment to the Scout Groups pursuant to the Charter.	Board appointed and currently 10 directors with spaces available for co-opting and 1 casual vacancy. Co-opted members of the Board are not elected by the Scout Groups.
7	Every year one third (or the number which is one less than one third where one third is not an even number) of the Board will resign. No individual may serve more than 6 years as a Director.	Directors rotate off, each year, in time for elections at the AGM.
7	Three individuals may be co-opted as Directors by the Board. This opportunity will allow the Board flexibility to cover any perceived skills/capability deficiencies. The Board will elect its	1 co-opted member at present a further 2 to be co-opted. Pat Kidney elected as Chair on 23 rd May, 2021.

	own Chairperson on an annual basis at the first Board meeting after the AGM of the Company.	
8	The operations of the Company will be managed through various departments such as (a) Youth Programme, (b) Group Support & Development, (c) Finance & Compliance, (d) Volunteer Support, (e) Administration & Relations, (f) Facilities (Campsites & Property), (g) Safeguarding, (h) Human Resources, (i) Communications and (j) Transition.	In place <ul style="list-style-type: none"> √ Programme Services √ Volunteer & Group Support √ Finance √ Corporate Services √ Information & Communication √ Transition √ Safeguarding
8	The Company will have volunteer and paid staff to manage and run its services through the departments. The departments of the Company will interact directly or indirectly with the Scout Groups to support Scouting in Ireland.	Paid staff manage the department and Volunteer Core Teams run the services of the department.
8	Scouting Ireland and its predecessor organisations was built by volunteers. Over time it became possible to employ paid professional staff. Scouting Ireland is a charity, and it will continue to be led by volunteers.	<ul style="list-style-type: none"> √ Volunteer led Board of Directors √ Volunteer and Staff Core Teams to run the services of the Department √ Volunteer Project Teams √ Volunteer Support Teams √ Volunteer Sub Committees
8	It will be led by a Board of Directors comprising only of VOLUNTEERS. Of the 13 directors, 10 will be elected by the company members, i.e. the Scout Groups, with the remaining 3	1 co-opted member at present a further 2 to be co-opted. 9 volunteer directors with a casual vacancy to fill.

	being co-opted by the Board to fill any skill or capability gaps there might be amongst the 10 elected directors.	
8	The Board will develop and set the long-term strategy and budget and the annual operational plans, and this will include setting targets for the operational departments. While all departments of the company will exist to achieve the main objects of the company and the support of our Scout Groups, the company's local organisations at County and Provincial levels will be of paramount importance in the delivery of frontline services and support and providing feedback to the board on the success of its strategy.	<p>Long term strategy set and published on website on 22nd May, 2021. Hold up of publishing the strategy was to include a section on Covid-19.</p> <p>Target setting for the organisational departments has not been completed by the Board - however, each department has a Departmental Charter which outlines the role and responsibilities of both the Department and the Core Team. The CEO will be responsible for staff and departmental appraisals and is in communication with the Transition Sub Committee in this regard.</p> <p>County and Provincial levels will provide feedback to the board on the success of its strategy – this will now begin since the strategy has now been published (22nd May, 2021).</p>
8	The Board will appoint a Chief Executive Officer to assist the Board in setting delivery targets. The Board will be presented with monthly reports from each operational department and the CEO, which will enable the Board, where necessary, to take corrective action early. The Board will appraise the performance of the CEO and the heads of the operational departments on a regular basis.	<p>CEO appointed.</p> <p>Monthly reports submitted by the CEO at Board meetings.</p> <p>Board appraisal of CEO will be carried out by the Directors on the Governance Sub Committee and the Chair. Heads of Departments not yet carried out. Staff appraisals will be carried out by the CEO.</p>
8	The CEO will be responsible for ensuring that the strategies and plans set by the Board are implemented by the operational departments. This will be done in conjunction with a senior	<p>In place. CEO reports to the Board on a monthly basis at meetings, but also with regular updates throughout the month.</p> <p>Annual and regular appraisals have not happened yet</p>

	management team comprising the CEO and all Department Heads. All members of the senior management team including the CEO will be subject to annual or other regular appraisals. The CEO will report to the Board as often as necessary but at least monthly and will meet with the Chairperson of the Board between Board meetings.	
8	Firstly, the Board of Directors will primarily have an oversight role which means that the Operational Departments will be involved in the direct delivery of services under the strategies and plans developed, directed and overseen by the Board.	In place.
8	Save in extraordinary circumstances, Directors will NOT be permitted to take up other roles at national level and must focus only on their role as a Director of the Board.	No director has another role at National Level, with the exception of one of the newly elected Directors who is Team Lead for the Crean Challenge.
9	There will be mandatory monthly reports to the Board from each Operational Department and the CEO.	All departmental reports come via the CEO and are included in the monthly CEO report.
9	The Governance Oversight and Board Induction Group will act as an independent group to oversee the implementation of the governance proposals by the Board of Scouting Ireland 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. This group will report on progress directly to the members of the company, i.e. the Scout Groups, and other key stakeholders at least every six months.	Known as the TIMG. As stated in the introduction the primary function of the TIMG is to act as an independent group to report on the implementation of the governance proposals by the Board of Scouting Ireland. It was envisaged that this group would monitor implementation of the transition from October 2018 to October 2021. However, the group is now of the view that it has served its purpose and would not be able to provide any further added

		<p>value to the process by continuing to monitor implementation of the transition any longer.</p> <p>Consequently, this is the final report of the TIMG. Martin Burbridge Jerry J Kelly Nicky Bowman Sean Coughlan</p>
9	<p>This group will act independently 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.</p>	<p>Completed for the first set of directors. The Governance Sub Committee now have this in their remit.</p>
10	<p>The Board will grant authority to various departments to run the Company's operational matters.</p>	<p>In place</p> <ul style="list-style-type: none"> √ Programme Services √ Volunteer & Group Support √ Finance √ Corporate Services √ Information & Communication √ Transition √ Safeguarding
10	<p>Operational procedures and guidelines will be agreed by the Board to clearly set out the structure, function and authority of each department along with the reporting procedures the Board will require of that department. The authority granted by the Board will subject to conditions and procedures to be followed. That is to say the Board will expect the Department to function</p>	<p>Departmental Charters are in place which set out the role and work of the Department and its Core Team.</p>

	and to meet its objectives, but certain matters will require further approval.	
10	Each department will have a department head, appointed by the Board. The department head will form part of the Senior Management Team.	Department Managers were appointed and form part of the Senior Executive Team, together with the CEO.
10	The personnel working in the department will be a combination of volunteer and paid staff members. Each candidate for the role of Department Head will go through an induction process prior to appointment to familiarise them with the role and responsibilities of being a Department Head. Some departments will be headed by full time staff others will fall to volunteers. The new HR function will be crucial in managing the performance of those in Department Head roles, be they volunteer or paid staff members.	Decision was made to appoint Department Managers as full time paid staff. Services of the department are managed and run by the Core Team and associated Project and Support Teams. Line management of paid staff is the responsibility of the CEO.
10	Each department head and team member should have a contract of appointment.	Each paid member of staff has a contract of employment. Volunteers are appointed to sub committees, department core teams and project teams and are appointed in response to a role description and terms of reference.
10	Management and/or job specific training for all department heads should be delivered by Scouting Ireland prior to or as soon as possible after appointment. Team members should receive training if it is required or necessary for their role. It will be the responsibility of the department head to organise this within an appropriate period of time from the commencement of	Induction has been carried out and will continue to be on an on-going basis.

	the role, but no later than three months after the appointment commences.	
10	Team members require approval from the Board before receiving an appointment to their role.	The Board is notified of all team member appointments.
10	It is the board that sets policy, but it is expected that a department will contribute to the formation of policy from its experiences or challenges that it faces in the performance of its duties.	In place with regards to the strategy. Sub Committees prepare policies and take them to the Board for approval.
11	<p>The following are proposed Departments within Scouting Ireland:</p> <ul style="list-style-type: none"> • Youth Programme • Group Support & Development • Finance & Compliance • Volunteer Support • Administration & Relations • Facilities – Campsites and Property • Safeguarding • Human Resources • Communications • Transition 	<p>The following departments have been set up and are operational:</p> <ul style="list-style-type: none"> √ Programme Services √ Volunteer & Group Support √ Finance √ Corporate Services √ Information & Communication √ Transition √ Safeguarding
12	Youth Programme is a core department within Scouting Ireland. Without it, Scouting has no method of delivering upon its aim.	<p>Set up as Programme Services. Role of the Department:</p> <ul style="list-style-type: none"> √ Programme implementation

	<p>Youth Programme requires significant resources, both human and others in order to carry out its function.</p>	<ul style="list-style-type: none"> √ Maintaining our unique pedagogy (a method and practice of teaching) √ Programme research and development √ Programme initiatives √ Partnerships √ Non-formal education promotion and development √ Supporting the delivery of programme activities and events √ Supports diversity and inclusion
<p>12</p>	<p>Areas of responsibility for Youth Programme:</p> <ul style="list-style-type: none"> • Programme Framework • Programme Resources • Programme Support – including events • Programme Initiatives & Projects • Youth Programme Award Schemes • Programme recognitions, e.g. uniform badges • Support of the Scout Group going abroad or Scouts coming to Ireland • Participation in European or World Scouting youth events such as the World Scout Jamboree, World Scout Moot, World Scout Youth Forum, Roverway, etc. • Spirituality in Scouting • Programme provided at National Scout Centres & Facilities 	<p>Set up as Programme Services. Responsibilities of the Department:</p> <ul style="list-style-type: none"> √ Provide direct support to Groups in the development of their programme √ Ensures the quality of scouting activities at events √ Protect and maintain our unique pedagogy within a non-formal education framework √ Reviews, monitors and evaluates √ Contribute, where appropriate, to training development √ Engage with wider Civil society in developing active, global citizenship √ Comply with relevant external quality standards in various areas of programme √ Ensure that at least one meeting is held each year with all youth representatives and the core team

	<ul style="list-style-type: none"> Youth Affairs – including Youth Representatives & the support of the young person’s role in the Scout Group FUN – someone has to be responsible for this key area! 	<ul style="list-style-type: none"> √ Lead and support programme development activities √ Manage and support delivery of advisory services to volunteers √ Manage programme initiatives according to Scouting Ireland’s financial/cost √ Management policies √ Define and develop methodologies for project and programme management and delivery √ Manage and mentor staff and/or volunteers as required √ Identify and promote diversity and inclusion initiatives
12	The organisation of the programme into programme sections is within the scope of the Youth Programme Department but changes to its structure will require Board approval.	In place.
12	The Educational Objectives of Scouting Ireland which underpin its Youth Programme may be worked on and proposals made by the Youth Programme department, but changes to these may only be made by the Board.	The educational objectives are contained within the Aim of the organisation, which forms the basis for the Main Object clause of the constitution and hence cannot be changed except by special resolution of members. However the granular detail of interpreting the objectives is an operational matter, overseen by the board.
12	Interactions with other departments will be key to the success of the Youth Programme. Working relationships in key areas are essential to success.	In place.
12	The Board may decide to review the Youth Programme or aspects of the programme periodically. This function is likely to	Will be carried out by Board Sub Committees or Project Team.

	be carried out by a Board sub-committee or delegated project lead. This person will interact and consult with the department but report directly to the board.	
13	Scouting in Ireland is delivered through the Scout Group.	Set up as Volunteer Group Support. Role of the Department: <ul style="list-style-type: none"> √ Group Support √ Adult Membership √ Adult Support √ Delivery of Training √ Development of Training √ Disputes Resolution and Discipline √ Delivery of QSE √ Awards
13	<p>Whilst the Group Support Department will run as a single department, it is anticipated that there will be at least 4 permanent Service Teams delivering services. Other Service Teams may be created on an ad hoc basis depending on services needs and ongoing projects.</p> <ol style="list-style-type: none"> 1. Provincial and County Support 2. Growth and Quality Scouting 3. Diversity and Inclusion 4. Professional Support Team 	Provincial and County Support is being delivered by the PCs and CCs. The PCs are currently a Support Team in the Volunteer Group Support Department. The Professional Support Team made up of the PSOs fall under the remit of the Volunteer Group Support Department.

<p>14</p>	<p>The Head of Department will be appointed by the SI Board after an open call to SI Groups. The HR Department, on behalf of the Board, will develop a recruitment process, role description and a set of competencies for this role. The HR department will also ensure that an induction takes place to a standard agreed by the SI Board.</p> <p>The head of the department will play a key role in the Senior Management Team, working with all department heads and the CEO to deliver services. The department will have particularly strong links with the Youth Programme, Safeguarding and Volunteer Support.</p>	<p>Department Manager is a member of the paid staff. The department services are run by the Core Team of the Department and its associated Project and Support Teams.</p>
<p>14</p>	<p>The Scout County should be the first port of call when a Group needs some additional support. Some of this support can be delivered from several sources:</p> <ol style="list-style-type: none"> 1. By members of the County Support Team 2. By seeking help from the Provincial Support Team 3. From National Teams 4. In specialist areas, where necessary, sourcing outside help e.g. mental health <p>The County Support Team will consist of many of the same personnel as it does today. The difference may be in the roles that they will play.</p>	<p>The County Support Team does consist of many of the same personnel as before.</p>

15	It is anticipated that each of the Service Teams will recruit members, by methods agreed with the HR Department, to carry out the work of the department as a whole and in particular the service team they will lead.	Project and Support Teams are in place made up of volunteers and a mixture of volunteers and paid staff. All recruitment is by means of Open Call.
15/18	A Team Lead will be appointed for each service team by methods agreed with the HR Department. Each of the Service Team leads, along with the Head of Department and the Staff Lead, will form the Leadership Team to co- ordinate the work of the department. Other ad hoc team leads will attend the co-ordinating team meetings as required.	Team Leads work with the Core Team of the Department.
15	It is anticipated that the County and Provincial Support Teams will have a Group Support Co-ordinator. These will meet with the Leadership Team at the annual Provincial Conferences and from time to time as required by the work of the department.	The Support Team made up of the Pcs within the Volunteer Group Support Department are currently working on Provincial and County Structures moving forward.
17-18	<p>Responsibilities of the Department</p> <p>Training</p> <ul style="list-style-type: none"> • Design of Woodbadge Training courses in line with Scouting Ireland & WOSM educational objectives in co-ordination with the Youth Programme department • Delivery of section Scouter Woodbadge Training • Delivery of Group Leader and County Commissioner Woodbadge Training • Awarding of the Woodbadge • Development of continuous learning modules for Scouters 	<p>Set up as Volunteer Group Support. Responsibilities of the Department:</p> <ul style="list-style-type: none"> √ Review, monitor and evaluate activities of the Department <p>Group Support</p> <ul style="list-style-type: none"> √ Support various aspects of group running by liaising and getting advice from various departments √ Answer queries, give advice and help groups deal with any issues in a timely and efficient manner

	<ul style="list-style-type: none"> • Development of specialist modules including safeguarding, management, trustee, department head training, etc. to adult volunteers as required. • Scheduling of training courses through the Scout Provinces or nationally as appropriate • Co-ordination and oversight of training standards • Recruitment, training and support of trainers • Co-ordination of Scouting Ireland’s participation in International Scout Training or educational opportunities <p>Recognition</p> <ul style="list-style-type: none"> • To put in place, and maintain, appropriate ways of recognising the length of service volunteers give. • To put in place, and maintain, appropriate ways of recognising outstanding or exceptional service to the aim of Scouting Ireland, given by volunteers. • To put in place, and maintain, appropriate ways of recognising service given in exceptional circumstances. • To co-ordinate volunteer recognition events where appropriate. <p>Support Services - Resources and events</p> <ul style="list-style-type: none"> • Design of supports for Provincial and County personnel such as handbooks and guidance on roles. This role to be 	<ul style="list-style-type: none"> √ Provide regular updates and information about the organisation and legislation to keep groups up to date with their responsibilities √ Supporting groups to meet all their compliance needs √ Support accident investigations where necessary <p>Adult Membership</p> <ul style="list-style-type: none"> √ Provide an appropriate and accessible way for all adult members to complete the necessary training(s) and qualifications to fulfil their volunteer role √ Provide phone and online support to members and groups who need assistance with updating or queries to their membership <p>Adult Support</p> <ul style="list-style-type: none"> √ Provide support to members through complaints and disputes procedures √ Support all members at group level to deliver a quality scouting experience √ Provide upskilling opportunities to adult members <p>Delivery of Training</p> <ul style="list-style-type: none"> √ Provide regular and country
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	<p>carried out in consultation with other appropriate departments</p> <ul style="list-style-type: none"> • Working with other department to provide appropriate conferences or gatherings for volunteers to support them in the role, either through the Scout Provinces or nationally • Provision of adult supports, access to counselling and listening ear services including at national events in co-ordination with the Youth Programme and Safeguarding departments • Develop tools for volunteers to map their learning and the transferable skills gained through their involvement in Scouting Ireland. <p>Fellowship Network</p> <ul style="list-style-type: none"> • Develop a Fellowship Network within Scouting Ireland • Agree the procedures for membership of the Network • Agree the role of this Network • Support the members of the Fellowship Network 	<ul style="list-style-type: none"> √ Wide trainings for volunteers to train, re-train and upskill according to Scouting Ireland’s Policy √ Ensure training is provided by the most suitable, qualified trainers and ensure that is regular train- the-trainers sessions to provide peer-to- peer learnings and upskill new volunteers √ Ensure the entirety of the island is supplied with training opportunities, as appropriate √ Allow consultation with groups to provide the most relevant training at appropriate intervals. Development of Training √ Ensure a review and evaluation process is in place to monitor and review the current training √ To anticipate training requirements and demand for courses <p>Disputes Resolution and Discipline</p> <ul style="list-style-type: none"> √ Administer the disputes and complaints procedures √ Provision of appropriate and qualified candidates for the correct running of these services √ The writing and constantly updating of policy and procedures in relation to disputes and discipline, as appropriate
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		<p>Delivery of QSE</p> <ul style="list-style-type: none"> √ Facilitating the evaluation of groups and monitor the completion of action plans √ Ensure that all information generation is efficient and used effectively Awards √ Ensure there is an accessible process for groups to apply for awards √ Administer the awards process efficiently
16	<p>The Finance and Compliance Department will have responsibility for the control and operation of the financial services of Scouting Ireland.</p> <p>Primarily this function will be centred at National Office, but it will interact with all functions and services of Scouting Ireland.</p> <p>Regulation, oversight of our systems, transparency in our reporting and independent audit are all necessary to give confidence to all stakeholders including our members, parents, the community and the government.</p>	<p>In place. Core Team for this department still needs to be set up.</p> <p>Set up as Finance and Compliance Department. Role of the Department:</p> <ul style="list-style-type: none"> √ Finance √ Compliance √ Company Secretary role
16	<p>The Finance Department works with the independent Audit & Risk Committee, which is a sub-committee of the board.</p>	<ul style="list-style-type: none"> √ The Finance and Compliance Department works with several sub committees of the Board.
16	<p>Areas of Responsibility</p> <ul style="list-style-type: none"> • Preparation of a budget for approval by the board 	<p>Set up as Finance and Compliance Department. Responsibilities of the Department:</p>

	<ul style="list-style-type: none"> • Sourcing funding, e.g. suggested levels and collection of membership fees, submissions for Government Grants, sponsorship and fundraising, etc. • Implementation of the financial controls of Scouting Ireland • Ensuring compliance with tax & financial regulations and laws • Financial services to the company including treasury, accounting, reporting, filing and forecasting • Preparation of monthly, quarterly and annual management accounts for the board and management of Scouting Ireland • Preparation of Annual Financial statements for approval by the board and later the AGM of Scouting Ireland • Preparation and co-operation for the audit of Scouting Ireland and its related companies as appropriate • Reports to the Audit & Risk Committee as required • Collection of financial statements from Scout Groups and supports to Scout Groups in their preparation as required • Supports to related companies in financial services, reporting and filing • Ensuring filing of reports for Scouting Ireland and its related companies in accordance with the law • In conjunction with the Administration and Relations Department, management and review of all systems and 	<p>Review, monitor and evaluate:</p> <p>Finance</p> <ul style="list-style-type: none"> √ To ensure Scouting Ireland’s books are kept to a professional and lawful standard √ To ensure that all records are properly recorded and auditable and prepare financial statements for stakeholders √ To bill members appropriately for services rendered √ To manage, record and approve expenses and salaries of employees √ Evaluate previous budgets and draw learnings from them to draft future budgets √ Draft a realistic and responsible budget according to Scouting Ireland’s finances and projected inputs and outputs each financial year √ Assist groups with financial planning and instruction on how to adhere to financial standards √ Ensure that financial records are kept in line with data protection and GDPR regulations. -Investment appraisal of current and future projects undertaken by Scouting Ireland √ Facilitate training of the accounting department employees
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	<p>procedures to ensure compliance with the law and regulation</p>	<p>Compliance</p> <ul style="list-style-type: none"> √ Ensure that Scouting Ireland adheres to the standards set out by external stakeholders and funding bodies √ Implement and manage an effective legal compliance programme √ Develop and review company policies √ Advise management on the company's compliance with laws and regulations through detailed reports √ Create and manage effective action plans in response to audit discoveries and compliance violations √ Regularly audit company procedures, practices, and documents to identify possible weaknesses or risk. Ensure this process is carried out on a regular basis √ Assess company operations to determine compliance risk and keep and update a risk assessment register on a regular basis √ Ensure all employees/ members are educated on the latest regulations and processes √ Resolve employee/ volunteer concerns about legal compliance <p>Company secretary role</p> <ul style="list-style-type: none"> √ Co-signing the annual return with the company director
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		<ul style="list-style-type: none"> √ Certifying that the financial statements to the annual return are true copies of the originals √ Making out the statement of affairs in a winding up or receivership √ Signing the relevant application form and making statutory declaration, if applicable, on the re- registration of a company √ Keeping the company's minutes of board and general meetings √ Keeping and making available for inspection, the company's registers √ Providing the board of directors with legal and administrative support √ Publishing statutory notices
17	Volunteer Support	Now looked after in the Volunteer Group Support Department
17	The adult volunteer is at the centre of the delivery of Scouting to young people.	This has always been, and will continue to be, the case.
17	Whilst the Volunteer Support Department will run as a single department, it is anticipated that there will be at least 4 permanent Service Teams delivering services. Other teams may be created on an ad hoc basis depending on services needs and ongoing projects.	Will all be placed in the Volunteer Group Support Department as Project and Support Teams.

	<ol style="list-style-type: none"> 1. Training Delivery 2. Recognition of volunteers 3. Support Services - resources and events 4. Fellowship Network 	
18	The department will support the delivery of services through the Scout Province. From time to time, it may be necessary to deliver services nationally, but always the focus should be on the local delivery of services to a national standard. The department has responsibility for the setting of those standards in line with policy.	In place.
18	The Head of Department will be appointed by the SI Board after an open call to SI Groups. The HR Department, on behalf of the Board, will develop a recruitment process, role description and a set of competencies for this role. The HR department will also ensure that an induction takes place to a standard agreed by the SI Board.	Department Manager is a member of the paid staff. The department services are run by the Core Team of the Department and its associated Project and Support Teams.
18	The head of the department will play a key role in the Senior Management Team, working with all department heads and the CEO to deliver services. The department will have particularly strong links with the Youth Programme, Safeguarding, Group Support and Human Resources Departments.	The Departmental Manager is part of the Senior Executive Team. The Department has strong links with all other operating departments.
19	The Department and service teams will not function as standing committees but rather as teams delivering on the operation and	Project and Support teams in place. Departmental Report included in the monthly CEO report to the Board.

	strategic aims of Scouting Ireland. The department head will report to the senior Management Team on a regular basis.	
17	<p>Further work will need to be carried out, at the appropriate time, in the following areas.</p> <ul style="list-style-type: none"> • Recruitment of a head of department • Recruitment of a Training Delivery lead • Recruitment of a Volunteer Recognition lead • Recruitment of a Support Services lead • Recruitment of Staff Lead • Development, with the HR Department, of role descriptions for the various roles • Development, with the HR department, of recruitment processes and job competencies • Take part in the Senior Management Team review of service delivery within the new governance structures • Further develop support services to volunteers 	Project and Support Teams are in place. Further teams will be developed as and when needed. These will be recruited by means of an open call.
20	Scouting Ireland’s strength is its membership, and it is vital that accurate records are maintained of the register of both youth and adult members.	This has always been, and will continue to be, the case.
20	<p>Main responsibilities of the Administration and Relations Department</p> <ul style="list-style-type: none"> • Maintenance of the register of Scouts and Scouters 	No longer fall under one department but are split between several departments and form some of their areas of responsibility.

	<ul style="list-style-type: none"> • Maintenance of pertinent records relating to Scout Groups, Scouts and Scouters via the Scouting Ireland Membership Management System • Provision of administrative services to all departments, management, board and related companies • Provision of administrative, booking, reporting and support systems for all services including events, projects and conferences • Provision of IT Systems including hardware, software, content storage, maintenance, planning, training and roll out – link with communications department on requirements for the delivery of content and communications internally and externally • Storage and security of data in accordance with data protection laws & regulations • Maintenance of the register of Scout Groups as Company Members • Interaction with the Government through the Department of Children and Youth Affairs • Preparation of the annual report, compliance with Freedom of Information requests and reports as requested by the board or management • Provision of an internal audit function in conjunction with the independent Audit & Risk Committee • Preparation and Maintenance of the Risk Register 	
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	<ul style="list-style-type: none"> • Provision of the functions of Company Secretary. • Co-ordination of all legal services for Scouting Ireland • Support to the board, management, and membership in the interpretation of the Constitution, Rules and Policies of Scouting Ireland • Management of Insurances for Scouting Ireland • Co-ordination of Health & Safety within Scouting Ireland including appropriate authority to take necessary action as provided within the law • Assistance with the preparation of a strategy for Scouting Ireland for decision by the board • Management and co-ordination of the roll out of the Scouting Ireland Strategy including regular reporting to the board • Organisation of the AGM, Scouters and Scouts Conference and other gatherings required by the law or the constitution of Scouting Ireland • Compliance with the Governance Code for Charities • Management of Scouting Ireland’s relationship with the World Organisation of the Scout Movement • Co-ordination of Scouting Ireland’s participation in International Scout Conferences and Committees, such as the European or World Scout Conference • The archiving and recording of Scouting Ireland’s historical records including historical artefacts for the 	
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	<p>purposes of maintaining an accurate history of Irish Scouting</p> <ul style="list-style-type: none"> • Supports to related companies in administrative services 	
21	<p>Facilities – Campsites and Property</p> <p>Scouting Ireland counts amongst its resources the National Scout Centres and their associated buildings. In addition, Scout Groups have the ability to use facilities organised by other Scout Groups or Scout Counties through the Scouting Ireland Campsites Network.</p>	<p>This has always been, and will continue to be, the case. Falls within the Corporate Services Department. Roles of the Department:</p> <ul style="list-style-type: none"> √ Administration √ IT √ Events and activities (and associated administration) √ Facilities √ Employee relations √ Health and safety √ National Centres
21	<p>The purpose of this department is to manage all matters relating to Scouting Ireland’s properties and support the campsites and facilities within the Scouting Ireland Campsites Network.</p>	<p>In place within the Corporate Services Department.</p>
21	<p>Areas of Responsibility</p> <ul style="list-style-type: none"> • Operations of all National Scout Centres in conjunction with other departments including Finance and Administration 	<p>Falls within the Corporate Services Department. Responsibilities of the Department:</p> <p>Administration</p>

	<ul style="list-style-type: none"> • Management of all Health and Safety matters at the National Scout Centres in conjunction with the Governance department • Provision of Programme at the National Scout Centres in conjunction with the Youth Programme Department • Management, Training and Oversight of all staff, volunteer and paid, working at the National Scout Centres • Maintenance of the National Scout Centres and all Scouting Ireland facilities • Provision and oversight of a customer service charter at all National Scout Centres • Promotion of Scouting Ireland’s principles and programme through the National Scout Centres including supports to Scout Groups in demonstrating standards expected on a Scout overnight or event • Support of Scouts coming to Ireland in conjunction with the Youth Programme department • Commercial operations of all National Scout Centres including diversified use to non-Scouting activities, but never to groups or bookings that would be at odds with Scouting’s ethos or where the use of the centre would be a denial of service to Scout Groups or Scouting Ireland events 	<ul style="list-style-type: none"> √ Provides all staff and volunteers with sufficient administration resources to run Scouting Ireland business √ Manage the membership management system in an efficient and useful manner to ensure up-to-date records of all members √ Provides training and upskilling to all staff and volunteers within the administration section IT √ Provides an adequate IT service for Scouting Ireland’s various departments √ Provides a troubleshooting service and assistance for all staff and volunteers in relation to IT issues √ Maintain a safe and secure up to date IT system √ Provides support to the various departments from an IT perspective <p>Events and activities (and associated administration)</p> <ul style="list-style-type: none"> √ Runs and facilitates all events and activities on behalf of scouting Ireland or its members √ Provides infrastructure or systems for members who want to run events/activities √ Supports the logistics, organising and advertising of events and activities √ Provides a payments system and support for events and activities
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	<ul style="list-style-type: none"> • Support and promotion of the Scouting Ireland Campsites Network • Provision and oversight of a customer service charter at all Scouting Ireland Campsite Network members • Co-ordination of all Scouting Ireland Campsite Network member sites facilities to ensure standards are met and maintained including health and safety, governance, Scouting ethos and programme offered at each facility. 	<ul style="list-style-type: none"> √ Provides assistance and advice to members running any event/ activity <p>Facilities</p> <ul style="list-style-type: none"> √ Manages facilities on behalf of scouting Ireland √ Provides trained/qualified individuals to manage facilities √ Ensures all facilities adhere to relevant legislation and health and safety regulations and are regularly reviewed √ Provides budgets and proposed plans for necessary updates to existing facilities and oversees the development of Scouting Ireland facilities Employee relations √ Regularly review and updates the employee handbook in relation to relevant legislation and regulations √ Provides timely and suitable training for all staff and ensure upskilling opportunities are provided as necessary √ Manages employee disputes, complains and conflicts according to Scouting Ireland’s policy and procedures and supports staff during these processes √ Ensures adequate staffing is in place and writes and reviews job descriptions as positions become available √ Ensures all staff are informed about their rights and responsibilities
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		<ul style="list-style-type: none"> √ Maintain a commitment to diversity and inclusion policies when hiring new staff <p>Health and safety</p> <ul style="list-style-type: none"> √ Ensure all Scouting Ireland facilities meet current Health and Safety regulations √ Provide updates to groups on upcoming legislation and health and safety regulation changes and provide help and support to groups to achieve these √ To provide support and assessment to groups regarding health and safety <p>National centres</p> <ul style="list-style-type: none"> √ Manage and maintain all national centres to the highest level √ Ensure positive engagement and positive customer experience at national centres
22	Safeguarding of all members, young person and adult, is Scouting Ireland’s primary responsibility.	This continues to be the case.
22	The purpose of this department is to manage all matters relating to safeguarding within Scouting Ireland and provide supports and systems necessary to perform this task.	<p>In place in the Safeguarding Department. Roles of the Department:</p> <ul style="list-style-type: none"> √ Safeguarding Youth and Adults √ Training and Education

		<ul style="list-style-type: none"> √ Monitoring, Evaluation and Reporting √ Advocacy √ Liaison with statutory authorities
22	<p>Areas of Responsibility</p> <ul style="list-style-type: none"> • Provision of a Safeguarding service to all members of Scouting Ireland with suitably qualified paid staff deployed throughout Scouting Ireland • Support and oversight of training course content, materials and supports to train all Adult members of Scouting Ireland in safeguarding in conjunction with the Training & Volunteer Support Department • Development of safeguarding resources and programmes for youth members in conjunction with the Youth Programme Department • Update and continuous review of the recruitment process including vetting in the relevant jurisdiction • Management of the volunteer application and vetting process in conjunction with the Finance and Administration Department • Development and maintenance of support materials for safeguarding • Communication of safeguarding materials in conjunction with the Communication Department 	<p>Safeguarding Department. Responsibilities of the Department:</p> <ul style="list-style-type: none"> √ Review and integrate all Scouting Ireland’s Safeguarding policies in compliance with the Children First Act 2015 √ Review and update Safeguarding Training and Safeguarding Refresher Training in compliance with the Children First Act 2015 √ Review Scouting Ireland’s policies in respect of Garda Vetting and develop a governance system to ensure Scouting Ireland’s compliance with the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 √ Assist Scouting Ireland develop clear and unambiguous processes and polices in respect of incidents where Scouts, Scouters and staff fail to comply with the organisations policies √ Assist Scouting Ireland to develop processes and polices in relation to the responsibilities of Scouting Groups, Counties and Province’s to deal with failures to comply with the organisations policies, in order to ensure the organisation delivers a proportionate response in line with the principal of subsidiarity

	<ul style="list-style-type: none"> • Operation of standardised recording and reporting systems of all safeguarding matters • Implementation of the disciplinary code and code of good practice in the safeguarding area • Oversight of training, counselling and other supports for those working in safeguarding • Operation of a process for supporting all involved in safeguarding • Monthly reporting to the Board of Directors on all safeguarding matters • Liaison with the state agencies and Government Departments as required in the safeguarding area including statutory reporting in line with legislation in both jurisdictions • Co-ordination of external appraisal of policies, practices, and materials for safeguarding 	<ul style="list-style-type: none"> √ To develop processes and polices in respect of the updating of the organisations Safeguarding Statement and annual Safeguarding Risk Assessments for each group. Introduction of a governance system to ensure Scouting Ireland’s compliance with the Children First Act 2015 in respect of both the Safeguarding Statement and annual Safeguarding Risk Assessments √ The Safeguarding Committee should, subject to the Terms of Reference, either initiate or have referred to it by the Board matters which are appropriate for it to consider and to make recommendation on such matters to the Board
22	<p>The safeguarding department will have specific delegated authorities relating to members of Scouting Ireland who are involved in or have allegations made against them in safeguarding matters. The use of these authorities will be reported on regularly to the Board who have final say in all matters.</p>	<p>The Board will have the final say in relation to Expulsion etc and will make that decision based on recommendations from the Safeguarding Manager.</p>
22	<p>In addition, the safeguarding department will have specific duties as provided in legislation in terms of reporting of</p>	<p>In place.</p>

	<p>safeguarding matters. A good relationship is essential with the relevant agencies in both jurisdictions such as Tusla, An Garda Síochána, the Health & Social Services Gateway Team NI and the Police Service of Northern Ireland.</p>	
22	<p>The safeguarding department will have essential links with other departments within Scouting Ireland in order to perform its function.</p>	<p>The safeguarding department will work with all other departments if and when necessary and has very close links with the Volunteer Group Support Department.</p>
23	<p>The Human Resource function is vital to how the Company works to implement performance management systems, manage, and set behaviour standards for all and ensure fairness and correctness in conflict resolution. The Human Resources function will also be charged with managing the relationship between volunteers and paid staff members to ensure a cohesive and positive working relationship for all.</p>	<p>This has always been, and will continue to be, the case.</p>
23	<p>Areas of Responsibility</p> <ul style="list-style-type: none"> • Design and implementation of Performance Management systems for Volunteer and paid staff members. • Establishment and management of behavioural standards for all members with the Scout Law and Promise at its core • Management and Oversight of the Conflict Resolution process at all levels in Scouting Ireland • Design and approval of job specifications for all positions and appointments within Scouting Ireland 	<p>Set up as Volunteer Group Support. Responsibilities of the Department:</p> <ul style="list-style-type: none"> √ Review, monitor and evaluate activities of the Department <p>Group Support</p> <ul style="list-style-type: none"> √ Support various aspects of group running by liaising and getting advice from various departments √ Answer queries, give advice and help groups deal with any issues in a timely and efficient manner

	<ul style="list-style-type: none"> • Design and management of recruitment processes for volunteer and paid staff members 	<ul style="list-style-type: none"> √ Provide regular updates and information about the organisation and legislation to keep groups up to date with their responsibilities √ Supporting groups to meet all their compliance needs √ Support accident investigations where necessary <p>Adult Membership</p> <ul style="list-style-type: none"> √ Provide an appropriate and accessible way for all adult members to complete the necessary training(s) and qualifications to fulfil their volunteer role √ Provide phone and online support to members and groups who need assistance with updating or queries to their membership <p>Adult Support</p> <ul style="list-style-type: none"> √ Provide support to members through complaints and disputes procedures √ Support all members at group level to deliver a quality scouting experience √ Provide upskilling opportunities to adult members <p>Delivery of Training</p> <ul style="list-style-type: none"> √ Provide regular and country
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		<ul style="list-style-type: none">√ Wide trainings for volunteers to train, re-train and upskill according to Scouting Ireland's Policy√ Ensure training is provided by the most suitable, qualified trainers and ensure that is regular train- the-trainers sessions to provide peer-to- peer learnings and upskill new volunteers√ Ensure the entirety of the island is supplied with training opportunities, as appropriate√ Allow consultation with groups to provide the most relevant training at appropriate intervals. Development of Training√ Ensure a review and evaluation process is in place to monitor and review the current training√ To anticipate training requirements and demand for courses <p>Disputes Resolution and Discipline</p> <ul style="list-style-type: none">√ Administer the disputes and complaints procedures√ Provision of appropriate and qualified candidates for the correct running of these services√ The writing and constantly updating of policy and procedures in relation to disputes and discipline, as appropriate
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		<p>Delivery of QSE</p> <ul style="list-style-type: none"> √ Facilitating the evaluation of groups and monitor the completion of action plans √ Ensure that all information generation is efficient and used effectively Awards √ Ensure there is an accessible process for groups to apply for awards √ Administer the awards process efficiently
23	<p>The rights and responsibilities for any person within Scouting Ireland should be the foundation of the work of this department. The department will have a key role in assisting the board in the management of all persons within Scouting Ireland and will require specific skill sets to work effectively.</p>	<p>In place.</p>
24	<p>Communication of what Scouting is, how it works and what it is doing is fundamental to all being able to understand Scouting Ireland. This department will have responsibility for communicating that message externally to all stakeholders, including parents, and internally to all members, including youth members.</p>	<p>In place within the information and Communication Department. Core Team for this department still needs to be set up. Roles of the Department:</p> <ul style="list-style-type: none"> √ Information & Communication √ Research √ Strategy √ Data management √ Internal and external communications √ Grant Applications √ International affairs

<p>24</p>	<p>This department will be responsible for the Scouting Ireland brand, its image and look, including the Scout Uniform and other items which are components of the image of Scouting.</p>	<p>In place.</p>
<p>24</p>	<p>Areas of Responsibility</p> <ul style="list-style-type: none"> • Design, promotion, and maintenance of the Scouting and Scouting Ireland brand • Communications with the public and external stakeholders such as parents, government, sponsors, and communities along with the media • Communications with the membership of Scouting Ireland to keep them informed of progress, initiatives, and general news • Operation and maintenance of all communication services including the Scouting Ireland Website and Social Media channels • Maintenance of a database of images and footage of Scouting for promotional and historical recording purposes • Development of promotional material for Scouting • Design and roll out of the Scouting Ireland Uniform and any associated clothing in conjunction with the brand license holder • Support of Scout Groups in their interactions with local media 	<p>In place within the information and Communication Department.</p> <p>Roles of the Department:</p> <p>Review, monitor and evaluate:</p> <p>Research</p> <ul style="list-style-type: none"> √ Commission and monitor new research projects. Communicate results to relevant stakeholders √ Support members interested in carrying out research projects -Use research to support grant applications and public Image of SI Strategy √ Review, monitor and evaluate current strategy √ Develop long term plans and put in place parameters for future planning √ Assist in developing KIP's for various departments √ Ensure effective communication of the strategic plan to all stakeholders <p>Data Management</p> <ul style="list-style-type: none"> √ Comply with relevant legislation regarding data management

		<ul style="list-style-type: none"> √ Provide training to staff on volunteers on changes to data management legislation and best practice √ Support groups with data management questions and concerns √ Put in place and monitor data management systems at National office Internal and External Communications √ Communicate Scouting Ireland’s message internally and externally √ Provide updates to relevant stakeholders √ Build relationships between departments √ Engage with relevant funding partners on a regular basis to provide updates and answer queries √ Provide clear and transparent channels of communication between staff and volunteers √ Develop a system to receive, record and implement stakeholder feedback <p>Grant applications</p> <ul style="list-style-type: none"> √ Support in the identification and application of grants √ To spread awareness of available grants to groups and volunteers √ To monitor and report on grants received <p>International affairs</p>
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		<ul style="list-style-type: none"> √ Engage and liaise with international stakeholders in pursuit of Scouting Ireland’s goals √ Attend and promote Scouting Ireland at international events √ Communicate and take feedback from international stakeholders regarding SI
24	<p>Significant resources are required to meet Scouting Ireland’s needs in this area. A mix of both volunteer and paid staff is required along with oversight of the training of youth members who may have an interest in this area and wish to gain experience for the betterment of their own career.</p>	<p>Three members of paid staff within this department. The Core Team needs to go to an Open Call to be filled by volunteers.</p>
25	<p>Because we are endeavouring to move a working and busy organisation with teams and committees and working groups with work in progress into a new structure it would not be sensible to expect everything to change at once (indeed in many cases it may not be necessary to make any or even many changes). The most sensible plan is therefore to move pieces of the existing organisation over while they continue to function and to make any changes necessary over a period of time. That is essentially what we need this Department to help achieve.</p>	<p>In place.</p>
25	<p>The Transition department will be set up for a time limited period to help support the Board and the organisation, as a whole, through the transition to the new Governance structures. It will work with all Departments and ensure that they end up</p>	<p>In place.</p>

	where they should be. It is imperative that this department is up and running as quickly as practical.	
25	The Department should be time limited to two years unless the Board of Scouting Ireland agrees to extend its operations. It may then be extended on an annual basis for a maximum of 2 years.	Still in existence. Roles of the Transition Department: <ul style="list-style-type: none"> √ Change management √ Organisational development √ Adherence to legislation √ Assess change impact √ Communicating change
25	There will be 2 permanent teams within the Transition Department. Other teams may be created on an ad hoc basis depending on services needs and ongoing projects. <ol style="list-style-type: none"> 1. Planning and Delivery 2. Stakeholder Engagement and Communications 	It has not been necessary so far to create further Project Teams within the Transition Department, but this is constantly reviewed.
25	Areas of Responsibility for the Transition Department Planning and Delivery <ul style="list-style-type: none"> • To develop a transition plan for the move to the new governance structures, setting key milestones • Support the Board of Scouting Ireland through the governance changes • Develop support material to assist other Departments through the change process 	Responsibilities of the Transition Department: <p>Change management</p> <ul style="list-style-type: none"> √ A structured change management approach will be used for ensuring that all changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved

	<ul style="list-style-type: none"> • To work with the Oversight Group to ensure the changes are to the letter and spirit of those approved by the EGM in October 2018 • To carry out research that may help in the transition by bringing new perspectives to the discussions and decision making • To work with the other departments to support them through the transition process • To assess the resources that will be needed to ensure the change happens in a planned way • Monitor the delivery of the project • Works with the Audit & Risk Committee to ensure that all risk factors, associated with the change are identified <p>Stakeholder Engagement and Communications</p> <ul style="list-style-type: none"> • To support the Board of SI in communicating the changes as they are planned • To manage expectations of the change and the rate at which it will happen • Support Groups, Counties and Provinces through the governance changes • To work to build the capacity of the individuals taking on roles within the new governance structures. 	<p>Organisational development</p> <ul style="list-style-type: none"> √ This department will be involved in mapping the current and future states of Scouting Ireland, mapping the transition state, and actively managing with and through others, the whole series of organisational transitions that are required of Scouting Ireland <p>Adherence to legislation</p> <ul style="list-style-type: none"> √ Ensuring the organisational structures are compatible with Voluntary code type C and Charities Governance Code <p>Assess change impact</p> <ul style="list-style-type: none"> √ Monitor the Departmental structures to ensure that the departments are functioning efficiently and effectively by conducting impact analyses, assess change readiness and identify key stakeholder <p>Communicating</p> <ul style="list-style-type: none"> √ Support the design, development, delivery and management of communications around all change effectively to all stakeholders
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	<ul style="list-style-type: none"> Ensures all necessary supporting documentation for the change is available and a record kept 	
26	The Head of Department will be appointed by the SI Board.	Two joint Heads of Department run this department. However, they are also Heads of Departments in their own right and have little or no time to spend on this department
26	The head of the department will play a key role in the Senior Management Team, working with all department heads and the CEO to deliver services. The department will have particularly strong links with the Board of SI, the Oversight Group and the Admin and Communications departments.	The Heads of Department are both members of the Senior Executive Team.
26	<p>It is anticipated that the Service Teams will recruit members, by methods agreed with the HR Department, to carry out the work of the department.</p> <p>A Service Team Lead will be appointed for each Service Team by methods agreed with the HR Department. The HR Department, working with the department, will develop a list of competencies for each Service Team Lead.</p> <p>Each of the Service Team leads, along with the Head of Department and the Staff Lead, will form a Leadership Team to co-ordinate the work of the department. Other ad hoc team leads will attend the co-ordinating team meetings as required.</p>	A very small Core Team is in place in this department.

27	National Support Team. This is the new department that will exist at National level. Its primary function is to co-ordinate the supporting of local Groups through Scout Counties and Scout Provinces	This is a support team in the Volunteer Group Support Department. It is made up of the PCs working with the Core Team of the Department.
27	Provincial Support Team. The Provincial Management Support Team will be charged with the co-ordinating and support of the Scout Counties.	No change from the PMST.
27	Scout County Support Teams. They will be charged with supporting local Groups.	No change from the CMST.
33	HR in Scouting Ireland	This function is the responsibility of the Volunteer Resource Management and Group Support Department.
33	The Human Resources function is vital in how every company works and is critical in managing performance and behaviour standards to ensure that all staff, both volunteer and paid are treated fairly in all aspects of the work they undertake for Scouting Ireland. We should make no differentiation between Volunteer staff and paid staff except what is required by employee legislation for paid members of staff. Apart from those elements all other items should be on a par.	This has always been, and will continue to be, the case.
33	It is very important, and a key objective for the company to have a very good working partnership between volunteer and paid staff with everyone knowing what is expected of them and that there is no overlap in responsibilities, or the same work being done twice.	Departmental Core Teams, Project Teams and Support Teams are all working alongside paid staff.

<p>33</p>	<p>Within a large charitable company like Scouting Ireland, it is important that we have appropriate HR procedures in place to manage and control this area and to have an effective disciplinary process to deal with failures and transgressions. It will be Scouting Irelands position that it will have a standalone HR department with various sub departments to look after this crucial area.</p>	<p>New DRAP policies approved by the Board. All working under the Volunteer Group Support Department.</p>
<p>33</p>	<p>Key Responsibilities</p> <p>The 4 key areas of responsibilities will be.</p> <ul style="list-style-type: none"> • Design and oversight of job specifications for all positions and appointments in Scouting Ireland. • Design and implement a performance management system for volunteer and paid staff members. • Design and management of behavioural standards for all members with the Scout Law and Promise at its core. • Management and oversight of the conflict resolution process at all levels in Scouting Ireland. 	<p>Set up as Volunteer Group Support. Responsibilities of the Department:</p> <ul style="list-style-type: none"> √ Review, monitor and evaluate activities of the Department <p>Group Support</p> <ul style="list-style-type: none"> √ Support various aspects of group running by liaising and getting advice from various departments √ Answer queries, give advice and help groups deal with any issues in a timely and efficient manner √ Provide regular updates and information about the organisation and legislation to keep groups up to date with their responsibilities √ Supporting groups to meet all their compliance needs √ Support accident investigations where necessary

		<p>Adult Membership</p> <ul style="list-style-type: none">√ Provide an appropriate and accessible way for all adult members to complete the necessary training(s) and qualifications to fulfil their volunteer role√ Provide phone and online support to members and groups who need assistance with updating or queries to their membership <p>Adult Support</p> <ul style="list-style-type: none">√ Provide support to members through complaints and disputes procedures√ Support all members at group level to deliver a quality scouting experience√ Provide upskilling opportunities to adult members <p>Delivery of Training</p> <ul style="list-style-type: none">√ Provide regular and country√ Wide trainings for volunteers to train, re-train and upskill according to Scouting Ireland's Policy√ Ensure training is provided by the most suitable, qualified trainers and ensure that is regular train- the-trainers sessions to provide peer-to- peer learnings and upskill new volunteers
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		<ul style="list-style-type: none">√ Ensure the entirety of the island is supplied with training opportunities, as appropriate√ Allow consultation with groups to provide the most relevant training at appropriate intervals. Development of Training√ Ensure a review and evaluation process is in place to monitor and review the current training√ To anticipate training requirements and demand for courses <p>Disputes Resolution and Discipline</p> <ul style="list-style-type: none">√ Administer the disputes and complaints procedures√ Provision of appropriate and qualified candidates for the correct running of these services√ The writing and constantly updating of policy and procedures in relation to disputes and discipline, as appropriate <p>Delivery of QSE</p> <ul style="list-style-type: none">√ Facilitating the evaluation of groups and monitor the completion of action plans√ Ensure that all information generation is efficient and used effectively Awards
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		<ul style="list-style-type: none"> √ Ensure there is an accessible process for groups to apply for awards √ Administer the awards process efficiently
<p>34</p>	<p>Key Deliverables</p> <p>The following is a non-exhaustive list of Key Deliverables that will be required to be designed to enable this department to work effectively in its work on managing on behalf of the Board all persons within Scouting Ireland working at national level. Each staff member, whether paid or volunteer, will be issued with the following information before taking up their role:</p> <p>Paid Staff</p> <p>Aims and Fundamentals of Scouting Ireland Employee Handbook Contract of employment Role Specific Training</p> <p>Detailed Job Specifications for all positions The strategy and operational plan of SI Policies and Procedures book Health and safety policy</p> <p>Safeguarding Policy Code of Good Practice Alcohol and Drugs Policy IT Policy</p>	<p>Not all of these documents and policies remain relevant. Many of our current policies have been updated with the involvement of Sub Committees, Departments, Support Teams and Core Teams.</p> <p>The Volunteer Group Support Department together with its Core Team takes responsibility for ensuring that volunteers are supported in being inducted to their role and continuing to perform to the best of their ability.</p>

	<p>GDPR Policy</p> <p>Environmental Policy Performance Appraisal process Code of Conduct Harassment/Bullying policy Conflict resolution process Disciplinary Process Remuneration</p> <p>Volunteer Staff</p> <p>Aims and Fundamentals of Scouting Ireland Volunteer Handbook Volunteer Agreement Role Specific Training</p> <p>Detailed Job Specifications for all positions The strategy and operational plan of SI Policies and Procedures book</p> <p>Health and safety policy</p> <p>Safeguarding Policy</p> <p>Code of Good Practice</p> <p>Alcohol and Drugs Policy</p> <p>IT Policy</p> <p>GDPR Policy</p> <p>Environmental Policy Performance Appraisal process Code of Conduct Harassment/Bullying policy Conflict resolution process Disciplinary process Recognition/Awards</p>	
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<p>35</p>	<p>Scouting Ireland needs to treat all staff fairly but also staff need to expect that if they are not delivering what they signed up to, that during the performance appraisal process issues are identified and dealt with. Outcomes may be that further training is required or that the role doesn't suit the skill set of the individual, so another role is sourced that may. Ultimately if Scouting Ireland finds that the performance of any staff member is not what is required then that person will be asked to step down and the role will be filled by someone who will produce the required level of performance.</p>	<p>In place and strengthened by the new structure with clear responsibility and accountability.</p> <p>The Transition Sub Committee are working with the CEO in relation to Departmental appraisals.</p>
<p>35</p>	<p>Scouting Ireland now must realise that non-performance in any role is not acceptable as it is not only that area that suffers but indeed the whole service delivery of Scouting Ireland suffers consequently.</p>	<p>Does realise and accepts this.</p>
<p>36</p>	<p>The Board of Directors is made up of 13 members. This is an Oversight Board. This means that none of the Directors will have an executive function. They will all be volunteers. The executive functions will be carried out by the Heads of Operational Departments all of whom will be appointed by and report to the Board.</p>	<p>Board appointed and directors rotate off in time for elections at the AGM. Currently 10 directors with spaces available for co-opting and 1 casual vacancy.</p>
<p>36</p>	<p>10 of the 13 members of the Board of Directors will be elected by the Company Members, the Scout Groups. The Board of Directors will co-opt the remaining 3 Directors to ensure that the Board collectively has the full range of skills needed to carry</p>	<p>In place.</p>

	out its duties. These co-opted Directors may be from outside of Scouting Ireland.	
36	<p>Board Competencies</p> <ul style="list-style-type: none"> • Scouting Vocation • Safeguarding • Youth Advocacy • Corporate Governance • Corporate Risk • Financial • Workforce planning and strategic HR – Board only • Change management & corporate integration • Legal Compliance and due diligence • Commercial Business Management - Board • Public Service • Education and Research • Chair 	All directors who wish to seek to be elected complete the competency matrix as part of the application process.
38	Timeline And Stages for Applications/Nominations	All in place and managed by the Co-Sec.
39	Director Induction Process	All in place and managed by the Co-Sec and the Governance Sub Committee.
40	<p>Induction pack should include copies of:</p> <p>Constitution</p> <p>Recent annual report and accounts</p>	Induction packs are in place but do not contain all of this information.

	<p>Overview of current financial position of the organisation Recent Minutes of committee meetings Dates of next Board meetings/other key dates Details of any subcommittees Copy of code of conduct Expenses policy and claim form Outline of board members' roles and responsibilities List of main sources of funding Risk register Complaints Policy Organisational Information Organisation/Staff Structure/Departments Contact details of board members and key personnel Copies of relevant policies Job description of Chief Executive or key staff/volunteers Business or strategic plan List of key stakeholders Information on current projects, challenges, activities etc. Sign 'Mutual Agreement' or 'contract'.</p>	
41-45	Code of Conduct for Directors	In place. This is signed on an annual basis, by all directors, just after the AGM.
46	Governance Oversight and Board Induction Group	Formally known as the TIMG who formally completed their work in July, 2020.

		<p>As stated in the introduction the primary function of the TIMG is to act as an independent group to report on the implementation of the governance proposals by the Board of Scouting Ireland. It was envisaged that this group would monitor implementation of the transition from October 2018 to October 2021.</p> <p>However, the group is now of the view that it has served its purpose and would not be able to provide any further added value to the process by continuing to monitor implementation of the transition any longer.</p> <p>Consequently, this is the final report of the TIMG. Martin Burbridge Jerry J Kelly Nicky Bowman Sean Coughlan</p>
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GRG Recommendations		
1.1	Elect Chairperson.	Elected at first meeting after each AGM.
1.2	Contact DYCA & Minister for Children re: Funding.	Constant contact with the Department of Children, Equality, Disability, Integration and youth. Currently running a lobbying campaign.
1.3	Receive briefing from GRG on Company Constitution and Company structures per documentation circulated to the General Meeting; receive update and refresher on the role of Director/ Charity Trustee; receive overview on the role and function of sub-committees of the Board; receive overview of the role and function of the CEO and the Company Departments.	Briefing received.
1.4	Issue directions for transition for the "provisional" NMC.	Still in communication with the NMC and assisting with the winddown to a Single Entity for legal reasons (insurance).
1.5	Create the new Register of Members.	New register of members created.
1.6	Proceed with the wind down association / arrange for the creation of the register of youths and adults i.e. the "transfer" of the members of the Association.	Continuing with the winddown. Members registered with the Company.
1.7	Establishment of the Governance Oversight Group by the GRG and appointment of members.	TIMG created.
1.8	Contract all existing holders of national roles until at least Aug 2019.	All existing holders written to with request. Open Calls have been issued for all roles going forward.

1.9	With the assistance of the GRG (as things stand) continue with meetings with CRA (South) and CCNI (North).	Meetings continuing with both bodies.
1.10	Comprehensive Policy on Membership (admission, terms and conditions, disciplinary matters) for distribution to Scout Groups and to create a register for adults who are not members of Scout Groups – post transformation (it is important that this policy is finalised before the year end and the start of the registration process for 2019).	New Membership Policy drawn up and approved by the Board.
1.11	Receive complete briefing of any contingent liabilities or legal proceedings.	Received and ongoing.
1.12	Review competencies and identify potent Board Members for co-option (if required).	Reviewed and ongoing.
1.13	Financial & Management Accounts Budget for 2019/2020.	Completed.
1.14	CEO – Contract	Completed and new CEO appointed.
1.15	Receive briefing on the role of Company Secretary. Consider requirements, create role description and appoint Company Secretary (and Board Secretary).	Completed and appointed.
1.16	Review and agree Board Code of Conduct / Conflict of Interest Register.	Completed. Code of Conduct signed by all directors after each AGM.
1.17	Management of Crisis & Investigation Outcome.	Learning Review completed.
1.18	With the assistance of the GRG (as things stand) to gain the approval of the constitution with the Revenue Commissioners, the CRA and the WSC.	Completed.

1.19	Proceed with the company name change application.	Proceeded and ongoing.
1.20	Advertise and appoint a Safeguarding manager for the company.	Completed and appointed.
1.21	Circulate to the membership the Safeguarding Policy outlining the steps and procedures for reporting allegations or concerns.	Safeguarding policies all updated and circulated. Webinars delivered to members in relation to each of the new policies.
2.1	Review all Board sub-committees and commence work on what sub-committees the Board requires in future, making temporary sub-committees if necessary for the time being. Terms of reference for every sub-committee.	Completed.
2.2	Appoint Transition committee (sub-committee of the Board) and delegate the development of a Transition Department to it.	Completed.
2.3	Appoint Audit & Risk committee and request it to review the Policy on Audit Risk and Compliance.	Completed.
2.4	Implementation of Department Structure & Recruitment of Department Heads. Company Policies and Procedures for Department operations.	Completed and in place.
2.5	Establishment of Senior Management Team and terms of reference.	Senior Executive Team established.
2.6	Current Projects: WSJ 2019, World Scout Moot 2021.	WSJ 2019 completed – World Scout Moot cancelled by WOSM.
2.7	Review: JamboRí 2018 / Roverway 2018.	Reviewed by individual teams.
2.8	All policies and procedures to be reviewed & updated.	Policies constantly being reviewed and updated.

2.9	National Youth Assembly establishment and procedures and amendments to Scout Group Charter and Constitution.	Completed and led by the Youth Reps.
2.10	Adult Charter – continue with development and so that it covers adults in Scout Groups and volunteers of the Company.	Group Charter completed.
2.11	Companies in Scouting Ireland – and in conjunction with the Boards of those companies review the relationship, necessity, membership and structure.	Ongoing work with the different companies in Scouting Ireland.
2.12	Company in the North – continue setup of company and its agreement with its parent company (Scouting Ireland Services).	Continued.
2.13	Properties – licences to operate; operations and title.	Sorted.
2.14	Review Youth Involvement Policy	Policies constantly being reviewed and updated.
2.15	Integration of Volunteer and Paid Staff into Department Structure – Partnership Relationship Training and induction with emphasis on the difference in terms of corporate structures.	Integration of Volunteer and Paid Staff has been ongoing in Core Teams. Induction of Core Teams has been carried out.
2.16	Review Campsite Operations and Capital Requirements.	Ongoing within the Corporate Services Department.
2.17	Prepare for the Annual General Meeting April 2019.	Completed.
2.18	Consider whether there should be a Company Conference (a conference with all staff of the company (full time and voluntary) 2019. (Note – this is the conference where the board and the management team	Company Conference organised and run.

	of the company gather all department and unit managers and relevant staff together to brief them and to resolve and plan on issues which might exist or be brought to the company's attention by Scouters and Scout Groups as a result of the Scouters' Conference).	
2.19	Consider whether there should be a Scouters' Conferences at Provincial level (a conference between the company and the Scout Groups) in early 2019 or October/November 2019 and if so how it is organised. (note this is the conference where the Scout Groups and the Company discuss the services provided and the operation of the Scout Group Charter, gain valuable feedback and a list of issues to be resolved).	Provincial Conferences still continue to be run. Members of the Board attend and give updates to the membership.
2.20	Training – Board member; Directors' Duties, Charity Trustees duties. Training for the Board Chairman, the Board Secretary (minutes of Board meetings).	CPD training ongoing.
2.21	Review and update the Communications Policy – Scout Groups, registered adults.	Policies constantly being reviewed and updated.
2.22	Review of constitution for action points required of the Board.	Reviewed.
2.23	Deal with legal issues re structures of related companies including SFNI, Trust Companies and Scout Centre companies	Ongoing.

2.24	Attend to any requirements of WOSM or the Revenue Commissioners or the CRA to amend Company Constitution	Attended and ongoing.
2.25	Prepare an Annual report for both Company and Association.	Completed.
2.26	Liaison with the Governance Oversight Group; information which the Group will require to prepare for its report.	Handled by the Transition Sub Committee.
2.27	Establish Motions Committee.	Established.
3.1	Continue with audit of Company structures for Declaration of compliance with the Governance Code for Charities.	Handled by the Governance Sub Committee.
3.2	Commence process for the introduction of the Governance Code for Scout Groups.	Commenced.
3.3	Continue with Review of Scout Group Structure.	PCs working as a Support Team in the Volunteer Group Support Department are looking at these structures with the Core Team.
3.4	Prepare for Development of next Scouting Ireland Strategy.	Prepared. Released on website to coincide with the AGM – 22 nd May, 2021.
3.5	Have an operational plan developed for the company for the delivery of services to the Scout Groups and associated KPI's.	Not completed as yet.
3.6	Request the Audit and Risk Committee to Update the risk register for the company and present to the Board	Requested and ongoing.