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CORRESPONDENCE FROM THE REGIONAL COMMISSIONER...

GLSE Scouts

Everyday Adventure for Girls and Boys in the London Boroughs of Bexley and Bromley

Date: 6 January 2010

From: Dean J Milton, Regional Commissioner – Greater London

To: All members of GLSE

Subject: South London Boundary Review - Way Forward

Dear Scouter,

As you will be aware, since September 2009, a review of the above county boundaries and structures has been underway. I confirmed that I would write and inform you of the findings / outcome of that review early in 2010.

Having received a copy of the final report completed by the lead on this project Diane Robertson, I have now had time to consider the findings and reach a decision on the way forward.

The boundary review and subsequent report identified and confirmed to me many aspects and facts, namely:

1. GLSW is, in comparison with South and South East, considerably more advanced with its strategy for growth and development in the county. The County structure works extremely well and overall offers an extremely good level of support and service to its members. Unlike South and South East, all Districts are borough based, considerably larger in number / members and allow for common borough identities and better relations with local authorities. This approach has allowed for greater efficiencies, the release of a number of adults to support both young people and leaders and simple and effective lines of communication with the membership.
2. Both South and South East counties are considerably less advanced than GLSW in terms of their strategies and plans for growth and development and existing support mechanisms however it is recognised that whilst less advanced, both counties have ambitious and effective growth and development strategies and plans in place to both build further on the work undertaken thus far and improve support to membership.
3. 150 questionnaire responses representing approximately 3.2% of all adults in the three respective counties were received. Whilst accepting that this relatively low number of responses is not necessarily totally representative of all adults, common themes were identified in responses and overall supported the position set out in point 1 and 2 above.
4. Through analysis of the questionnaires returned and feedback received at the consultation meetings held in each county, overall there was not a particularly strong feeling against change to 'county boundaries,' in fact the view held by many was that it was inevitable there would be a reduction to two counties and many held a view on how this would / should be achieved. Further, many didn't feel such a change directly affected their role in Scouting.
5. The review identified and acknowledged that considerable work has been undertaken over the last two years at regional level to bring the six existing counties closer together in terms of identity, closer working between counties, sharing of good practice, expertise and resources coupled with stronger, clearer guidance and leadership.

This review has been extremely useful and relevant to our continued efforts to continually strive for consistency whilst offering the very best Scouting to all young people and the highest level of support to our adult volunteers. The review has identified further opportunities for best practice and opportunities for efficiencies but perhaps most importantly some weaknesses that currently exist.

Whilst the review provided several options within the recommendations, the findings and my own assessment of the current position recognise the numerous benefits of moving to two counties south of the river. The benefits, in addition to those included in points 1-5 above, include:

- The current structure in use in GLS and GLSE has seen little change since the Sixties when the Association membership was considerably higher and Scouting was delivered and

supported in a very different way. This review provided an opportunity to look at this to see if structures were suitable to manage current membership levels.

- Looking at numbers alone, GLSW, is almost equal in membership numbers to the sum of both GLS and GLSE even though it has two / one less Borough. It has successfully reduced the numbers of Districts by moving to Districts based on Borough Boundaries releasing more adults to work with young people. Evidence from the county consultation meetings indicated that the Borough based districts work well. In fact GLS has recently embarked on a process that may result in the adoption of Borough based districts.
- The Ratio of leaders to young people in GLSW at 8.6:1 compared to 7.1:1 and 7.6:1 in GLS and GLSE respectively do not initially indicate any great difference but extrapolation shows that if GLS and GLSE followed the example of GLSW in its structures, there could be the potential to release up to 200 leaders for development of the Movement.
- The Geography and topography of GLS is not conducive to communications and travel along the length of the county which has five Boroughs each abutting the Thames making it an elongated County with travel through notoriously congested areas.

I made clear from the outset that I would only consider 'step change' in terms of changes to boundaries or changes to existing county structures where "there are clearly identifiable, achievable and measurable benefits to the delivery of Scouting in Greater London." I also made clear that "If the review identifies that existing structures and support mechanisms work, are sound and are fit for purpose then we will not be proposing any change to existing structures, processes and boundaries."

Having taken into consideration the findings of the boundary review, the feedback received from both the questionnaires and at the consultation meetings and my discussions with the three County Commissioners, I am not proposing change to existing county boundaries at this time for the reasons set out below.

- a) I acknowledge the stage, albeit differing, at which all three counties are at with existing ambitious but relevant development and growth strategies and that further time should be allowed, particularly in South and South East, for these plans to establish themselves and bed-in and become effective.
- b) I acknowledge the need to address areas for improvement particularly within South and South East identified as part of this review and within existing county development plans and that this can, at present, most effectively and efficiently be done using existing structures.
- c) I acknowledge the rates of growth achieved for both adults and young people at the 2009 censuses in both South and South East and the projected rates of growth for all three counties in 2010.
- d) I acknowledge the considerable disruption and distraction potentially caused to senior county personnel by major change to structures / boundaries and the impact this would have at this particularly important, if not vital stage of our growth and development plans across the three counties and region.

The review, findings and my assessment / conclusion clearly identify there are a number of identifiable and achievable benefits to be gained by reducing to two counties south of the river and I am not ruling out such a change in the future however now is not the right time. It is my intention to review progress against county strategies for growth and development and the areas identified in the review and outlined in this letter in approximately 18 months with your County Commissioner. This will allow all counties time to continue work on their respective development plans.

I will be meeting with your County Commissioner in the next few weeks to discuss the detail of the review and specific points relevant to your county and how this should be addressed.

Finally, I would like to thank those of you who have taken time to participate in this review and also to acknowledge the efforts of Diane Robertson – project lead who has professionally undertaken what is a difficult and sensitive review on my behalf.

Dean J Milton
Regional Commissioner - Greater London

RECOMMENDATIONS FROM BOUNDARY REVIEW REPORT...

PROPOSAL 1

The boundaries of the three Southern Counties are realigned to create two Counties with the same structures and populations that are roughly equal and based on Borough Boundaries.

In the SW area a new county would comprise of the existing GLSW County with the addition of the Boroughs of Wandsworth and Lambeth*.

In the SE area, a new County comprising of the existing GLSE and the remainder of GLS comprising Southwark, Greenwich, and Lewisham.

GLS is divided, with Wandsworth and Lambeth LA areas moving to GLSW

GLSW / current size = 10,048

Wandsworth LA
Battersea, Wandsworth, Wandsworth, Putney & Roehampton = 1,198

Lambeth LA
Lambeth 688

Total new area = **11,934**

And

GLSE / current size = 5,881

Southwark LA
Southside & Albany = 1,134

Lewisham LA
Lewisham Manor & Lewisham North = 1,176

Greenwich LA
Greenwich, Woolwich & Royal Eltham = 1,524

Total new area = **9715**

This would mean that GLSW was approx 2,000 more members than GLSE

PROPOSAL 2

GLS & GLSE come together to form one new county, with a membership of 5,139 + 5,881 = 11,020

(*Lambeth was included with GLSW for Geographical rather than the balance in the number of boroughs. If it was felt that geographically it could fit with the SE area then it would be the better option)

PROPOSAL 3

STAGE 1

To ensure that boundaries are understood by the general public, local authorities, other external agencies and volunteer organisations, all Scout Districts within GLSE & GLS move to a Borough Based District system.

Additional benefits of this would be that a number of adults would be released to support young people or other leaders, fund raising from grant making bodies would be simpler, lines of communications would be shortened, more efficient use of assets, opportunities to provide large events and common borough identities be established...

This outcome could be achieved relatively swiftly if a dedicated Change Manager for each area was appointed to drive and manage an effect change.

STAGE 2

The Regional Commissioner should, over a period of 18 months, together with the appropriate County Commissioner, closely monitor and review progress made against the county strategies for growth and development.

STAGE 3

Having completed Stage 3, The Regional Commissioner should then make a decision to determine if there is a need for a change to a 2 counties structure 'South of the River' or to retain the identity of the 3 separate counties as they currently stand.

RESPONSE FROM THE COUNTY COMMISSIONER...

GLSE Scouts

Everyday Adventure for Girls and Boys in the London Boroughs of Bexley and Bromley

Date: 26 January 2010

From: Ben Richardson

To: All members of GLSE

Subject: South London Counties Boundary Review - The Way Forward for GLSE

Now that the boundary review of the South London Counties has been completed and the Regional Commissioner's report and decision has been presented it is now time to look at the impact of this for Greater London South East.

There were three options that were considered, outside leaving the current structure status quo; 1) merging the Districts from the Boroughs of Southwark, Lewisham and Greenwich (from GLS) with GLSE; 2) merging GLS and GLSE; 3) merging Districts within Boroughs into Districts that match the Local Authority boundaries in both GLS and GLSE and then reconsider changing County boundaries in 18 months time.

From Dean Milton's communication earlier this month you will see that he has decided on option three. This means that for GLSE we will merge the 8 Districts (currently 4 in each Borough) into 2 Districts that match the boundaries of the London Borough of Bexley and Bromley.

I appreciate this decision could cause some concern, and I would want to reassure you all that the change management process will be conducted thoroughly, sensitively and properly.

I have already had the opportunity to discuss this with my Senior Management Team, County Executive Committee, County Team and District Commissioners.

I intend to thrash out further the impact this will have on Districts, with the District Commissioners over the next week before issuing a proposal to the membership for consultation as to how we achieve this task. This will include consultation sessions and one to ones with everyone that is directly affected (i.e. those holding District appointments and Group Scout Leaders). I will also be discussing with the County Team and Executive how we will support the Districts moving forward and the changes we may need to make.

I will appoint a Change Manager to plan, support and implement these changes, over the coming months and would like to see the new Districts go live from 1st April 2011. This will allow sufficient time for proper consultation, appointments to be made and the wind up of the current Districts.

Until we are ready and have made any decisions I would ask to you continue as normal and not make any ad-hoc decisions based on what you think may happen. This will also be the case for the County.

I will issue the proposed change management plan in February and announce the appointment of the Change Manager as soon as possible. In the meantime please do not hesitate to contact me if you have any questions.

Ben Richardson

County Commissioner - Greater London South East County Scout Council

THE 'PROS AND CONS'

PROS

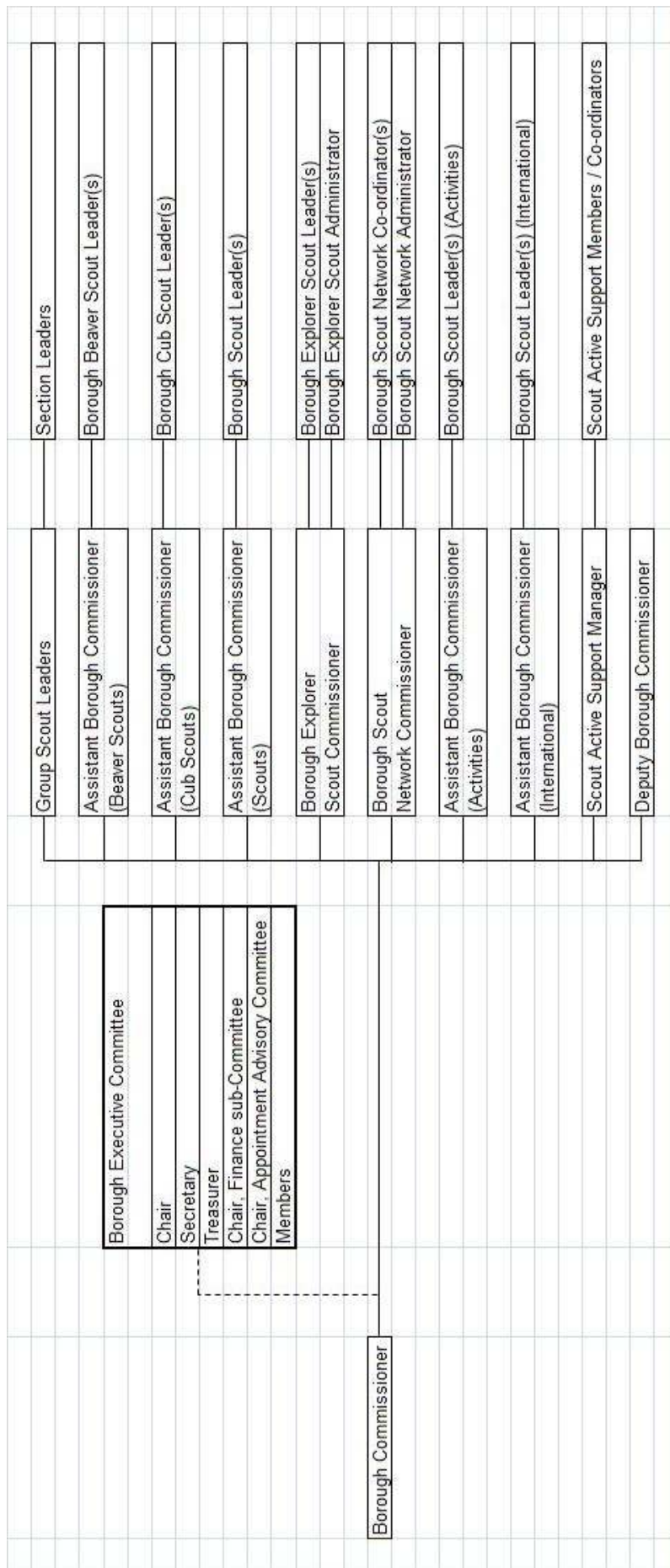
- Streamlined administration attracting higher degree of professionalism
- More focussed group of people supporting the development of Scouting in the Borough
- Better working relationship with external agencies, with recognised boundaries, i.e. Local Authorities
- Tasks undertaken by teams rather than individuals
- More accessible for external partners
- Consistent across Borough - more professional
- Only 1 Annual General Meeting (!)
- Share resources, i.e. minibuses, camping equipment, venues
- Share programme, i.e. activities, events
- Attract impartial roles and members, as boundaries understood by non Scouts
- More efficient to 'run' Scouting (administratively)
- Much better asset management
- Better adult support – less managers, more development teams
- More chance of a full management / support team
- More chance of a full effective executive committee
- Borough boundary works for lots of other agencies, organisations and charities
- Larger and better attended District events; wider choice of District events

CONS

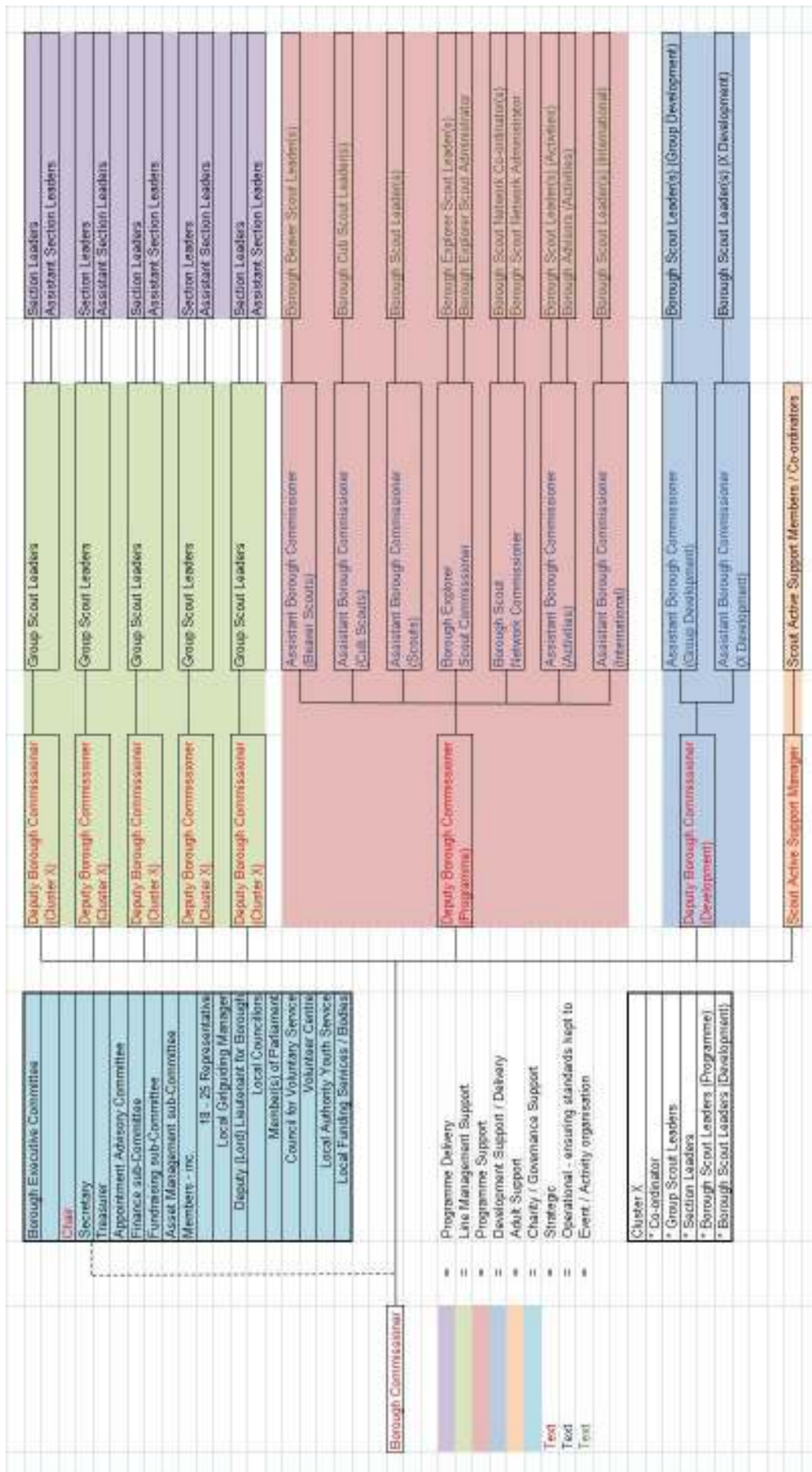
- Larger roles → larger membership to deal with
- May take time for some members to adjust to changed District identities
- Loss of / even out levy (each District levy would be replaced by a Borough levy, which may drop the income initially as each District charges a different amount at present)
- Attracting non-members to volunteer → brings non-understanding?
- Loss of own District funding?
- A lot of work to achieve the new structure
- Further distance to travel to an activity / meeting

POSSIBLE STRUCTURES...

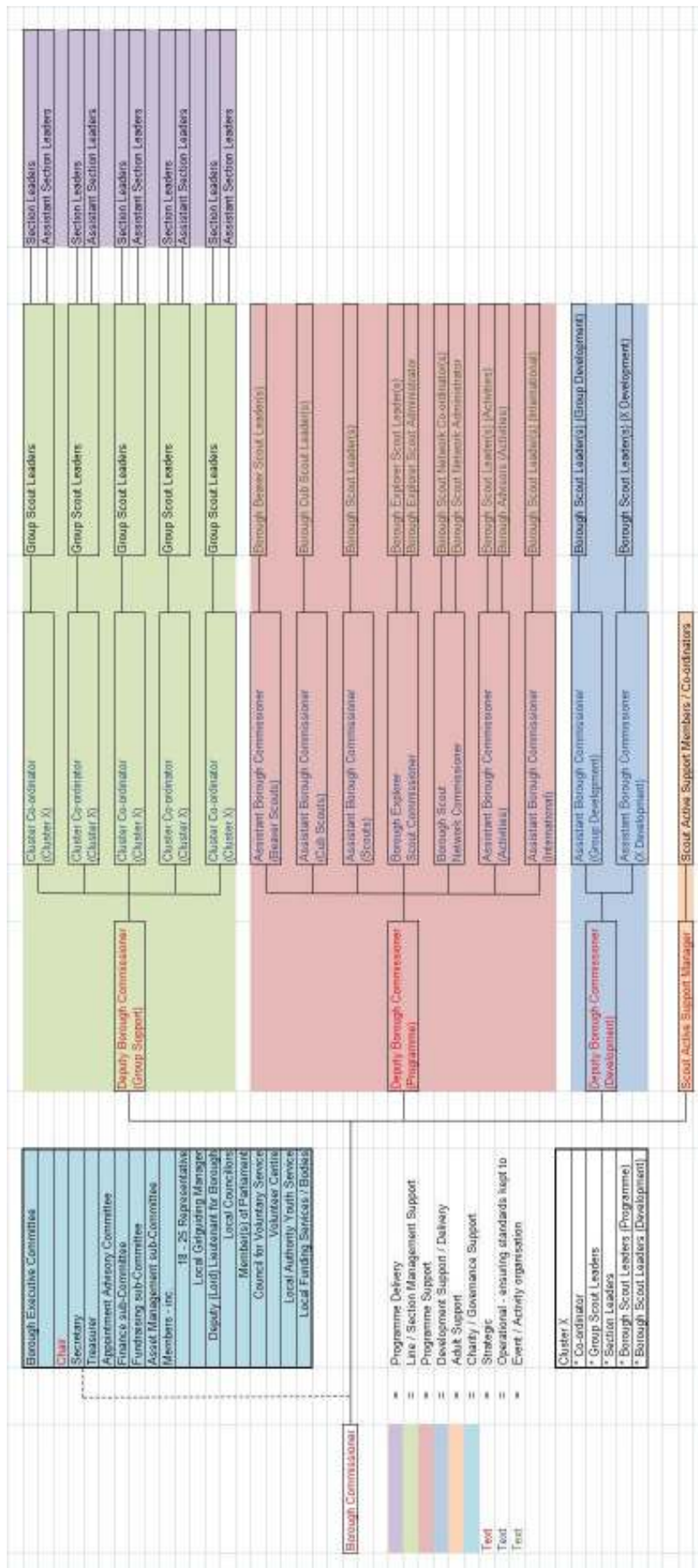
- Traditional Structure
- Cluster Structure – option A
- Cluster Structure – option B
- Cluster Structure – option C



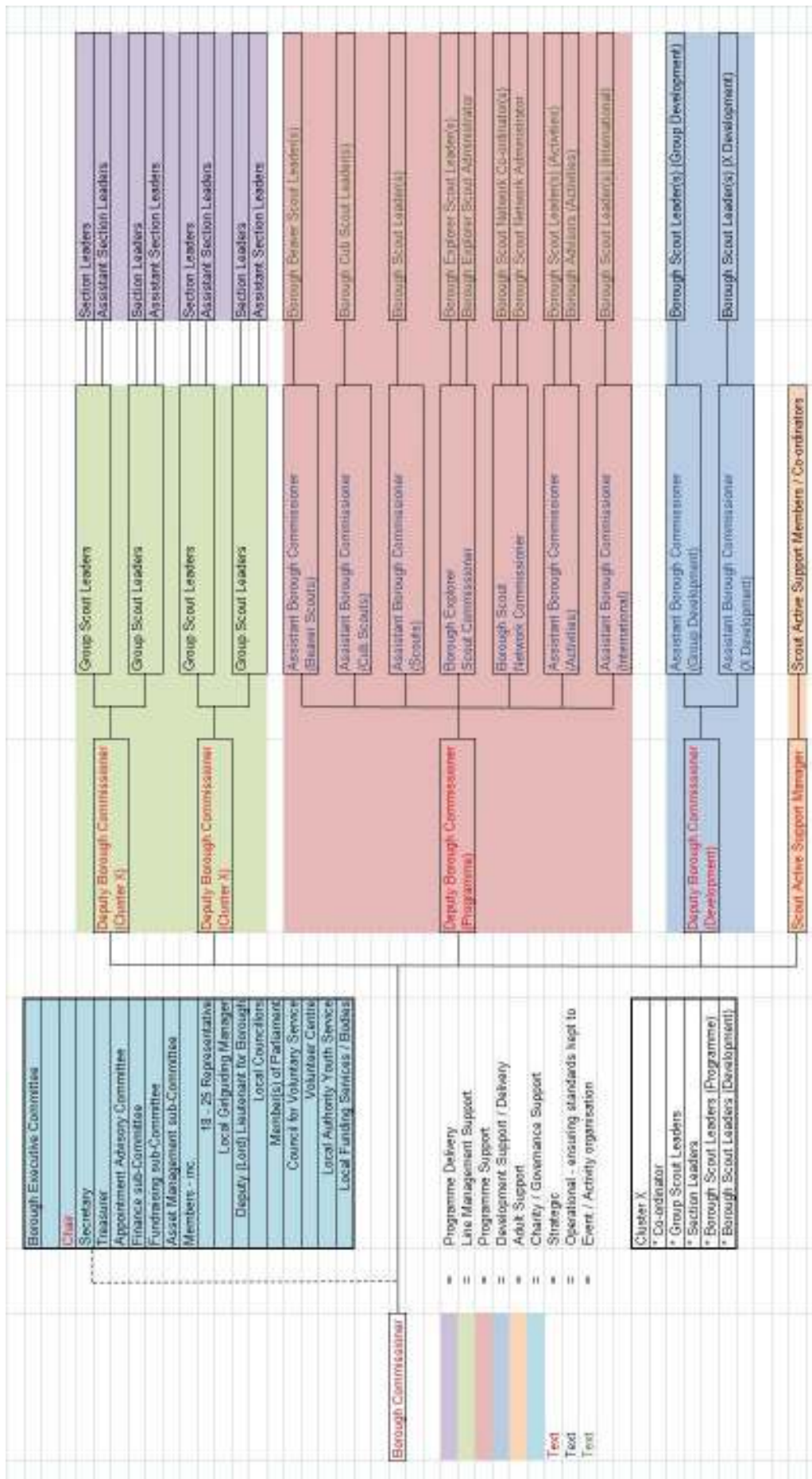
TRADITIONAL STRUCTURE



CLUSTER STRUCTURE - OPTION A



CLUSTER STRUCTURE – OPTION B



CLUSTER STRUCTURE – OPTION C

OTHER EFFECTS TO CONSIDER...

CONSULTATION COMMUNICATION

District Consultations

Each District will have a workshop for anyone affected / interested to attend to discuss these proposals and the future within their Scouting. Times and venues of the workshops are being organised by the District Commissioners, and are so far below:

Beckenham	24 th March, time and venue tbc
Bexleyheath	24 th March, time and venue tbc
Bromley	to be advised by the DC
Chislehurst	15 th March, @ 7 th Petts Wood HQ, time tbc
East Wickham & Welling	25 th March, 8pm @ Bishop Ridley Church
Erith & Crayford	17 th March, 7.30pm @ District HQ
Orpington	16 th March, 8.30pm, Crofton Oak HQ
Sidcup	25 th March, 7.30pm @ 6 th Sidcup HQ

If the time and venue of the workshop in your District is not convenient for you, please feel free to attend another workshop in another District.

One to Ones

Anyone with a District appointment, including Group Scout Leaders, will be offered an opportunity to discuss this with someone on the County Team's Senior Management Team. These names and contact details will be provided by the District Commissioner for each District. These will be held across two days, and given the number of one to ones that will need to be held, you will be able to meet with a member of the County's Senior Management Team for half an hour. If there is anything that needs further discussion, this can be arranged then. These will be held as below;

11 th April 2010	Kemnal Technology College, Sevenoaks Way, Sidcup, DA14 5AA
24 th April 2010	Fosters School, Westbrooke Road, Welling, DA16 1PN

Newsletter

Regular communications will be issued, probably monthly, in relation to changes. These will be sent to everyone within the County by e-mail. These will also be available on the County website – www.glsescouts.org.uk/wayforward.

TRANSITIONAL EXPENDITURE / COSTS

A budget to take us through this process will be pulled together. Suitable funding sources will be identified.

BOROUGH POLICES AND PLANS

Each Borough District Scout Council should have the following -

- Identity (i.e. name, District badge, scarf etc)
 - London Borough of Bexley District Scout Council
 - London Borough of Bromley District Scout Council
 - Scout Group names remain unchanged
- Development Plan (linking in with the current District plans, if any, and the County's strategy)
- Financial Strategy (including asset management)
- Fundraising Strategy
- Communications Strategy
- Constitution, as per POR
- Other appropriate policies
- Borough Volunteer Role Descriptions

CHANGE MANAGEMENT PLAN...

MAKE IT ESSENTIAL

- Appoint a change manager
- Research
 - Audit of volunteer opportunities – i.e. filled roles (formal and informal) and vacancies (including Scout Group appointments);
 - Audit of finance and assets, i.e. land, equipment, stock (inc. earmarked funds and legacies);
 - Finance commitments for the remainder of the year (inc Jamboree support);
 - Events and activity commitments (including community) for the remainder of the year, and 2011 if appropriate – District calendars / diaries;
 - Current District Development Plans;
 - Current District Policies
 - Charity Status of Districts and Scout Groups;
 - Charity Commission closure and opening procedures, inc. POR requirements.
- One to ones:
 - District Commissioners
 - All other District appointment holders
 - Group Scout Leaders
- Produce change proposal
- Produce communications plan – inc. pros and cons – review stakeholders – and branding
- Consultation event per District
- Produce and maintain Frequently Asked Questions
- SMT Undertake CM training

MAKE IT READY

- Change Manager to produce Transition Plan
- Review / revise proposal based on consultations
- Agree timescales
- Agree name / identity branding
- Agree new management structures / roles (and role descriptions)
- Agree community support / liaison
- Agree finance strategies
- Appointment process / training plans in place for new roles.
- Implement appointment Search Groups
- Development Plan produced per Borough
- Development Plan produced per Scout Group
- Charity Commission closure and creation
- Impact on County Team / services / provision
- Relevant Policies in place

MAKE IT HAPPEN

- New appointments active
- New Policies, plans and strategies active
- Measure immediate changes to rectify / modify if needed

MAKE IT STICK

- Wake / Party Event
- New becomes Business as Usual (BAU)
- Coaching / mentoring for new BCs
- Measurements
 - Adult Volunteers – numbers then vs now
 - Events and activities
 - Membership numbers
 - Roles – numbers then vs now
 - Fall out rate
 - Measure Benefits
 - Qualitative measurements
 - Questionnaires
 - One to ones

CHANGE MANAGEMENT TIMETABLE...

Jan '10

- Decision agreed – done
- Communication issued – done
- County communication issued from CC
- Appoint Change Manager
- SMT attend change management training

Feb

- Proposal issued

Mar

- District consultation events

Apr

- Agreement communicated
- Borough appointment Search Groups formed
- One to ones held for all District / displaced appointments

May

- County Conference

Jun

- Work through MIR Activity

July

-

Aug

-

Sept

-

Oct

-

Nov

-

Dec

-

Jan '11

-

Feb

-

Mar

-

April '11

- Operational and trustee / executive teams migrate to Boroughs
- Measure success, amend as necessary

THE 'FREQUENTLY ASKED QUESTIONS'

- Q** - How does this benefit the young people?
- A** - Having a sound structure will ultimately benefit our young people, as one of the aims of this is to grow opportunities for more young people to join, and for current activities and events to be open to more of our current membership.
- Q** - If one volunteer leaves because of this, has this failed?
- A** - No – change is always difficult. Sometimes people will choose that this is not for them. However, that does not mean it is incorrect move forward, as HQ have asked us to do. We will measure the successes and failures of this change, and ensure we respond to them positively. However, that means everyone has to play their part – if not it will be harder and ultimately affect the young person's experience in Scouting – not an acceptable outcome.
- Q** - What about the Districts' levy?
- A** - It is suggested that a Borough Levy would be introduced and replace District levies which would be the start of Borough funds to enable cross District Support and development
- Q** - Will this affect Group Executive Committees?
- A** - No - this will not affect Group Executive Committees in any way. They would need to submit their Annual Report and Accounts to the Borough Executive Committee instead of the District Executive Committee.
- Q** - I thought the new structures would mean less people?
- A** - It has not stated anywhere that this would mean less people involved in the support / management structure – it allows for people to be in the right place to support people, i.e. growth and development.
- Q** - If this does not work, what damage could it do to Scouting in our area?
- A** - The delivery of Scouting is not affected by this change, therefore should not damage the experience of a young person's Scouting. If it does, we will ensure this is looked into and resolved as quickly as possible.
- Q** - How can we move this on or sell it when Districts do not have the tools to do it with?
- A** - Workshops are being run in each District so that anyone affected / interested has the opportunity to pass on their feedback. The County will be fully supporting this process, with the appointment of a Change Manager to overview and co-ordinate it. Nothing will be moved on in isolation – Districts will work with the County, as a team, to ensure that everyone is up to speed and clear with what is required, and when.
- Q** - Why was the true intent of the survey not made clear from the beginning?
- A** - All the information passed by the Regional Team was issued as requested. The County Team and District Commissioners were not aware of anything that wasn't already published.
- Q** - Scouting is not a paid profession and is purely voluntary and people are not overly impressed with the way this is being handled.
- A** - The County Team, nor the District Commissioners, did not govern the process or communication that has been conducted thus far. However, moving forward, the process will be carried out professionally, clearly, openly and thoroughly.

- Q** - Why was the email sent out with so many unanswered questions in it?
- A** - The County Team, nor the District Commissioners, did not govern the issuing of the Regional Commissioner's e-mail and therefore we are trying to do things as quickly as possible. It would have been much better to have prepared the proposals and consultation before any messages went out avoiding lack of answers being available for the membership. However, once we start to move through the process, it will be conducted professionally, properly, thoroughly and openly.
- Q** - Is there missing correspondence as the two e-mails don't seem to make sense?
- A** - The Regional Commissioner's e-mail stated that the County boundaries would not change at this time and would be reviewed in 18 months time. It did suggest that there would be 'step' changes in the meantime, which could influence any further boundary changes. Therefore the County Commissioner's plain English response in translating this could have been surprising.
- Q** - How is the new set up supposed to work, where will the support at ground level be coming from?
- A** - The new management and support structures are part of the proposal and feedback and ideas are welcome before actually agreeing anything.
- Q** - Supporting adults is one thing, but how will this support the young ones? Events for example – children and their parents like smaller events and do not want to be one of 400 people.
- A** - There is no evidence to support this, and feedback from District Teams is that events are not supported enough, so an increase in potential participation should be welcome.
- Q** - Will ex District members, presuming they stay on, be expected to fill the huge gap now vacant between leaders and the new team?
- A** - Without knowing the new structures, it can't be assumed that there is anymore of a gap than at present. Current District teams are not full to capacity, nor District Executive Committees, therefore those affected will be offered a role within the new structure; whether they decide to take it on is their choice.
- Q** - How will funding work?
- A** - There should be provision for a financial strategy and fundraising plan for each Borough. This will be reviewed and planned in the months up to the 'go live' date of 1st April 2011.
- Q** - Capitation fees? Should they go down?
- A** - If everyone declared the correct numbers within sections during the census then capitation should decrease. Whether the capitation decreases under a new Borough structure will be discussed before going into the new structures.
- Q** - What happens to halls and land currently owned by Districts?
- A** - This will be reviewed as part of the asset management of the new Borough Districts. Meanwhile, no assets should be sold or bought by Districts.
- Q** - What happens to major / large equipment (value over £500) currently owned by Districts?
- A** - This will be reviewed as part of the asset management of the new Borough Districts. Meanwhile, no major / large assets (value over £500) should be sold or bought by Districts.
- Q** - How quick and personal will the new support be?
- A** - The support will be as per the plan and timetable.

- Q** - How will small localised issues be dealt with?
- A** - These will be dealt with by the Borough teams, as per the support / management structure and POR.
- Q** - How will the new District meeting work and will anything get achieved?
- A** - Things will be achieved as long as we have the correct volunteer in the correct role.
- Q** - Sad about this as we will lose the local management of the District and it will all be more anonymous.
- A** - New Borough Districts will be more proactive and management will be just as local as it is now.
- Q** - Just because this works in one County does not mean it will work in ours.
- A** - This is correct, but unless we explore the options we won't know either. Having said that, the decision has been made for us.
- Q** - Are we really "that broken"?
- A** - It is not about being broken, it is about looking at how we can be the most efficient and effective. Currently there are lots of vacancies where support is not efficient or effective.
- Q** - The one to one consultations – are these really to discuss the way forward or are they just to tell most people that their position is now no longer there?
- A** - District appointments will come to an end 1st April 2011 so people that hold District appointments will need to look at where they would like to move to, for the Borough Search Groups to take this into consideration.
- Q** - How can any kind of discussion involve proper consultations etc when it is overly clear that decisions have already been made?
- A** - The decision to merge Districts to follow Borough Boundaries has been made, but how we achieve this, and what it should look like is up for discussion.
- Q** - You ask us to carry on as normal. How can anybody properly plan when so much is apparently up in the air?
- A** - Scouting delivered in Scout Groups can continue as normal. Scouting supported by Districts should continue to operate as normal, bearing in mind that because of the changes, plans should not be made beyond 1st April 2011. Borough teams will start to be put together from June 2010, and plans beyond 1st April 2011 will be made by then.
- Q** - With only 3.2% of surveys being returned, how can such a dramatic decision be based on such a small return?
- A** - This is not only based on people's responses to the questionnaire. A lot of information and data can be drawn from other sources, District websites, directories, HQ etc.
- Q** - The original email states the potential release of up to 200 leaders for development of the movement. Are we saying that we have a surplus of 200 people doing jobs that are not really there?
- A** - It is suggesting that Districts could be better placing energy and resources. It is not suggesting that volunteers are wasting their time.

- Q** - Quote from the Regional Commissioner's e-mail, "I made clear from the outset that I would only consider 'step change' in terms of changes to boundaries or changes to existing county structures where "there are clearly identifiable, achievable and measurable benefits to the delivery of Scouting in Greater London." I also made clear that "If the review identifies that existing structures and support mechanisms work, are sound and are fit for purpose then we will not be proposing any change to existing structures, processes and boundaries." – is this a step change?
- A** - This is a step change from where we are now, and changing County boundaries.
- Q** - Quote from the Regional Commissioner's e-mail, "I acknowledge the need to address areas for improvement particularly within South and South East identified as part of this review and within existing county development plans and that this can, at present, most effectively and efficiently be done using existing structures" – is this really be driven by HQ / Regional or is this being driven by County as this certainly reads as not being HQ / Regional, at present?
- A** - The Regional Commissioner has made this decision.
- Q** - What about current stock of District badges?
- A** - There are likely to lots of cost implications in moving forward, including badge stocks. We will identify all of these and ensure there is a sensible and practical approach to this. It may be that we consider offsetting the cost of new District badges for the initial run so as not to cost Districts directly.
- Q** - Will two new Charities be created, i.e. four Districts merge into one new District, or will three Districts merge into an existing District?
- A** - This is for discussion during the consultation before any decision is made.
- Q** - Will the names of Scout Groups change?
- A** - No
- Q** - Will the names of the Districts change?
- A** - Yes – LB Bexley District Scout Council and LB Bromley District Scout Council
- Q** - Will people lose their 'roles'?
- A** - Yes – however, everyone will be offered a new role, based on the discussion in the one to ones, in the new Borough structures. Leaving Scouting is not an option unless the person concerned wishes it to be the case.
- Q** - Will the two Districts be administered and operate in the same way?
- A** - Not necessarily. It may be that the two Boroughs need to be set up differently if it identified that is needs to be the case.
- Q** - Does it mean that potentially leaders' meetings could have about 50 leaders present?
- A** - A meeting of such a large number isn't going to be too constructive. By exploring the cluster model, it may mean that section leaders also meet in clusters across the District, with everyone coming together once or twice a year.