



Scouts WA

Information for Board Candidates

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Brief Overview of Scouting

Scouting was conceived by Lord Robert Baden-Powell and began in 1907 with a camp at Brownsea Island. Scouting has iconic standing around the world and a Google of 'Brownsea Island' produced the following:

From 1 August until 8 August 1907, Robert Baden-Powell held the first experimental Scout camp on the island for 22 boys from differing social backgrounds. The boys took part in activities such as camping, observation, woodcraft, chivalry, lifesaving and patriotism. Following the successful camp, Baden-Powell published his first book on the Scouting movement in 1908, Scouting for Boys, and the international Scouting movement grew rapidly. Boy Scouts continued to camp on the island until the 1930s when all public access on the island was forbidden by the island's owner. After ownership of the island transferred to the National Trust, a permanent 20 hectares (49 acres) Scout camp site was opened in 1963 by Olave Baden-Powell. In August 2007, 100 years after the first experimental camp, Brownsea Island was the focus of worldwide celebrations of the centenary of Scouting. Four camps were set up on the island including a replica of the original 1907 camp, and hundreds of scouts and girl guides from 160 countries travelled to the island to take part in the celebrations.

Scouting is an informal education program for males and females, beginning with Joey Scouts for boys and girls aged six, through to Rovers, which caters for men and women aged 18 to 26. Scouting aims to encourage the physical, intellectual, emotional, social and spiritual development of young people so that they take a constructive place in society as responsible citizens and as members of their local, national and international communities.

Today, with over 31 million members worldwide, Scouting can be found in virtually every corner of the globe. More than 200 Scouting countries are members of the World Organisation of the Scout Movement (WOSM). Scouting began in Australia in 1908 (Western Australia and New South Wales both claim to be the home of the first troop) and in 2008, the Australian centenary year, Scouting experienced a resurgence of interest. Currently, there are around 70,000 members across the nation, with over 7,000 in Western Australia. Scouts WA has over 5,000 youth members and over 1,000 adult, uniformed Leaders, and many more adult helpers and parent supporters in more than 140 Groups across the State.

Scouts Australia, which exists under a Royal Charter, is affiliated with WOSM. Essentially, it is a federation of the state and territory Scout Branches, each of which is incorporated under a State Act. For Scouts WA, it is the Associations Incorporation Act (1987).

Further information can be found at:

- Western Australia: scoutswa.com.au
- Australia: scouts.com.au
- World: scouts.org

An Introduction to the Governance and Management of Scouts WA

All financial adult members are voting members of the Branch. Normally, the Branch meets once per annum to receive the normal range of organisational reports at its Annual General Meeting, to appoint office bearers (the President, Vice Presidents and Honorary Treasurer) and, if necessary, to ratify the appointment of members of the Board at the AGM.

The Board is responsible for the governance of the organisation. It consists of between 12 and 14 members, as follows:

- Chief Commissioner (ex-officio) - Rule 27(1)(a).
- Two Commissioners - Rule 27(1)(b)(c).
- A Group Leader – Rule 27(1)(d)
- A past Rover who is less than 30 years of age when appointed, or a current Rover – Rule 27(1)(e).
- Honorary Treasurer – Rule 27 (1)(f).
- Six adults who are not serving Adult Leaders for the duration of their appointment – Rule (27(1)(g).
- At the Board's discretion, up to two adults who are not serving Adult Leaders for the duration of their appointment – Rule 27 (3).

The duration of terms vary for the various categories of Board membership, as follows:

- For the "six adults" it is a three-year term, which can be renewed once (for a second three-year term), after which there must be a one-year break before renominating.
- The Commissioners and Group Leader serve two-year terms that can be renewed twice (each being two-year terms), after which there must be a one-year break before renominating.
- The past Rover also serves for a two-year term, but there is no restriction on the number of terms that may be served, provided that the person is less than 30 years of age at the time of being reappointed.
- The Honorary Treasurer serves for a one-year term, but there is no limit on the number of times a person may be reappointed to the position.
- The Chief Commissioner is an ex officio member of the Board.

Within Scouting, the roles of the Board and the Executive Manager are often referred to as managing *the business of Scouting*. The Chief Commissioner is responsible to the Board for the delivery of the various Scouting programs, which are commonly referred to as *the game of Scouting*. The Chief Commissioner has a comprehensive structure of uniformed Adult Leaders to manage, including Branch Commissioners, Regional Commissioners, District Commissioners, Group Leaders and Section Leaders (for Joey Scouts, Cub Scouts, Scouts and Venturer Scouts; being adults, Rovers are self-managed).

The Board normally meets each quarter from 5.30 PM to 9.00 PM, with a brief dinner break around 6.30 PM. Additional meetings of the Board may be scheduled if required.

The Rules of Association (Rules) provide a constitution for Scouts WA as an incorporated not-for-profit body. The Rules are augmented by a set of Regulations made by the Board under the Rules. The Board itself is also regulated by a Board Charter, made by the Board under the Rules.

The Regulations provide for the following Board committees which meet monthly, bi-monthly or as required:

- Audit and Governance Committee
- Endowment Committee
- Expanding Capacities Taskforce
- Finance and Investment Committee
- Property and Assets Committee
- Adult Recognition Awards Committee
- Nominations Committee
- Policy and Procedures Committee

Typically, members of the Board have some prior participation in or involvement with Scouting, but this is not an essential requirement. Indeed, the composition of the Board is enhanced by the inclusion of people who bring an understanding of Scouting and particular professional expertise to the Board. In addition, the Board is keen to see more women within its numbers.

Under the Regulations, the Chief Commissioner also has an advisory management committee called "Swan Patrol", which is comprised of the Deputy Chief Commissioners, the Regional Chief Commissioners and the Executive Manager. The Chief Commissioner is directly accountable to the Board Chairman.

Each state/territory Branch has a ceremonial head, the Chief Scout, which by custom in Western Australia is the Governor. At the national level and again by custom, the Governor General is traditionally the Chief Scout of Australia. Scouts WA has a President, whose role is to chair Branch meetings and, broadly, to assist the Board in raising the profile and standing of Scouting in Western Australia. The Honourable Dr Ken Michael AC KStJ was appointed to the role in 2013.

Scouts WA employees form a small team to provide administrative support to the operations of Scouting in Western Australia. The Executive Manager leads the "Administration Team", which operates from the Administration Office at 133 Scarborough Beach Road, Mt Hawthorn. The Executive Manager is the principal employee of Scouts WA and is directly accountable to the Board Chairman.

The Scouting programs for youth members are in very good shape, with interest in joining being greater than can be supported currently in a number of locations. Financially, the organisation is stable, but the strengthening of revenue streams, including the introduction of at least one new one, is a strategic priority for the Board. The adoption of a strategy to manage better the organisation's ageing properties ('Scout halls'), typically on vested or leased land, is another significant priority for the Board.

In June 2012, the Board adopted a 20-year Vision for the organisation and a Strategic Plan for 2012 to 2016. The plan recognises that Scouts WA's biggest challenge is to attract sufficient individuals to be uniformed Adult Leaders and to enhance their training and retention. In 2017 a new Strategic plan to compliment the Vision will be produced.

Role of the Board

The Rules, Regulations and Board Charter can be found on scoutswa.com.au website. Rule 25 sets out the role of the Board. Briefly, its role includes the following:

- Sets strategic direction and oversees the formation and deployment of resources.
- Engages in fundraising for the organisation.
- Makes recommendations concerning appointments to specific positions.

- Ensures the overall wellbeing of the Branch (which includes performance and risk management).
- Ensures compliance with relevant policies and rules.
- Oversees the management of the Branch's affairs.

The Regulations and Board Charter provide the framework for much of what the Board does.

The role and responsibilities of the Board and its committees are much as you would find in any contemporary organisation that is in tune with current expectations for the proper governance of an organisation. It is incumbent upon the Chair of each of these committees to produce the notes of each meeting and to provide them to the Board.

Role of a Board Member

To a very large degree, the effectiveness of the Board in fulfilling its role is determined by the quality of the contributions made by Board members and the degree to which they operate as a cohesive team. For the Scouts WA Board, we look for people who display the following characteristics:

- A commitment to the aim, principles and values that underpin the Scout Movement and to the Scout Promise.
- A thorough understanding of the business and game of Scouting, or in the case of a non-Scouting person, a preparedness to develop such an understanding as soon as practicable.
- An active and positive participant in Board and committee meetings.
- Diligence in dealing with the business before the Board, which includes being well informed about matters.
- An ability to analyse situations and proposals and to be able to make decisions, which at times can be complex or challenging.
- An ability to listen, reflect and to make a constructive contribution to discussions.
- Integrity and ethical behaviour, particularly in line with Scouting's ethos, as expressed in the Scout Promise and Scout Law.
- A commitment to achieving best practice in the Board's undertakings and continuous improvement in the operations of the organisation.
- A commitment to engage in fundraising for Scouts WA.

In summary, Board members must have the willingness and capacity to contribute effectively to the Board and its committees, and to provide leadership for Scouts WA.

Each Board member is expected to be a member of at least one committee, but not more than two. As committees typically have five or six members, the workload of Board members is made more manageable by the inclusion of people from outside of the Board. It is the role of the Board member to Chair the Committee or become Deputy Chair and to keep notes of the meeting to provide reports to the Board.

The six non-serving Adult Leader members and any co-opted members are expected to carry the main committee membership load. The Chairman and the Deputy Chairman of the Board are both to be drawn by the Board from amongst the six non-serving Adult Leaders.

In the case of the three elected serving Adult Leaders, it is acknowledged that they already make a very significant contribution through their youth program, uniformed commitments. Therefore, the Regulations are written in such a way to allocate them to the Nominations Committee (one of the members) and the Adult Recognition Awards Committee (the other two members). Neither committee is required to meet monthly throughout the year.

The duration of committee meetings varies, but generally meetings run for two hours, usually starting at 5.30 PM on a week night. Usually a light meal is provided.

What should a candidate for the Board be able to demonstrate?

In answering this question, the eight characteristics listed above are an essential starting point. In addition, a candidate standing for election to one of the six non-serving Adult Leader positions is expected to be able to demonstrate the following attributes:

- Experience in working on similar, relevant, high-level governance committees, or extensive relevant senior management and/or professional experience.
- An understanding of budgeting and financial management.
- Relevant experience/expertise in one or more of the following:
 1. Accounting, Finance and Investing
 2. Audit and Governance
 3. Business Management
 4. Community Relations
 5. Education and Training
 6. Fundraising
 7. General Management
 8. Government Relations
 9. Human Resources Management
 10. Information and Communications Technology
 11. Information Management
 12. Legal
 13. Marketing and Media
 14. Policy Development
 15. Project Management
 16. Property and Building Management
 17. Risk Management
 18. Strategic Planning
 19. Volunteer Leadership and Management
 20. Youth Development
- Relevant formal academic qualifications and/or professional membership, or extensive relevant work experience.

In filling one or both of the discretionary (non-serving Adult Leader) positions, the Board will consider all of the foregoing and generally make appointments to meet a current need or to enhance the overall composition of the Board.

Candidates for the three elected serving Adult Leader positions should be able to demonstrate strength in the eight dot-point characteristics listed in the previous section, "Role of a Board Member". It is highly desirable, but not essential, that they have experience in working on similar, relevant governance committees, or extensive relevant work experience. It is, however, essential that they have a demonstrated understanding of budgeting and financial management sufficient to participate in Board consideration and decisions on this aspect of the Branch's business.

The three serving Adult Leaders positions on the Board exist to provide the Board with a cross-section view of the operations of Scouting in Western Australia. Adult Leaders elected into those three positions should not see their role as representing a particular interest group within Scouting. Like all Board members, their contribution is for the betterment of Scouting in Western Australia and not the advancement of a particular sectional interest within Scouting.

The Board's current composition and particular additional skills, knowledge and experience that would enhance the its effectiveness

The current Board is well represented across most of the 20 areas of experience/expertise listed above. Skills, knowledge and experience which would enhance the current composition of the Board are set out below (in order of priority):

- Governance
- Finance and Investment
- Fundraising
- Marketing and Media (in particular, emerging Social Media)

Females are strongly represented in our youth programs and adult Leader membership. Ideally, this representation should be reflected in the membership of the Board. Currently, six of the Board's 12 members are female, so women are encouraged to nominate.

The Board would particularly welcome nominations from individuals prepared at some stage to undertake the Board Chairman role. Over the next few years, priority will be placed on further developing and strengthening the capabilities of the Board's committee operations.

Which Board positions need to be filled in 2017?

Each year, two of the six non-serving Adult Leader three year term positions become vacant as per Rule 27(1)(g). Due to resignations in 2017 there are four non serving Adult Leader positions available for nomination or re-nomination by the incumbents.

Each year, the positions held by some of the three uniformed Adult Leader and the 'person less than the age of 30 years' become vacant for two-year terms. The appointments of the uniformed Adult Leaders are staggered to facilitate continuity of experience. In 2017, there are three vacancies:

- a Regional Commissioner, District Commissioner, a Field Commissioner, or a Uniformed Member in an equivalent position in accordance with Rule 27(1)(c).
- a Group Leader or a Uniformed Member in an equivalent position in accordance with Rule 27(1)(d).
- a past Rover who is less than 30 years of age at the time of appointment to the Board, or in the event that such a person is not forthcoming, a current member of the Western Australian Rover Council in accordance with 27(1)(e).

The Returning Officer must receive nominations for the 2017 election process by the close of business on 2 June 2017.

How does the election process work?

The Returning Officer reviews the nominations received for completeness and those that are deemed to be valid are forwarded to the members of the Nominations Committee. Nominees, whose forms are not in order, will be advised accordingly.

Valid nominations are assessed by the Nominations Committee against the minimum requirements for the relevant category of position and any found not to meet the minimum requirements will be set aside and not considered any further such candidates and their nominators will be advised confidentially by the Returning Officer of that decision.

In the event that the remaining number of nominations is equal to or less than the number of vacancies in the respective category of position, then an election will not be required for

appointment into that category, and the Returning Officer announces the outcome subject to the ratification by the Board at the AGM.

In the event that the number of nominations is greater than the number of vacancies in the respective category of position, the Returning Officer will prepare the necessary ballot papers and despatch them to Branch members for voting.

If an election is to be held, Friday 21 July 2017 will be the closing date for the lodgement of completed ballot papers for the 2017 election process.

The Branch members' role at the AGM is to consider the ratification of the appointment of any Board members where an election is not required. The AGM will be held on Monday 31 July 2017. The Board Secretary advises all candidates of the outcome as soon as practical following the AGM. Those persons whose appointment is ratified will commence their term as a member of the Board from the close of the AGM.

What should I do if I wish to nominate for election in 2017?

It is necessary to complete and lodge a Nomination Form together with a completed Candidate's Expertise Form with the Returning Officer by Friday 2 June 2017. The Nomination Form and the Candidate's Expertise form are included as part of this nomination information package.

For candidates with no current involvement with Scouts WA, it is recommended that the Board Chairman, Peter Iancov be contacted by email at empa@scoutwa.com.au regarding endorsements by current members that must be included in the nomination form.

The required Candidate's Expertise Form is the *Board Candidate's Self-assessment of Skills and Knowledge ('Candidate's Expertise')*. The nomination will not be considered valid without a completed copy of this form being attached to the nomination form.

Further Information

One of the responsibilities of the Nominations Committee is to provide information to potential nominees concerning the duties and responsibilities of a Board position and the minimum requirements to be met by nominees for that position, and to answer their questions in relation to these matters. Please contact Peter Walton who is the Deputy Chair of the Nominations Committee, by phone on 0400 381 949 or by email at pw Walton@scoutswa.com.au for further information about the workings of the Board.