



REVIEW OF  
IMPLEMENTATION OF  
THE REVIEW OF  
SCOUTING IRELAND  
RECOMMENDATIONS

April 2020

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Commissioned by the Minister for Children and Youth Affairs

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## 1. Overview

The report Review of Scouting Ireland by Jillian van Turnhout dated 13 June 2018 stated

*“The findings of my review lead me to believe that the difficulties in the area of safeguarding are a symptom of a more deeply rooted problem facing the top level of the organisation in terms of governance (which includes safeguarding)”.*

The report made recommendations in a number of critical areas to address these governance problems. Scouting Ireland has provided regular reports to the Minister for Children and Youth Affairs on the progress it has made in implementing the recommendations of the 2018 report.

The Minister for Children and Youth Affairs asked me to examine whether the recommendations of the 2018 report have been fully and satisfactorily implemented. Scouting Ireland has put in place major changes in its governance structures since 2018. I conclude from my review that the recommendations of the 2018 report have been implemented satisfactorily. In the case of a number of recommendations, implementation has varied somewhat from the measures envisaged at the time of the 2018 report. In my view Scouting Ireland has taken a reasonable approach to developing measures it considers appropriate to its needs and that address the issues identified in the 2018 report.

I recognise the significant work and organisational effort by all involved in Scouting Ireland in the major changes already made. Nonetheless, I am conscious that a number of organisational changes were put in place relatively recently and/or are being rolled out currently so are not yet embedded in the organisation. While the recommendations of the 2018 report have been delivered, the governance changes approved in 2018 are not yet fully in place, in particular the wind-down of the Association and the full implementation of the company-only structure. The precise positioning of Provincial Commissioners and teams within the new organisation structure is still under discussion. Clarity is also needed on the governance relationship between Scouting Ireland and the related Trusts which hold scouting property and the Scout Shop.

It is very important that the work on transforming governance and delivering organisational change in Scouting Ireland continues to have a strong priority and focus. This is particularly important given the difficulties highlighted in the 2018 report in relation to governance and organisational culture. The remaining changes to the governance structure need to be delivered in a timely fashion and the governance and organisational changes made need to continue to be consolidated, developed and embedded. I know that this is recognised by Scouting Ireland leadership. I recommend that the Minister requests Scouting Ireland to report in six months time on progress in the delivery of planned governance and organisational changes.

Scouting Ireland will be undertaking an external review of its safeguarding arrangements at the end of 2020 and a three-year review of its new governance arrangements in late 2021. The results of these reviews should be reported to the Department of Children and Youth Affairs.

Delivering and sustaining significant organisational change, while maintaining service provision, has capacity implications. Supporting adequate change management capacity should continue to be considered by the Department as part of its ongoing engagement with Scouting Ireland.

I want to thank Scouting Ireland and all the individuals I spoke with for their assistance. Particular thanks to Ms Dubheasa Kelly of Scouting Ireland who provided me with access to a significant body of documentation necessary for the review and with responses to a wide range of queries. I know that the last number of weeks have been difficult ones for all given Covid challenges and I appreciate the assistance provided given this context.

## 2. Introduction.

In 2018 the Minister for Children and Youth Affairs commissioned Ms Jillian van Turnhout to examine and make recommendations in relation to certain aspects of Scouting Ireland. The report *Review of Scouting Ireland* was completed in June 2018. Since then Scouting Ireland has provided regular information to the Minister on the progress it has made in implementing the recommendations of the report. Its most recent written report on this matter was provided to the Minister in October 2019.

The Minister decided to commission an independent review to validate the progress described in the Scouting Ireland Report of October 2019 and I was asked to undertake this review. The terms of reference for this review were as follows:

*“The independent review will assess the content of the most recent report from Scouting Ireland, dated October 2019, as it pertains to implementation of the governance and safeguarding actions recommended by Ms Jillian van Turnhout. The review will examine whether the recommendations of the report have been fully and satisfactorily implemented and will take account of any recent developments since the report of October 2019”.*

The full terms of reference for this review are attached as Appendix 1. The summary implementation table included in the Scouting Ireland report to the Minister of October 2019 referred to in the terms of reference is attached as Appendix 2.

I commenced my work by meeting with the Secretary-General and the relevant Assistant Secretary-General of the Department. I then met with the Chief Executive Officer of Scouting Ireland, Ms Anne Griffin, and Ms Dubheasa Kelly, Scouting Ireland liaison for my work, to discuss my approach to the review and the information I needed. At my request they provided an updated version of the October 2019 summary implementation table reflecting the current implementation position. This formed the starting point for the review. A further updated version of this summary implementation table was provided by Scouting Ireland on 9 April 2020 and is attached as Appendix 3.

In order to validate progress on implementation I reviewed a wide range of Scouting Ireland documentation - minutes of meetings of the Board of Directors and Board sub-committees, documents relating to safeguarding arrangements and policies, disciplinary and other policies, governance proposals and implementation, membership communications, Director, Committee and Core team selection procedures, Board member induction, charity registration and other relevant areas. Given Covid restrictions I appreciate the work of Ms Dubheasa Kelly and her colleagues in providing remote access to the documentation required for my review.

I discussed the implementation of the 2018 report recommendations with a range of people involved in Scouting Ireland- the Chairperson, two Board members (one an independent co-opted member), an independent member of the Transitions Sub-Committee of the Board, a member of the Transitions Implementation Monitoring Group, the current and former CEO, a number of S.I. Department managers and a volunteer member of an S.I. Department Core Team. I received direct correspondence from a member of Scouting Ireland, which I considered insofar as it was relevant to my work.

I also had discussions with Ian Elliott, a child-protection consultant and David Duffy, a governance expert, who have advised Scouting Ireland. I spoke to Jillian van Turnhout to understand fully her 2018 report and recommendations. I also spoke to Helen Martin, CEO, Charities Regulator, in relation to the charity registration of scout groups.

Given Covid restrictions imposed near the start of my work most of my discussions were by way of videoconference and, in a few cases, telephone. A list of those ‘met’ is attached at Appendix 4. I appreciate the willingness of everyone I approached to meet me and address openly and fully the questions I asked.

The structure of my report follows the grouping of the recommendations set out in the 2018 report. In each section I give my assessment of the implementation of the recommendations. I do not repeat the detail of implementation set out in Appendix 3. Where I consider additional comment useful in understanding the current state of implementation, or identifying governance or organisational work underway or outstanding, I include such comment. Some recommendations were delivered at a later date than recommended in the 2018 report. I have regarded such recommendations as implemented based on the current position. In my concluding section I set out areas where I consider a further progress report to the Minister in six months time would be useful.

## 3. Safeguarding

### 3.1 Recommendations

1. *Contract Ian Elliott, or a person with a similar skillset, to undertake the role of Mandated Person with immediate effect. The mandated person should be permitted by Scouting Ireland to make direct contact with the Department of Children and Youth Affairs if he or she believes it necessary to do so.*
2. *Ensure a communication is sent from the Mandated Person to the membership of Scouting Ireland outlining the steps for reporting any allegation or concern.*
3. *The Mandated Person should be supported by trained staff in the national office who are equipped to work in a confidential and secure manner.*
4. *Advertise and recruit a Safeguarding Manager who has the suitable authority and experience to undertake the role of Mandated Person for Scouting Ireland. This person should commence work for Scouting Ireland by 1 January 2019 at the latest. The individual should be part of the Senior Management Staff Team and be managed by the CEO in relation to any human resources (HR) aspects of their role*
5. *In parallel Ian Elliott, or a person with a similar skillset, should be charged with advising the Board and leading the organisation through the necessary changes to ensure a coherent safeguarding Structure that is appropriately resourced and structured.*
6. *Develop and approve a Disciplinary Code to include a mechanism for suspension and expulsion of members. Once approved, this code should be communicated to the membership.*

### 3.2. Assessment of Implementation

Recommendations 1-6 in Section 2 (Safeguarding) of the 2018 report have been implemented.

### 3.3 Joint Scouting Ireland/Tusla Action Plan

In relation to Safeguarding, an action plan between Scouting Ireland and Tusla was agreed in March 2019. Tusla provided an update on this Plan to the Secretary-General of the Department for Children and Youth Affairs in February 2020. Tusla stated that the agreed action plan is now complete. It also stated

*“...Tusla are very satisfied with the revised procedures in place regarding the management of child protection reports. Both SI and Tusla continue to have ongoing liaison regarding Children First and overall child safeguarding. The relationship between Tusla and Scouting Ireland is strong and continues to develop...”*

### 3.4 Review of Policies and Training

A comprehensive review of SI child safeguarding policies and procedures was undertaken in Scouting Ireland supported by an external consultant and with input from Tusla and Gateway NI and informed by a nationwide project for the collection of local risk assessments from all scout groups. It was envisaged that this work would be completed by end December 2019. It took longer than expected. The Board approved three of the revised documents at its meeting in April 2020. The two remaining ones, which are significant, the Code of Behaviour and the Child Safeguarding and Child Protection Policy and Procedures, are currently being discussed by Scouting Ireland with Tusla. Scouting Ireland hopes to have the documents finalised and disseminated to members by mid -2020.

A review of the child safeguarding aspect of SI training is planned but has been deferred until revised policies are available.

While recognising the considerable work already undertaken on policy documents, I consider it important that this work, which has already taken some time, should be brought to a conclusion as soon as possible. Confirmation that the work

on reviewing policies and training has been completed should be included in the report I am recommending the Minister requests from Scouting Ireland in six months time.

### 3.5 Board Oversight

A report from the Safeguarding Manager is included in the CEO report circulated for every Board meeting and the Board has established a Board sub-committee on Safeguarding which started meeting in January 2020.

### 3.6 External Audit

The Board of Scouting Ireland has committed to having a biannual external audit of the safeguarding arrangements in Scouting Ireland. The first audit will be undertaken by the end of December 2020.

### 3.7 Disciplinary Panel

With regard to disciplinary procedures the structure has been adjusted in the light of experience and a three-person disciplinary panel has replaced the original individual person. Scouting Ireland has recruited an external member for this panel.

## 4. Management of the Organisation

### 4.1 Recommendations

1. *If the motion relating to the Board of Directors of Scouting Ireland is not approved by the members at the National Council on 30 June 2018, I recommend the current Board continue with their decision to resign and a new Board be elected, under the current constitutional provisions, at the National Council on 6 October 2018.*
2. *Provide adequate induction and training on the roles and responsibilities of a Director to all newly appointed Board Directors.*
3. *The Board should request the Audit and Risk Committee to update their risk assessment of Scouting Ireland, a copy of their report should be provided to the Department of Children and Youth Affairs by 1 December 2018.*

### 4.2 Assessment of Implementation

Recommendation 1 was implemented and a new Board took office in October 2018.

With regard to recommendation 2 there was significant induction and training for the new Board covering all the areas required. However I note that induction was not provided to the two co-opted independent Directors who joined the Board in January 2020. I understand that the intention was to provide induction for all new Directors after the AGM scheduled for April 2020. Given the comprehensive induction delivered when the new Board was constituted it is reasonable to regard the recommendation as broadly implemented. However I recommend that Scouting Ireland ensure that induction is provided to ALL new members as they join the Board.

With regard to recommendation 3, the Audit and Risk Committee did review the system for managing risk and the Risk register at its meeting of 24 March 2019 and approved a revised risk management policy. A letter from the Chair of the Audit Committee to this effect and a copy of the new Risk Management Policy was sent to the Department of Children and Youth Affairs as part of the end-March 2019 report to the Minister. Accordingly this recommendation was implemented. However I set out below some concerns in relation to the follow-on from that implementation.

### 4.3 Board oversight of Risk

In considering the risk management system the Audit and Risk Committee agreed it would review risk regularly and suggested that the Board should take a section of the register at each monthly meeting and review it. The Risk Management Policy sets out a number of functions for the Board of Directors in relation to risk including regularly reviewing Scouting Ireland's approach to risk management. It is not clear whether the Board ever considered the Committee recommendation about reviewing a different section of the risk register at each meeting. Apart from some consideration of the risk register in the minutes of two Board meetings in May 2019, there is no record in Board minutes subsequently of any structured consideration of the risk register or of the risk management system in Scouting Ireland.

The Audit and Risk Committee met again in June and September. However, as it was inquorate on both occasions, no minutes are available. As records of meetings of the Audit and Risk Committee after March 2019 are not available it is not clear to me what consideration was given to the risk register at those meetings. It was decided to reconstitute this Committee as part of the general establishment of Board sub-committees. However there was a significant gap of time with no Committee. A new Financial Audit and Risk Sub-Committee of the Board was established earlier this year and had its first meeting on 25 February 2020. I understand that it has identified risk management and the risk register as a key element of its future work.

While the Board did consider different risks facing Scouting Ireland as part of Board discussions on various issues, good governance practice requires a more structured oversight by the Board of risk management in the organisation. The establishment of the new Committee provides the opportunity for the regular consideration of the risk register and risk management system by that Committee and, through Committee reports, by the Board. It is important that the Board ensures this happens.

## 4.4. Board and Other Committees

Section 3 of the 2018 report also referred to the large number of sub committees/teams reporting to the Board, stating that there were 40.

As part of its revised governance and organisational arrangements the Board decided to establish six Board sub-committees:

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

Other committees/teams have been integrated in to the organisational structure reporting through the CEO or no longer exist. The Activity Oversight Committee and the Awards Committee are not Board sub-committees but have still to be integrated in to the new structure. This is under consideration currently. While not causing any particular difficulties it would be desirable that these organisational issues are finalised.

With regard to Board sub-committees, there was an open call for members in May 2019. However, other than the Transition Sub-Committee other committees have started work relatively recently or are in the process of being restructured. Some of the older Committees/Structures continued until October 2019 and there were joint Board member/Executive teams working on transition and on safeguarding until the new sub-committees were established.

- Transition —first meeting 2 October 2019
- Safeguarding---first meeting 20 January 2020
- Quality of Scouting---first meeting 23 February 2020.
- Financial Audit and Risk---first meeting 24 February 2020 (*There was a prior Committee up to mid 2019*)
- Governance, Compliance, Health and Safety---first meeting 25 March 2020

Following concerns expressed by the Transition Implementation Monitoring Group about potential overlap in sub-committee remits, the Board has decided to combine the Governance, Compliance, Health and Safety Sub-Committee and the Nominations and Remuneration Sub-Committee in to a Governance, Nominations and Remuneration Sub-Committee and have Health and Safety as a separate sub-committee.

With regard to Health and Safety this is a significant potential risk area for Scouting Ireland given the nature of the organisation and its activities. There is a Safety Advisory Team composed of volunteers with relevant expertise which acts as “competent person” for the purpose of relevant legislative requirements and which is accountable through the CEO to the Board. It is not clear when the reconstituted Health and Safety Sub-Committee will meet. Its establishment would support the Board in getting assurance in this area.

It might be useful for the Board to review the operation of these Board sub -Committees in early 2021 when they have been in operation for a year.

## 4.5. Strategy

The Board has almost finalised its work on a new Strategy for Scouting Ireland. The development of this Strategy involved consultation with members (adults and youths), parents, national volunteers, staff and key external stakeholders.



## 4.6 Code of Governance for Charities

In its March 2019 report to the Minister Scouting Ireland stated it was on track to be fully compliant with the Governance Code for Voluntary Organisations (and therefore the Charities Governance Code) by Q1 2020. In the October 2019 report it committed to being compliant with the Code of Governance for the Community and Voluntary Sector Type C organisations by December 2019 and with the Charities Governance Code by end 2020. The current intention is to be compliant with both by end-2020.

## 5. Governance Proposals

### 5.1 Recommendations

1. *In line with the proposals from the Governance Review Group, Scouting Ireland should have a system in place to identify, assess and elect members of the Board of Scouting Ireland based on competency.*
2. *Revisit the proposal that Heads of Departments will be a mix of volunteer and staff roles. Staff can provide continuity ensuring the delivery of a service in each department. However, in each Department it should be a volunteer who has the oversight role. In addition, it is for this reason, I recommend safeguarding and human resources are moved out of the new proposed structure re departments.*

### 5.2 Assessment of Implementation

#### *--Recommendation 1*

This recommendation has been implemented. There was a strong process for assessing the competencies of candidates for election to the Board in October 2018. Subsequently the process for co-opting additional external Directors identified competencies needed and sought Directors with these competencies for the Board and two independent Directors were appointed as a result of this process (up to three could be appointed). There was a 360 degree review of all Directors during 2019. A similar process to that in 2018 for assessing the competencies of potential candidates was undertaken prior to the planned April 2020 AGM (deferred due to Covid).

A competency approach was also applied to recruiting non-Board members for Board sub-committees through open call within Scouting Ireland and externally through Boardmatch.

#### *--Recommendation 2*

The redesign of Scouting Ireland's organisation and the role of professional staff and volunteers within Departments is being implemented differently than was envisaged at the time of the 2018 report. At that time it was envisaged that the Head of a Department could be either a staff member or a volunteer. The recommendation in the 2018 report was that in each Department it should be a volunteer who had the oversight role. Subsequently the new Board, in consultation with an independent governance expert, gave detailed consideration to the most appropriate structure. It considered that the most appropriate structure to ensure accountability for delivery through the CEO to the Board alongside strong volunteer involvement was to have a full time staff member responsible through the CEO for service delivery and have a "core" team in each Department (except safeguarding) made up of volunteers and the Department manager and chaired by a volunteer. This core team has an oversight role in relation to Department activities but is advisory in nature.

I appreciate that this is a sensitive issue for many in Scouting Ireland. For some it is seen as diminishing the volunteer role in Scouting Ireland; for others there is a concern that allowing the Chair of a Core Team access to Board sub-committees in certain circumstances may open the possibility of a drift back to the prior lack of clarity in governance and operational structures; others are satisfied with how it is being implemented to date. In my view it is the Board's responsibility to develop the most appropriate structure that meets the needs of its organisation consistent with good governance practice. From my review of documentation and discussions it is clear that this issue was considered very carefully, weighing up relevant factors. In my view the approach that has been taken to this recommendation is reasonable and addresses the identified need for organisational change and clarity. In that context I consider implementation in relation to recommendation 2 to be satisfactory.

This organisational change is a critical success factor for Scouting Ireland. While core teams have been up and running for a number of months and some project teams are in place, the process of appointing volunteers to core teams and establishing all project teams across all Departments is still in progress. It is important that this be completed speedily. As a new structure it will be important to ensure that it works effectively in maximising the contribution from the talents and expertise of volunteers and fulltime staff, while delivering clarity of accountability. There is a commitment to a full governance review at the end of three years. In the meantime it would be useful to consider, as for any organisational change, when core/project teams are in place for a year, reviewing how they are working, capturing the views of those involved and making any adjustments necessary.

### 5.3 Pipeline of Candidates for Board, Sub-Committee and other appointments

The 2018 report referred to the range of competencies in Scouting Ireland's large membership but also to the risk of candidates not self-selecting and the need to actively identify potential nominees for Board positions to ensure a diverse choice for the members to vote on. I note that for this year's AGM there are five candidates for four places. Ideally it would be desirable to have a larger field. While the responses to open calls for Board sub-committees and Core teams were good in most cases and demonstrated the wealth of expertise available in Scouting Ireland, it is important that active consideration be given to maximising the pipeline for candidates with the range of competencies required. Identifying potential volunteers for various roles, developing those already involved and encouraging candidates to apply will be an important element. The Governance, Nominations and Remuneration Sub-Committee of the Board should be asked to consider and address this issue.

### 5.4 Implementation of Scouting Ireland Governance Proposals

#### *--Continued existence of unincorporated Association*

On 6 October 2018 Scouting Ireland voted for a change to its governance structure. This followed significant work and discussions within Scouting Ireland led by the Governance Review Group. Implementation is a matter for the Board of Scouting Ireland. The Transition Implementation Monitoring Group (TIMG) was appointed to act as an independent group for an initial three-year period to oversee the implementation of the governance proposals adopted by National Council in October 2018 and report on progress every six months.

A key element of the proposals was the wind-down of the unincorporated Association that was part of the structure and Scouting Ireland becoming a fully company-only structure. It was the original intention that the Association would be wound up immediately. As a result of legal advice that the Association had actions that needed to be taken by the Association, the wind-up was deferred. At the time this was envisaged to involve a delay of a few months. However it is still not concluded. Scouting Ireland now hopes that the Association will be wound up by the end of their financial year (end-August).

While the National Management Committee of the Association exists for the purpose of winding down the Association, I am assured by Scouting Ireland that it has no other functions within Scouting Ireland and that, in practice, the restructured organisation is operating as a company-only entity (though annual accounts including provincial and county funding are still required). Given the long work on governance reform intended to address problems arising from the confusion of multiple structures and overlapping legal entities, it is highly desirable that the Association be wound-down as soon as possible and the necessary legal actions taken. I accept that there may be complex legal considerations but, if progress is not possible over the next few weeks, I suggest that Scouting Ireland consider whether there are other avenues open to deliver this. I recommend that the Minister ask Scouting Ireland to report in six months on the delivery of this change.

#### *--Role of Provincial Teams*

While there is a broad mission for provincial teams to support individual groups there is not full clarity on how these structures will map on to the new organisation. This does not depend on any legal changes from the wind-down of the Association. Discussions are underway between the Provincial Commissioners and the Transition Sub-Committee of the Board to define the role and place in the organisational structure of Provincial Commissioners and Teams. I understand it was hoped to finalise these this month but meetings had to be deferred due to Covid. I appreciate that it is important to tease out the correct approach. However, the lack of clarity about organisational structure militates against clarity for Scouting Ireland membership on responsibility and accountability. It is important that this issue be concluded in the coming weeks as intended.

## 5.5 Relationship with Trust Companies

In addition to the main Scouting Ireland company and the Association there are three Trust companies associated with Scouting Ireland(excl NI Foundation)

- The Scout Foundation
- Irish Scouting Fellowship
- Scouting Trust Property Company

National centres, Dens and other scout property are held within these Trust companies and the Scout shop is a subsidiary company of one of the Trust companies.

The governance relationship between Scouting Ireland and these companies is unclear. I understand that under the Scouting Ireland Association structure certain officers were ex officio Trustees and others nominated. The position is not clear following the governance changes. While I am informed that this has no impact on the operational use of property, such lack of clarity is very undesirable from a governance perspective and needs to be resolved between Scouting Ireland and the Trustees.

## 5.6 Communication

From reviewing the documentation I am aware of a considerable volume of communication with Scouting Ireland membership about the governance and organisational changes. The need for more communication has been mentioned in a number of my discussions. A contributory factor may be the relatively recent installation of new core and project team structures and the lack of clarity around the place of Provincial teams. When the latter is finalised the Board could usefully consider how best to address the communication internally and externally of the changes delivered and underway.

## 6. Charities Legislation

### 6.1 Recommendations

- 1. The Chair of the newly elected Board (October 2018) of Scouting Ireland should request a joint meeting between the Charities Regulator, the Charities Commission Northern Ireland and a delegation from the Board of Trustees of Scouting Ireland to be held in quarter four 2018. The Charities Regulator has agreed in principle to this meeting. The purpose of the meeting should be to discuss and determine the best way for Scouting Ireland to implement the Charities legislation in the respective jurisdictions in a consistent manner.*
- 2. Following this meeting, the Board of Trustees of Scouting Ireland should review and agree its approach to the implementation of charities legislation. This decision should be communicated to members in a timely and open manner*

### 6.2 Assessment of Implementation

The background to these recommendations was a view that Scouting Ireland should consider an alternative to the registration of individual scout groups as was planned and consider a “hybrid” model across both jurisdictions with consideration of some individual group registration and some county-level registration. While Scouting Ireland appears to have given some consideration subsequently to a hybrid approach, in the event it proceeded with the approach of registering individual scout groups. It has worked closely with the Charities Regulator on a trial run of one group and adjustments in the light of experience. The timeline for this is later than envisaged in the October 2019 report to the Minister. It hopes to register the groups on a county-by-county basis. This was to be done by bringing groups to one location and supporting registration; the intention now is for this to be supported virtually. Scouting Ireland intends to have all groups registered by end-August. A specific timetable for the county- by -county registration needed to meet the end-August target should be set out and monitored. As the process for registering individual groups is well underway I would regard the issue raised in these recommendations as dealt with.

As the NI groups are already registered and Scouting Ireland is working closely with the Charities Regulator to register Scout Groups in this jurisdiction, I see no particular need at this stage to pursue the request for a joint meeting.

## 7. Conclusion

Scouting Ireland has put in place major changes in its governance structures since 2018. I conclude from my review that the recommendations of the 2018 report have been implemented satisfactorily. In the case of a number of recommendations, implementation has varied somewhat from the measures envisaged at the time of the 2018 report. In my view Scouting Ireland has taken a reasonable approach to developing measures it considers appropriate to its needs and that address the issues identified in the 2018 report.

I recognise the significant work and organisational effort by all involved in Scouting Ireland in the major changes already made. It is clear from reviewing the documentation and from my discussions the huge time and effort the new Board, supported by the executive team and others, has invested in delivering significant changes to the governance and organisational structure, while also dealing with other pressing and difficult issues for Scouting Ireland. All I spoke to have made clear their commitment to continuing this work. My comments on areas still to be addressed should not be taken as any lack of recognition of the major change already delivered.

Delivering and embedding effective organisational change both structurally and culturally in any organisation is not easy and requires on-going work to deliver fully and sustain in a way that supports a flourishing organisation. I am conscious that a number of organisational changes were put in place relatively recently and/or are being rolled out currently so are not yet embedded in the organisation. While the recommendations of the 2018 report have been delivered, the governance changes approved in 2018 are not yet fully in place, in particular the wind-down of the Association and the full implementation of the company-only structure. The precise positioning of Provincial Commissioners and teams within the new organisation structure is still under discussion. Clarity is also needed on the governance relationship between Scouting Ireland and the related Trusts which hold scouting property and the Scout Shop.

It is very important that the work on transforming governance and delivering organisational change in Scouting Ireland continues to have a strong priority and focus. This is particularly important given the difficulties highlighted in the 2018 report in relation to governance and organisational culture. The remaining changes to the governance structure need to be delivered in a timely fashion and the governance and organisational changes made need to continue to be consolidated, developed and embedded. I know that this is recognised by Scouting Ireland leadership.

I recommend that the Minister requests Scouting Ireland to report at end- September on progress in the delivery of planned governance and organisational changes. Such a report should address

- Wind-Up of the Association
- Governance relationship with Trust Companies
- Delivery of new organisation structure including role of Provincial Teams and full establishment of new Department/Core/Project Team structures
- Charity Registration of all scout groups
- Progress towards compliance with Code of Governance for the Community and Voluntary Sector and the Charities Code
- Revised child safeguarding policies and training.

Scouting Ireland will be undertaking an external review of its safeguarding arrangements at the end of 2020 and a three-year review of its new governance arrangements in late 2021. The results of these reviews should be reported to the Department of Children and Youth Affairs.

Delivering and sustaining significant organisational change, while maintaining service provision, has capacity implications. Supporting adequate change management capacity should continue to be considered by the Department as part of its on-going engagement with Scouting Ireland.

## Appendices

### Appendix 1 – Review of Implementation: Terms of Reference

#### **Review of Scouting Ireland (June 2018): Review of Implementation**

##### **Terms of Reference**

###### **Background**

In 2018, the Minister for Children and Youth Affairs commissioned Ms Jillian van Turnhout to examine and make recommendations in relation to certain aspects of Scouting Ireland. The report, *Review of Scouting Ireland*, was completed in June 2018. Since then, Scouting Ireland has provided regular information to the Minister on the progress it has made in implementing the recommendations of this report. Its most recent written report on this matter was provided to the Minister in October 2019.

The Minister has decided to commission an independent review to validate the progress described in the Scouting Ireland Report of October 2019. The review will be carried out by Ms Brigid McManus. The terms of reference are set out below.

###### **Terms of reference**

- The independent review will assess the content of the most recent report from Scouting Ireland, dated October 2019, as it pertains to implementation of the governance and safeguarding actions recommended by Ms Jillian van Turnhout. The review will examine whether the recommendations of the report have been fully and satisfactorily implemented and will take account of any relevant developments since the report of October 2019.
- The independent reviewer will determine the most appropriate approach to conducting her work under these terms of reference.
- The independent reviewer will seek to complete a written report to the Minister for Children and Youth Affairs on these terms of reference by 9 April 2020.
- The report will be published by the Minister for Children and Youth Affairs.

###### **Other information**

- The reviewer will meet, as necessary, with the Minister and/or Department officials, at the beginning and end of the review.
- Without prejudice to the independent reviewer's decision, it is envisaged that the review will combine a desktop analysis and interviews with relevant individuals within Scouting Ireland.
- It is anticipated that the bulk of work required for this review will be undertaken in the offices of Scouting Ireland.
- Scouting Ireland will provide a primary point of liaison with the reviewer, who will assist with scheduling and other administrative issues, including the provision of documentation. Scouting Ireland will provide any and all assistance required, including access to relevant officials and Board members.
- Any issues arising in relation to this work will be discussed as necessary between the reviewer and a nominated official in the Department.

## Appendix 2 - Update on Review of Scouting Ireland Recommendations October 2019 as submitted to DCYA

Update on Jillian Van Turnhout's *Review of Scouting Ireland* Recommendations

Updated: 09.10.2019

Jillian Van Turnhout's Recommendations	Scouting Irelands Actions
<b>Safeguarding</b>	<b>Complete</b>
<b>SG1.</b> Contract Ian Elliott or a person with a similar skill set, to undertake the role of Mandated Person with immediate effect. The Mandated Person should be permitted by Scouting Ireland to make direct contact with the Department of Children and Youth Affairs if he or she believes it is necessary to do so.	<p>The new Safeguarding Manager has taken over this role from Ian Elliott as of the 8th of April 2019. Safeguarding Manager (Mandated person). The Safeguarding Manager reports to the Board of Directors on Safeguarding.</p> <p>The Safeguarding Manager has the responsibility to contact any agency or department that they feel is necessary to ensure the Safeguarding of Scouting Ireland young people.</p>
<b>SG2.</b> Ensure a communication is sent from the Mandated Person to the membership of Scouting Ireland outlining the steps for reporting any allegation or concern.	<p>Ian Elliot has sent notification, to the entire membership, of safeguarding manager role and the steps for reporting.</p> <p>Further, communications regarding safeguarding are sent to our membership and parents via our mailing system as necessary.</p>
<b>SG3.</b> The Mandated Person should be supported by trained staff in the national office who is equipped to work in a confidential and secure manner.	<p>The Safeguarding Manager is supported by a team in the National Office and SFNI.</p> <p>As a result of increased funding provided by DCYA, Scouting Ireland was provided with the opportunity to increase the resources of its Safeguarding Team. The team now consist of two full-time Case Officers and a Safeguarding Manager. When the office development is complete the Safeguarding Manager, in conjunction with the CEO, will assess the need for expanding the team further.</p> <p>There is a dedicated office Safeguarding in SFNI offices. However, in the National Office, Larch Hill, this was not the case until 2018. During 2018 the CEO's office was allocated to the Safeguarding Team while waiting funding and the building works on the downstairs room in the National Office to be finalised. This work will be completed by December 2019.</p> <p>It will provide a safe, secure, confidential office to the Safeguarding Team of Scouting Ireland.</p>



<p>SG4. Advertise and recruit a Safeguarding Manager who has the suitable authority and experience to undertake the role of Mandated Person for Scouting Ireland. This person should commence work for Scouting Ireland by 1 January 2019 at the latest. The Safeguarding Manager should report directly to the Board of Scouting Ireland. The individual should be part of the Senior Management Staff Team and be managed by the CEO in relation to any human resources (HR) aspects of their role.</p>	<p>This process is complete and the new Safeguarding Manager begun with Scouting Ireland on the 8th of April 2019.</p> <p>The Safeguarding Manager is a direct report to the Board of Scouting Ireland and a member of the Senior Management Team who is managed by the CEO with regards to HR aspect of their role.</p>
<p>SG5. In parallel, Ian Elliott, or a person with a similar skillset, should be charged with advising the Board and leading the organisation through the necessary changes to ensure a coherent Safeguarding Structure that is appropriately resourced and structured.</p>	<p>Ian Elliot was charged with advising the Board of the necessary changes required in the Safeguarding structure and related policies and procedures.</p> <p>As of the 8th of April, the new Safeguarding Manager took over this role with a handover period from Ian Elliott.</p> <p>Ian Elliott still operates in a consultant capacity - advising and guiding when and where necessary.</p>
<p>SG6. Develop and approve a Disciplinary Code to include a mechanism for suspension and expulsion of members. Once approved, this Code should be communicated to the membership.</p>	<p>A disciplinary code has been developed and was adopted by the board of Scouting Ireland in September 2018.</p> <p>The Board of Directors have approved a Process for Suspension without Prejudice in March 2019 and have appointed a Disciplinary Officer in January 2019.</p> <p>As of July 2019, the Suspension without Prejudice Policy was reviewed and revised in conjunction with our new structures and good governance compliance. Further, the Disciplinary Policy has also been subject to review. A new Disciplinary Panel has been advised, which is now advertising for an external individual via BoardMatch to join this panel.</p>

<p><b>Management of the Organisation</b></p>	<p><b>Complete</b></p>
<p><b>MO1.</b> If the motion relating to the Board of Directors of Scouting Ireland is not approved by the members at the National Council on 30 June 2018, I recommend the current Board continue with their decision to resign and a new Board be elected, under the current constitutional provisions, at the National Council on 6 October 2018.</p>	<p>The Board of Directors of Scouting Ireland resigned on the 6th of October to allow the new board of directors to take position on the 7th of October.</p>

<p><b>MO2.</b> Provide adequate induction and training on the roles and responsibilities of a Director to all newly appointed Board Directors.</p>	<p>Induction, assessment and training of Directors formed part of the Governance proposals which were approved at the EGM on 30th June 2018. This process was used in the formation of Scouting Irelands current Board of Directors.</p> <p>The recruitment of the in-coming three Co-opted Directors and new board members in April 2019 will not only use the same process, but it will seek to fill the competency gaps within the Board. Currently, the Co-opted Directors are being recruited via Board Match, who assisted in identifying the gaps and are now targeting individuals with experience and skills in finance, legal and the not-for-profit sector.</p> <p>An annual Director's Skill Assessment, self and peer, is being carried out via an external professional to conduct a gap analysis which will support the recruitment of appropriate candidates for the coming AGM 2020.</p> <p>This is currently being overseen by the Chair of the Board with support from the Transition Committee. However, it will be overseen by the Governance and Compliance subcommittee and implemented by the Nominations subcommittee in the coming months.</p>
<p><b>MO3.</b> The Board should request the Audit and Risk Committee to update their risk assessment of Scouting Ireland, a copy of their report should be provided to the Department of Children and Youth Affairs by 1 December 2018.</p>	<p>The Audit and Risk Committee have updated the Risk Register and in addition have reviewed related policies.</p> <p>A copy of the revised policies and a statement from the Finance, Audit and Risk Committee was submitted in the March Report to DCYA.</p>

Governance Proposals	Complete
<p><b>GP1.</b> In line with the proposals from the Governance Review Group, Scouting Ireland should have a system in place to identify, assess and elect members of the Board of Scouting Ireland based on competency.</p>	<p>Induction, assessment and training of Directors forms part of the governance proposals which were approved at the EGM on 30th June 2018.</p> <p>This is the process that was used in the formation of Scouting Irelands current Board of Directors.</p> <p>The recruitment of the in-coming Co –opted Directors and new board members in April 2019 will be based on seeking to meet the competency gap within the Board.</p> <p>Currently, the Co-opted Directors are being recruited via Board Match, who assisted in identifying the gap and are now targeting individuals with experience and skills in finance, legal and the Not-For-Profit sector.</p> <p>An annual director’s skill assessment, self and peer, is being carried out via an external professional to conduct a gap analysis which will support the recruitment of appropriate candidates for the coming AGM 2020.</p> <p>This is currently being overseen by the Chair of the Board with support from the Transition Committee. However, it will be overseen by the Governance and Compliance subcommittee and implemented by the Nominations subcommittee in the coming months.</p>
<p><b>GP2.</b> Revisit the proposal that Heads of Departments will be a mix of volunteer and staff roles. Staff can provide continuity ensuring the delivery of a service in each department. However, in each Department it should be a volunteer who has the oversight role. In addition, it is for this reason; I recommend safeguarding and human resources are moved out of the new proposed structure re: departments.</p>	<p>This was considered by the Board of Scouting Ireland, in conjunction with governance expert David Duffy of the Governance Company. They took into consideration the Good Governance Codes, and equally, multiple other legislative requirements that must be adhered to.</p> <p>The new structure must meet these requirements, particularly the Governance Code for Type C Organisations and the Charities Governance Code 2018. Scouting Irelands, new structures have ensured that this is the case. Department Managers manage the department and reporting to the CEO on the activities of the department. Each department now has a Core Team (made up of Volunteers and the Department Manger) that operates in an advisory and support role to the department.</p> <p>Scouting Ireland does not have a Core Team in the Safeguarding Department, as it is viewed that Safeguarding is to be solely</p>

	<p>managed, delivered and supported via professional staff.</p> <p>Please see Appendix 1 for updated Governance Overview document and Organigram.</p>

<b>Charities Legislation</b>	
<p>1. The Chair of the newly elected Board (October 2018) of Scouting Ireland should request a joint meeting between the Charities Regulator, the Charities Commission Northern Ireland and a delegation from the Board of Trustees of Scouting Ireland to be held in quarter four 2018. The Charities Regulator has agreed in principle to this meeting.</p>	<p>Scouting Ireland has requested a joint meeting with the CRA and the CCNI. Scouting Ireland is, and continues to be, in contact with and consultation with both organisations. We have pursued the request of a joint meeting between the Charities Regulator, the Charities Commission Northern Ireland and a delegation from the Board of Trustees. Both organisations have indicated that they are willing to consider a meeting however, it is now outside of the control of Scouting Ireland, we strive to ensure this meeting occurs.</p>
<p>2. Following this meeting, the Board of Trustees of Scouting Ireland should review and agree its approach to the implementation of charities legislation. This decision should be communicated to members in a timely and open manner.</p>	<p>Actions on this recommendation are dependent on agreement from CCNI and CRA.</p> <p>Scouting Ireland is engaging with the CRA in decided how to proceed with the registration of Scout Groups. It has been agreed to run dummy trial of their system. From then we will review and embark upon a pilot scheme of 10 Scout Groups between now and January 2020. Again a review and reassess will be required. This information has been communicated to the Scout Groups and we have Scout Groups who have presented for consideration for the pilot scheme. It is hoped that by the end of 2020 all Scout Groups will be registered with the CRA.</p>

## Appendix 3 - Update on Review of Scouting Ireland Recommendations April 2020 submitted to author

Update on Jillian Van Turnhout's *Review of Scouting Ireland* Recommendations

Submitted to Brigid McManus

Updated: 09.04.2020

Jillian Van Turnhout's Recommendations	Scouting Irelands Actions
<b>Safeguarding</b>	<b>Complete</b>
<b>SG1.</b> Contract Ian Elliott or a person with a similar skill set, to undertake the role of Mandated Person with immediate effect. The Mandated Person should be permitted by Scouting Ireland to make direct contact with the Department of Children and Youth Affairs if he or she believes it is necessary to do so.	<p>Ian Elliott undertook this role from June 2018 until the appointment of a new Safeguarding Manger.</p> <p>The new Safeguarding Manager took up this role as of the 8th of April 2019.</p> <p>The Safeguarding Manager reports to the Board of Directors on Safeguarding through the CEO monthly and every quarter in person.</p> <p>The Safeguarding Manager has the responsibility and authority to contact any agency or department that they feel is necessary to ensure the Safeguarding of Scouting Ireland young people, including the Department of Children and Youth Affairs.</p> <p>Scouting Ireland has two Mandated Persons Safeguarding Manager and Chief Executive Officer.</p>
<b>SG2.</b> Ensure a communication is sent from the Mandated Person to the membership of Scouting Ireland outlining the steps for reporting any allegation or concern.	<p>A notification was sent to the entire membership on the 15<sup>th</sup> of June 2018 outlining the safeguarding manager role and the steps for reporting.</p> <p>Further, communications regarding safeguarding are sent to our membership and parents via our mailing system regularly.</p> <p>The new Safeguarding Manager and their team have continued to engage with our members via our weekly mailing and direct communication with our Scout Groups Group Leaders regarding the Child Safety Statement and Risk Assessment and our safety page.</p>

<p><b>SG3.</b> The Mandated Person should be supported by trained staff in the national office who is equipped to work in a confidential and secure manner.</p>	<p>The Safeguarding Manager is supported by a team in the National Office and SFNI.</p> <p>As a result of increased funding provided by DCYA, Scouting Ireland was provided with the opportunity to increase the resources of its Safeguarding Team. The team now consist of two full-time Case Officers and a Safeguarding Manager. A further need within the team's resources has been identified. This is the position of a safeguarding administrator. This position has been approved for recruitment and will be advertised in the coming months.</p> <p>The newly completed bespoke offices of the Safeguarding Team are complete and occupied as of January 2020. This office provides a safe, secure and confidential space for the team.</p> <p>In addition, the office has been reviewed by Garda Crime Prevention Unit and improvements have been made to National Office in line with their recommendations.</p>
<p><b>SG4.</b> Advertise and recruit a Safeguarding Manager who has the suitable authority and experience to undertake the role of Mandated Person for Scouting Ireland. This person should commence work for Scouting Ireland by 1 January 2019 at the latest. The Safeguarding Manager should report directly to the Board of Scouting Ireland. The individual should be part of the Senior Management Staff Team and be managed by the CEO in relation to any human resources (HR) aspects of their role.</p>	<p>This process is complete, and the new Safeguarding Manager begun with Scouting Ireland on the 8th of April 2019.</p> <p>The Safeguarding Manager reports directly to the Board of Scouting Ireland in-person quarterly and by way of a written report monthly. They are a member of the Senior Management Team who is managed by the CEO with regards to HR aspect of their role.</p>
<p><b>SG5.</b> In parallel, Ian Elliott, or a person with a similar skillset, should be charged with advising the Board and leading the organisation through the necessary changes to ensure a coherent Safeguarding Structure that is appropriately resourced and structured.</p>	<p>Ian Elliot was charged with advising the Board of the necessary changes required in the Safeguarding structure, related policies and procedures from July 2017.</p> <p>As of the 8th of April, the new Safeguarding Manager took over this role with a handover period from Ian Elliott. Mr Begley is now responsible with oversight provided by the Board of Directors with the support of the Safeguarding Subcommittee for leading the organisation through the necessary changes to ensure a coherent Safeguarding Structure that is appropriately resourced and structured.</p> <p>The board of Scouting Ireland have committed to a bi-annual external audit of Safeguarding in Scouting Ireland. This will take place by the end of December 2020.</p>

<p><b>SG6.</b> Develop and approve a Disciplinary Code to include a mechanism for suspension and expulsion of members. Once approved, this Code should be communicated to the membership.</p>	<p>A Disciplinary Code has been developed and adopted by the board of Scouting Ireland in September 2018.</p> <p>The Board of Directors have approved a Process for Suspension without Prejudice in March 2019 and have appointed a Disciplinary Officer in January 2019. As of July 2019, the Suspension without Prejudice Policy was reviewed and revised in conjunction with our new structures and good governance compliance. Further, the Disciplinary Policy has also been subject to review.</p> <p>A new Disciplinary Panel was advised and consequently advertised for an external individual via BoardMatch to join this panel. An external has been appointed by the Board of Scouting Ireland to the Disciplinary Panel.</p> <p>This area of discipline within Scouting Ireland is under continual review specifically in an examination of practice to ensure improvement and best practice.</p>
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Management of the Organisation	Complete
<p><b>MO1.</b> If the motion relating to the Board of Directors of Scouting Ireland is not approved by the members at the National Council on 30 June 2018, I recommend the current Board continue with their decision to resign and a new Board be elected, under the current constitutional provisions, at the National Council on 6 October 2018.</p>	<p>The Board of Directors of Scouting Ireland resigned on the 6th of October to allow the new board of directors (10) take up their position on the 7th of October.</p> <p>This year, Scouting Ireland has 4 available seats on its Board of Directors. There are 5 candidates currently standing for election. The votes will be cast by members through a postal ballot. The results will be announced at the 2020 AGM of Scouting Ireland.</p>
<p><b>MO2.</b> Provide adequate induction and training on the roles and responsibilities of a Director to all newly appointed Board Directors.</p>	<p>Induction, assessment and training of Directors formed part of the Governance proposals which were approved at the EGM on 30th June 2018. This process was used in the formation of Scouting Irelands current Board of Directors.</p> <p>The recruitment of the co-opted directors and new board members in April 2019 did not only use the same process but sought to fill the competency gaps within the Board. The Co-opted Directors were recruited via Board Match, who assisted in identifying the gaps and targeted individuals with experience and skills in finance, legal and the not-for-profit sector.</p> <p>An annual Director's Skill Assessment, self and peer, was carried out with the support of an external professional was conducted in November 2019.</p> <p>In addition, in conducting a gap analysis which should support the recruitment of appropriate candidates for the coming AGM 2020.</p> <p>All elected directors have received training in the areas of Safeguarding, Finance, Governance and Strategy provided by external consultants – specifically focused on what the role and responsibilities of a director are in these areas and to ensure they have the adequate knowledge to meet their responsibilities as directors. This was due to the training taking place prior to the recruitment of the Co-opted directors.</p> <p>The board of directors are committed to an induction process for the new directors joining the board in 2020, inclusive of the new co-opted directors. Further, it will guarantee that training opportunities are provided to ensure the directors meet their role and responsibility as directors.</p> <p>This process will be overseen by the Governance and</p>



	<p>Compliance Subcommittee and implemented by the Nominations Subcommittee on behalf of the board of directors to ensure good governance and best practice.</p>
<p><b>MO3.</b> The Board should request the Audit and Risk Committee to update their risk assessment of Scouting Ireland, a copy of their report should be provided to the Department of Children and Youth Affairs by 1 December 2018.</p>	<p>The Audit and Risk Committee have updated the Risk Register and also, have reviewed related policies.</p> <p>A copy of the revised policies and a statement from the Audit and Risk Committee was submitted in the March 2019 Report to DCYA.</p> <p>The Audit and Risk Committee has been replaced since January 2020 by a new subcommittee of the board the Finance, Audit and Risk Sub Committee compatible with good governance and best practice. The Risk Register now sits with the Board with the support of its Finance, Audit and Risk Subcommittee.</p>

<b>Governance Proposals</b>	<b>Complete</b>
<p><b>GP1.</b> In line with the proposals from the Governance Review Group, Scouting Ireland should have a system in place to identify, assess and elect members of the Board of Scouting Ireland based on competency.</p>	<p>Induction, assessment and training of Directors formed part of the Governance proposals which were approved at the EGM on 30th June 2018. This process was used in the formation of Scouting Irelands current Board of Directors.</p> <p>A 360 Review of all directors was conducted in 2019 with the support of the Governance Company. This was a self and peer assessment. All outputs were reviewed by the individuals and the Chairperson. The Chair held one-to-one discussions and provided coaching where needed.</p> <p>Following this, an internal director's skills assessment took place in August 2019. Again, this was self and peer assessed. This was to help identify the strengths and gaps in the skills of the totality of the directors, the outputs of which was to aid in recruiting additional directors.</p> <p>The process for recruiting our Co-opted directors was supported by BoardMatch. BoardMatch also requested that the directors engage in a skills assessment to identify the skills gap and a further questionnaire regarding the organisation and its needs. Two co-opted independent directors were identified through this process and recruited via Board Match, who assisted in identifying the skills gaps and targeted individuals with experience and skills in finance, legal and the not-for-profit sector.</p> <p>Two current directors have been selected to rotate off the board by agreement following the 360 Review.</p> <p>The recruitment of the co-opted directors and new board members in April 2020 have used the outputs from the Directors Skills Assessment process and sought to fill the competency gaps within the Board.</p> <p>An induction process is in place and has been implemented with the candidates for the election of directors 2020. The board of directors are committed to an induction process for the new directors joining the board in 2020, inclusive of the new co-opted directors. Further, it will guarantee that training opportunities are provided to ensure the directors meet their role and responsibility as directors.</p> <p>In 2021 this process will be overseen by the Governance and</p>

	<p>Compliance Subcommittee and implemented by the Nominations Subcommittee on behalf of the board of directors to ensure good governance and best practice.</p> <p>Moving toward the 2020 AGM where our new directors will be appointed via a postal vote. All members have received their postal ballot pack. The ballot count will be conducted by an independent external advisor.</p>
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<p><b>GP2.</b> Revisit the proposal that Heads of Departments will be a mix of volunteer and staff roles. Staff can provide continuity ensuring the delivery of a service in each department. However, in each Department it should be a volunteer who has the oversight role. In addition, it is for this reason; I recommend safeguarding and human resources are moved out of the new proposed structure re: departments.</p>	<p>Scouting Irelands Board of Directors acknowledge that the direction they have taken regarding structures has deviated from this recommendation of the review, this was not done without due consideration.</p> <p>This was considered by the Board of Scouting Ireland, in conjunction with good governance expert David Duffy of the Governance Company. They took into consideration good governance codes, and equally, multiple other legislative requirements that must be adhered to.</p> <p>The new structure must meet these requirements, particularly the Governance Code for Type C Organisations and the Charities Governance Code 2018. Scouting Irelands, new structures have ensured that this is the case.</p> <p>Currently, with the new structures, all oversight sits with the Board of Directors with support from their subcommittees. All members of the board and its subcommittees are volunteers. All departments sit at an operational level under the CEO of Scouting Ireland, who is accountable to the Board of Directors. The Board of Directors receives support from the CEO and their professional staff as delegated through the CEO.</p> <p>This structure ensures that there is a clear separation between operations (executive), sitting with the CEO and the department, and oversight (non-executive), sitting with the board of Directors. Department Managers manage the department and reporting to the CEO on the activities of the department. Each department is supported and guided by a Core Team made up of volunteers and the department manager who ensure the activity of the department (implementation of the organisation strategy)</p> <p>is met through its Support Teams and Project Teams that are in the main populated with volunteers.</p> <p>Scouting Ireland does not have a Core Team in the Safeguarding Department, as it is viewed that Safeguarding is to be solely managed, delivered and supported via professional staff.</p>
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<p><b>Charities Legislation</b></p>	
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<p><b>CL 1.</b> The Chair of the newly elected Board (October 2018) of Scouting Ireland should request a joint meeting between the Charities Regulator, the Charities Commission Northern Ireland and a delegation from the Board of Trustees of Scouting Ireland to be held in quarter four 2018. The Charities Regulator has agreed in principle to this meeting.</p>	<p>Scouting Ireland has requested a joint meeting with the CRA and the CCNI. Scouting Ireland is, and continues to be, in contact with and consultation with both organisations. We have pursued the request of a joint meeting between the Charities Regulator, the Charities Commission Northern Ireland and a delegation from the Board of Trustees. Both organisations have indicated that they are willing to consider a meeting.</p> <p>As of the time of publication of this review all Scout Groups in Northern Ireland were registered with CCNI. The considered view of the board of directors at the time and hence, based on advices from external professionals including the CRA is that all Scout Groups will register individually for charity status. Scouting Ireland continue with this process to support all our Scout Groups in this registration process.</p>
<p><b>CL 2.</b> Following this meeting, the Board of Trustees of Scouting Ireland should review and agree its approach to the implementation of charities legislation. This decision should be communicated to members in a timely and open manner.</p>	<p>Scouting Ireland has been in consultation with its members and working with the CRA since 2016 regarding the charitable status of Scout Groups. This was reviewed and developed by the Governance Review Group prior to October 2018 and has been overseen by the board of directors. On the foot of this recommendation, the CEO prepared a paper for the consideration of the GRG and later the board of director in January 2019 to review the approach and implementation of the charity's legislation.</p> <p>Scouting Ireland continues to work with the CRA and decided how to proceed with the registration of Scout Groups. A dummy trial of their system was engaged with. A review of this was undertaken. Following this, a pilot scheme was engaged in. Again, a review and assessment of this were required. A number of issues were identified and both Scouting Ireland and the CRA are working together to overcome these. This information has been communicated to the Scout Groups.</p> <p>Communications have been sent to our members via Board Bulletins and through direct communication with our Scout Group Leaders regarding their application for charity status with the CRA.</p> <p>Scouting Ireland has had Trustee Insurance in place for many years. However, in February 2020 this was extended to extend to all individual Scout Group insurance policy to be issued in September 1st for all groups who have completed the registration in the Republic of Ireland. This was communicated to members in February 2020. All Northern Ireland Scout Groups are registered with the CCNI and have insurance in place since 2018.</p>

	<p>Scouting Ireland aims to have all Scout Groups supported by professional staff to apply for their charitable status by 31st of August 2020. We are in continual communication with the CRA to ensure we meet this deadline.</p>
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## Appendix 4 - List of people met as part of review

*(Generally met by videoconference or phone)*

<b>Scouting Ireland</b>	
Mr. Adrian Tennant	Chairperson, Board of Directors
Ms. Mary Hogg	Board member, Chairperson Transition Sub-Committee
Mr. Donal Lawlor	Co-opted Independent Board Member, Chairperson, Financial Audit and Risk Sub-committee
Mr. Paddy Doherty	Independent Member, Transition Sub-Committee
Mr. Jerry Kelly	Transition Implementation Monitoring Group
Ms. Anne Griffin	CEO
Dr. John Lawlor	Former CEO
Mr. Gearoid Begley	Safeguarding Department Manager
Ms Dubheasa Kelly*	Information and Communication Department Manager
Mr. Fionan Lawlor	Finance and Compliance Department Manager
Mr. Joe Marken	Volunteer Resource Management & Group Support Department Manager
Mr. Conor McKeon	Corporate Services Department Manager
Mr. Ronan Collier	Volunteer, Corporate Services Core Team
<b>Advisers to Scouting Ireland</b>	
Mr. Ian Elliott	Child Safeguarding Consultant
Mr. David Duffy	The Governance Company
<b>Others</b>	
Dr. Fergal Lynch	Secretary-General, Department of Children and Youth Affairs
Ms. Laura McGarrigle	Assistant Secretary-General, Department of Children and Youth Affairs
Ms. Jillian van Turnhout	Author of 'Review of Scouting Ireland' June 2018
Ms. Helen Martin	CEO, Charities Regulator

\* Ms. Dubheasa Kelly acted as SI Liaison for the Review