

GLSE Change Conference 14-15 May 2010

Outputs of Discussion Groups

Note: these are transcribed more or less verbatim from the flip charts with obvious errors corrected and minor re-wording where original is confusing. Post-conference notes have been added in italics.

1 Key issues arising from one to ones:

No GSLs / GMs in many Groups – help with recruitment / development / training (x2)

Leader recruitment / retention

Resources – all have opportunity to attend event

Personal support to GSLs and Group Chairs including 1 to 1s / support from people with right skills

More focused to support and strengthen Groups

Help Groups to interact with rest of world

Effective managers at all levels and in every Group

GSLs need light touch from Dist / County

District teams have local contacts

Sectional support / programme

Informal / skills training

Best practice and share expertise – better communication – share skills and joint activities to make events viable (x2)

Network – training for chairs – better programme management – links with members at university

ES – similar / support for leaders / adult training

Everyone must have a voice

2 Objectives of the Change Process (Saturday am):

First Discussion Group

- 1 Every Group to have youth membership >45 and full leadership / admin team;
- 2 Every Group to be operating in a secure environment – venue and governance;
- 3 Every Group to operate on a financially secure basis;
- 4 Ensure that every young person has access to quality fun and adventurous activities;
- 5 Ensure that every leader has access to quality training on an ongoing basis [achieve wood badge within 3 years];

Second Group

Overall: Better support for Scout Groups
Effective managers at every level

Detailed: Identify Group / Sectional Problems

GSLs in every Group solely focused on being GSL

Effective GSLs through:

- Appropriate / effective induction (to understand role)
- Training
- Support

Training of executive committees in good governance

One to ones with GSLs and Group Chairs

Clarify roles and responsibilities, and gaps and duplications (right people in right jobs)

Provide sectional leaders with access to people who know the things they need to know

Implement annual review process

Third Group

Increase numbers – young people – diversity
- adults - retain between sections

Better support of adults – review / input

Share more – resources and ideas

Improved external (and internal) communications

Identity

3 Benefits (Saturday pm):

a) Bexley Group:

To individual:

Opportunities - activities – easier access to skills
- no name change – identity stays
- better communication
- one to one friendships will not change
- access to amenities
- resources – broader range available

Events – still available – may be re-styled ie Gala
More activities available

Meetings - reporting line – information share
- less to attend
- no clusters - ?
- need to be regulated, why, content, discussion, outcome
- more effective and focused

Regular visits by line managers – imparting FACT

Funding: outside sponsorship and one hit funding

Media - public recognition easier by one area rather than dealing with four areas
- higher profile with external agencies (eg Police) and councils

b) Bromley Group:

- Chance to review everyone's position
- Free up time to focus on key objectives of role
- One person – one role
- Consistency of support / service provision across County
- Learning / benefiting from best practice in some Districts; taking good aspects and disregarding outdated or ineffective aspects
- Development of Scouting in areas where not present
- Sharing of facilities
- Larger and more varied District events.

4 Obstacles to be overcome (Saturday pm):

Bexley Group:

Parochialism – “I won't change”, travel

Lack of info – non communication feeding rumours

Loss of history when people leave

Winding up old Districts – finance assets etc
- making it happen

Financial - ring-fenced money kept safe
- rest benefits new District

Recruitment – finding right people for available jobs

Bromley Group:

- Are we over-analysing this?
- Number of people available to fill roles in new structure
- Currently people working in more than one role
- Ensuring that service provision is provided at a level across the borough that doesn't water down service level in some areas
- Political difficulties
- Attachment to history
- Reluctance to embrace change
- Lack of understanding / poor communication – need expectation management and clear language
- Speed of change – define a timeline
- Lack of transparency

**5 Agreed consolidated objectives for change process
(plenary discussion Saturday pm reported back to plenary Sunday am):**

The change must achieve better Scouting for more young people by providing:

- 1 A support structure which meets Groups / ESU / SN needs
 - ability to identify sectional / management problems in Groups
 - resource to provide effective induction, training and support to GSLs
 - ensuring that sectional leader teams have access to good technical support
 - support in adult recruitment so all key volunteer roles in Group are filled
 - access for volunteers to good quality training (WB in 3 years)
 - support in providing better external communication within Group and by District and County.
- 2 Effective management
 - regular face to face management contact including formal(ish) 1 to 1s and regular (annual) reviews
 - clarity on what is expected from individuals
 - good selection resulting in right people in right roles
 - good feedback to volunteers so they know that their efforts are valued
- 3 A structure which promotes more effective liaison with local authorities and other external agencies;
- 4 Sufficient flexibility to accommodate future changing needs (including further growth and changes to County boundaries); and
- 5 Effective governance and administration within County, Districts and Groups.
 - Training and support for GECs
 - effective support on finance and fund-raising

6 Sunday – Bromley DCs

Appropriate areas for support – split view:

Not a single County District – too large
Borough based – Bexley and Bromley
Work at sub-borough level for sectional support

Access to borough based Governance and programme support

Group Key Needs:

Physical support for	-	performance management
	-	adult recruitment
	-	robust simple review process

Benefits to Groups:

- Better quality leadership
- Co-ordinated PR events across the borough
- Reduction of individual workloads and increased efficiency of effort.

7 Sunday - Bexley Programme Support Group

a) Over what area should different aspects of programme support be provided?

County	Borough	sub-Borough or Group
ADC meetings	events – sports / hikes etc	weekly programme
		Support troop / pack / colony
----- Leader support and training -----		
Inc praising leaders		
Unit finances		
Camp visits (team)		
NAN Forms		
-----Supporting failing Groups -----		
----- Programme Ideas -----		
----- Public Relations -----		
-----DofE Advisor -----		

b) What are Groups' key needs in area of programme support:

- Share ideas
- Skills list – Scouting and other
- Share programme
- Share equipment
- YL Training
- Joint events
- Communication

- c) How should Groups access the support available?
- Meetings – Group / sub-borough / borough / County for information and feeding up chain
 - Emails / letters / (user-friendly) websites for quicker info
 - Visits from ADCs or equivalents
 - Newsletters (ask all whether they want them by post, email or both)
 - Communication managers – County / borough / sub-borough or Group based
 - Information shared down – need someone to check that info is getting through
- Plus – it's good to talk – telephone and face to face.
- d) Benefits to Groups:
- Share ideas
 - Share equipment (provide an itinerary [*possibly a misspelt malapropism for inventory?*])
 - Skills list
 - More support
 - More friendships
 - Improve quality of Scouting
 - More communication between existing Districts
 - Borough should organise social events for all leaders as a start of this process as we can then break down barriers

8 Sunday – Bromley (“BOB”) Programme Support Group:

- a) What is appropriate area for programme support function?
- All support at BOB level
- b) What are Groups' key needs in area of programme support?
- Friendly face to face communications
 - Beavers and Cubs talking – joint events (ditto other sections)
 - Transition events
 - Sleepovers – first night away
 - Family camps
 - Access to water and other specialist activities
 - Fun ding – free activities
 - Resource shortfall – programmes
 - Basic knowledge
 - Training support and validation
 - Sharing good practice

c) How will Groups access support?

Programme – demand driven
Specialists – NA / Special Needs etc
Twice a year meetings all sectional leaders
More regular [*frequent?*] meetings for sub-borough
BOB website
Email
Visits
Section ADC meetings for all sections together

d) What will be benefits be to Groups and leaders?

- Development and training
- Access to free / reduced cost activities
- Access to specialist knowledge and equipment (inc SAC)
- Adult only activities!!
- Opportunities for all to attend everything
- FUN!!

9 Sunday – Bexley Governance Support Group:

Needs and Issues:

- Increase in admin and executive roles
- Most posts in Erith and Crayford are filled but not other Districts so how do you get people into the posts?
- All the new posts – especially at Group level – will need training
- Training needs to be voluntary – not mandatory
- Job descriptions, person specifications, roles
- Liability of trustees – what will be their responsibilities and do they carry out their responsibilities
- Outside perspective of Scouting – what are volunteers getting out of it? / why are they doing it?
- Change must start at the bottom
- Districts in Bexley work well as it is so why change?

10 Sunday - Bromley Governance Support Group

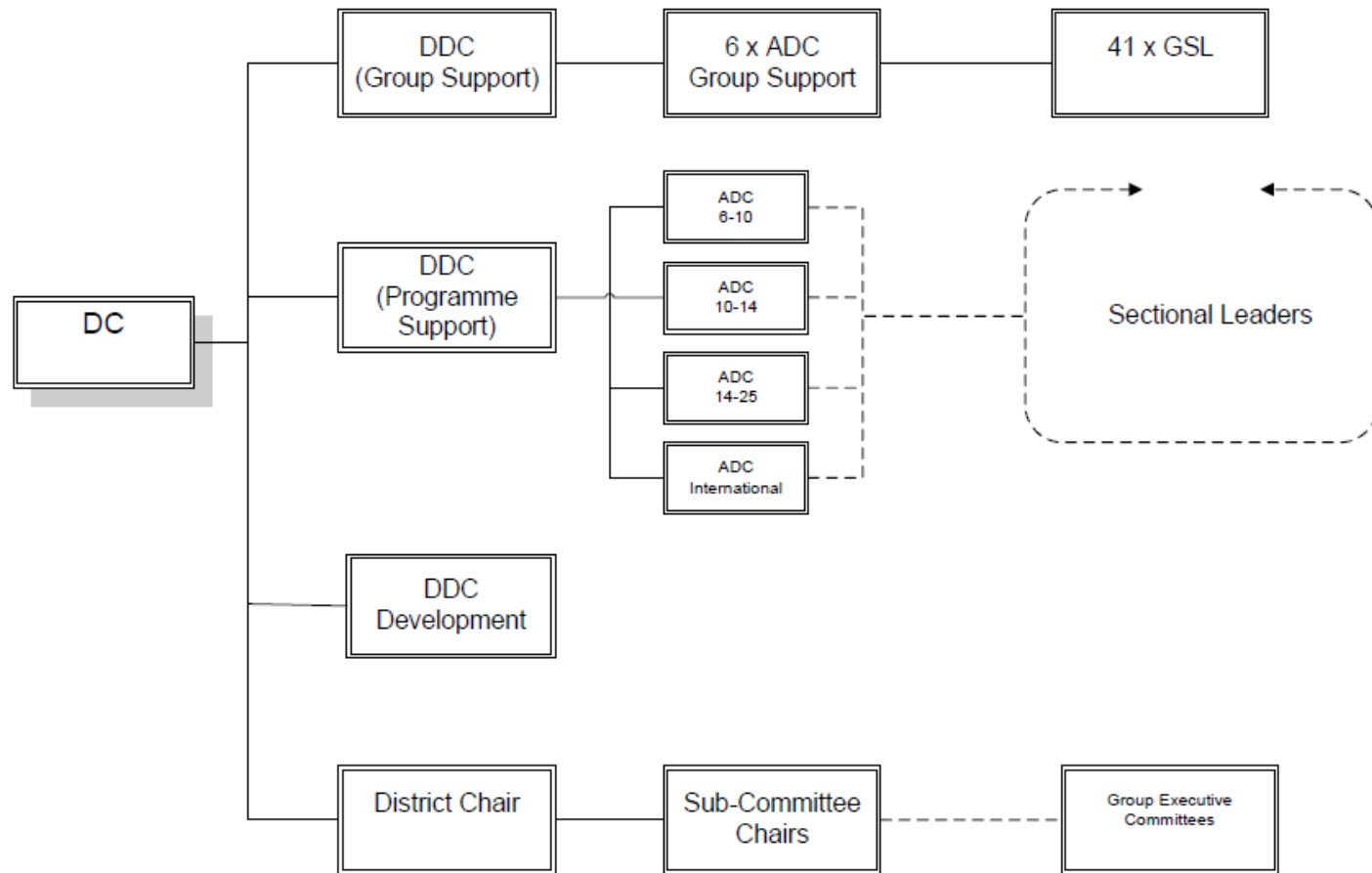
a) General:

1. Don't upset everyone - most (ie Groups) not changing
2. Governance areas to consider:
 - treasurers / finance / assets / fund-raising
 - appointments
 - PR
 - admin / legal stuff / compliance
 - size of new Districts – how do we support 40+ Groups?
 - DEC sub-committees – more important
 - flexible approach
3. Audit
 - do Groups have GEC members?
 - if so how many?
 - what are they doing?
 - how effective are they?
 - what support is needed? – their views / our views
4. Sources of help:
 - skills and knowledge – internal – share best practice / “buddies”
 - external – County / HQ / outside Scouting
5. Future-proofing – move Councillors to Borough Executive Committees especially if in future County may be 3/4/5 boroughs.

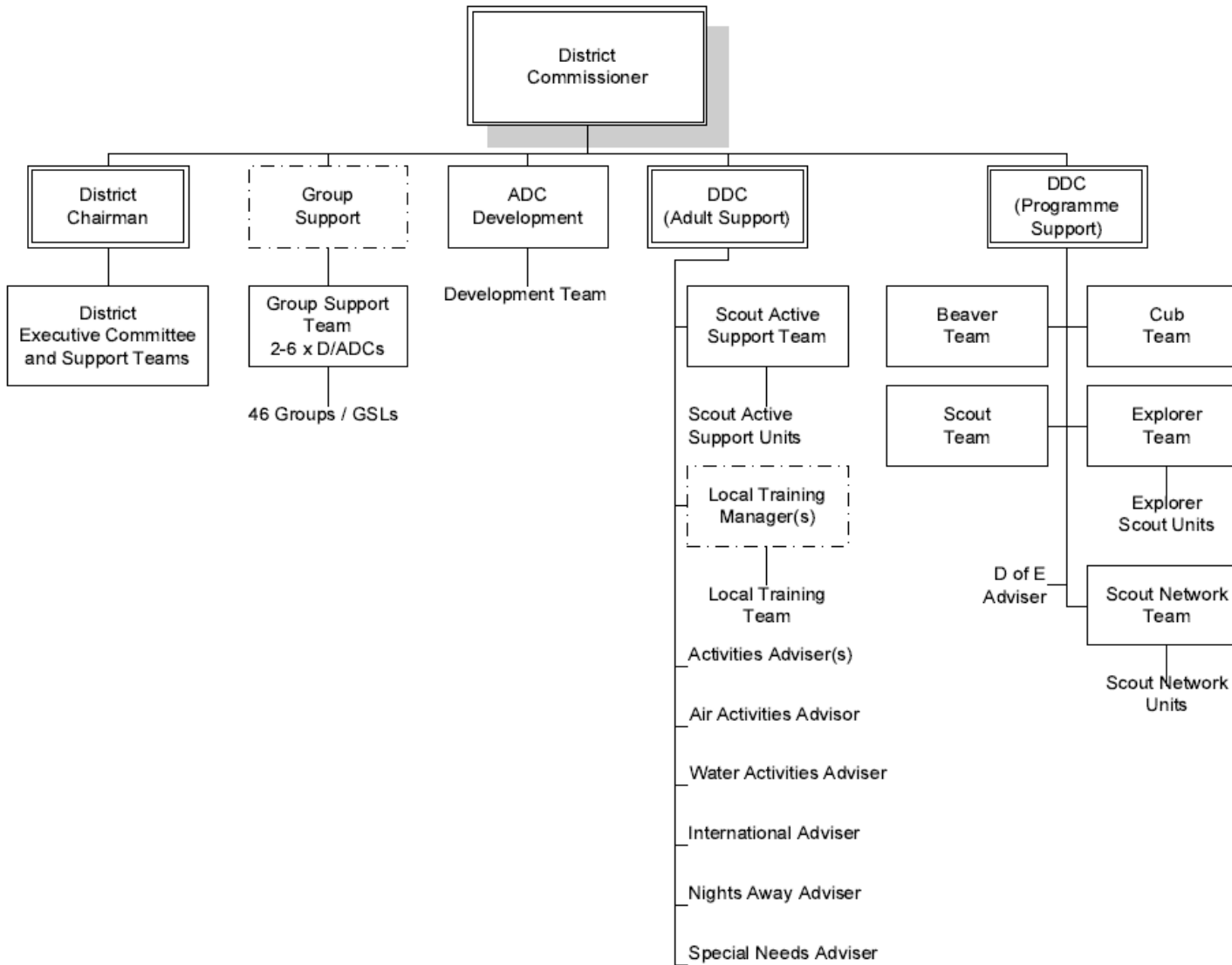
b) Transition – old to new at District level

- Year ends are not aligned now
- Some aspects can be rolling / gradual change – some need hard date
- Restricted funds – list and analyse – how do they fit into new Districts
- Membership fees (District) – how do we converge?
- Assets – list – premises / vehicles / others
- Legal stuff – who to take lead (is it Mike?)
- Identify costs of changeover
- Start up new Districts – temp funding / loans
 - expenditure / grant aid
 - cash flow issues
 - HQ / Region to pay?
- Set up one working Group from 8 existing Districts
 - Generic issues – legals inc POR
 - 2 sub-Groups – borough specific
- Recommendation - appoint DCs and Chairs ASAP – before organisation set in stone so they can own new structure and develop their transition plans.

11 Initial View of Structure – Bexley



12 – Initial View of Structure – Bromley



13 Sunday - Adult Support and Training Group

