

## Transition Update # 1 How Far We Have Come?

Date: 10<sup>th</sup> August 2020



### Introduction

Dear Scouters,

Last week the Board of Directors released a report on everything that is happened in Scouting Ireland over the last number of months. This report brought to your from the Board of Directors and their Transition Sub-Committee is designed as a more detailed description of the transition changes that have happened in that time. We have updates on everything from our subcommittees and departments, our provincial commissioners, and our disputes process.

Firstly, we would like to acknowledge the significant revelations, reviews, and resultant change that Scouting Ireland has gone through over the past two plus years. This has not been easy and at times has been incredibly difficult for our volunteers, youth members and our professional staff, whose livelihoods were threatened at times.

We have faced layers of challenges from good governance issues to uncovering an abhorrent past of sexual abuse thriving in poor, confusing governance structures aided and enabled by cronyism in our previous organisations. While we embarked on this good governance journey in 2014, with the forming of the Governance Reform Group to bring Scouting

Ireland to compliance with legislative requirements and best practice, the unearthing of sexual abuse in Scouting in Ireland has cemented why this Good Governance journey is so important.

We recognise that change is never easy. At times it feels like it is too much too soon, at other times it feels as if it is moving too slow. Sometimes it's useful to take a step back and remember why we joined scouts in the first place. That sense of community, the achievement of common goals and the joy of supporting young people are driving forces for us all. That which connects us will always be there if we are tired or stressed such as our weekly meetings with young people, weekend activities and community projects. These have not changed – our aim stands strong; our Scout Method is at the core of everything we do, and our Scout Promise and law guide us all.

### In this update we will cover the following areas:

- **Background**
- **Good Governance**
- **Our 2020-2023 Strategy**
- **Local Groups**
- **New Directors**
- **Subcommittees and Departments**
- **International Ambassador Role**
- **Provincial Commissioners**
- **Honorary Vice Presidents**
- **New Subcommittee**
- **Awards Committee & Activity Governance Committee**
- **DRAP/DPAN**
- **National Vacancies**
- **Winding up of Scouting Ireland (The Association)**

## Background

In October 2018 Scouting Ireland voted to adopt a company only model. This followed incredible work from the governance review group as well as provincial and county commissioners and group leaders all working to contribute to and provide feedback on the proposed governance changes.

Previously, Scouting Ireland existed as an unincorporated association. This was a body made up of a number of persons (group leaders, programme commissioners, youth reps) governed by a set of rules in the form of a constitution. Generally, when charities are first established, they set up as unincorporated associations. Under legislation an unincorporated association cannot enter into contracts or own property which is obviously a problem for Scouting Ireland. In an association, members (you and your scouts) are personally liable for their actions including financial failures of Scouting Ireland. This means if Scouting Ireland went bankrupt, it would fall to the members to repay all the debts.

We now operate as a Company Limited by Guarantee (CLG). A company is a legal entity and exists separately or independently of its members, in this case our members are our Scout Groups represented at meetings by delegates. Companies are usually set up when a previously established unincorporated association grows in size and activity, as Scouting Ireland has. The constitution of a CLG comprises a Memorandum and Articles of Association. This document is the governing instrument of the company and is what we voted in favour of at the October 2018 EGM – [click here to review this document](#).

A huge advantage of adopting a company only model is that our members hold limited liability – this means members are only responsible for the debts of the company up to a point. In essence, if Scouting Ireland were to go bankrupt, it would not fall to the members to cover the unpaid debts.

For more information on this, have a read of The Wheel's [document](#) on charity formation, and a [report](#) from Arthur Cox solicitors reviewing our company only model.

## Good Governance

The World Organisation of the Scout Movement (WOSM) describes good governance as *“best practices on how an organisation is managed: its structure, culture, policies, strategies, and the ways in which it deals with its various stakeholders.”*



Figure 1: [Good Governance in National Boards](#) – WOSM, 2020, P.9

Scouting historically has depended on volunteers to fulfil senior executive roles in the organisation and this stands in contrast to other organisations in the youth sector.

Scouting Ireland has had many volunteers who served effectively and with extraordinary commitment in senior and executive functions at national level. However, the structure they served in had inherent governance weaknesses and moreover, the demands on volunteers in these positions were not sustainable.

We are striving to achieve best practices in governance across the charity and youth sector. We have worked with industry experts such as Mr David Duffy, as well as following advice from reports compiled by Ms [Jillian Van Turnhout](#), Mr [Ian Elliot](#) and Ms [Brigid McManus](#) among others.

The Board and Executive Team of Scouting Ireland not only want to demonstrate that the appropriate governance structures are in place, but more importantly want to ensure that the governance code is understood and adhered to at every level of the organisation. Scouting Ireland CLG is committed to being fully compliant with the Charities Governance Code by December 2020. We have committed to this compliance in reports to the Department of Children & Youth Affairs and in reports to Ms Brigid McManus and Mr Ian Elliott.

The Board of Directors will lead by example, with the appropriate ethos, values, culture, associated behaviours and competencies in place to support Scouting Ireland's future direction.



*Figure 2: Values in Scouting Ireland for this Transition*

## **Our 2020-2023 Strategy**

The Board are currently approving the final details of our new Scouting Ireland strategy. This was due to be released in April of this year, however the Board wanted to review it in light of Covid-19 and other challenges. This will be an ambitious, exciting, and inclusive vision for our future. It is planned to launch our strategy this coming September 2020.

The strategy will be met by our CEO and departments where an operational plan will be devised, providing tangible and measurable targets to measure progress while considering our main aim – providing quality and exciting opportunities for our Young People. This forms a huge part of the Board's brief in monitoring how well our departments are performing in accordance with our strategy.

## **Local Groups**

All our scout groups in Northern Ireland are registered as individual charities. This means they have their own trustees; they are responsible for their own finances and can control their own property. Scouting Ireland staff who have supported this process are in a position to help our groups in the Republic to become compliant. We've trialled this with some scout groups and the Charity Regulators Office so we're in a very good position to support groups to choose trustees and begin operating as their own entities.

## **Specific to Republic of Ireland Scout Groups**

A process of communicating and consulting with Scout Groups on registration with the Charities Regulator has taken place and we can now

confirm that the Charities Regulator has started to accept applications from Scout Groups and Scouting Ireland have agreed the roll out plan in place (with consideration to COVID-19).

The Board has been informed by the CEO that the CRA has requested and started the process of receiving 30 Scout Groups' applications for charitable registration with the CRA. The Volunteer Resource Management & Group Support professional staff are managing this registration process and are assisting with any queries or questions that Groups may have with this process. Further updates on this will be issued from the CEO.

The individual group registration with the CRA will give effect to decisions taken at a previous Scouting Ireland National Council when Scouting Ireland voted that each Scout Group would register independently with the Charities Regulator.

The timing on this process may seem tight but we will support our group leaders through our professional staff, county and provincial teams to ensure everything is in order and due diligence is taken.

## **New Directors**

At the start of this year, Scouting Ireland appointed two external directors to sit on our Board and subcommittees. Ms Lorraine Lally is a qualified mediator and practising barrister and Mr Donal Lawlor is a Fellow of Chartered Certified Accountants (FCCA) and currently works as Director of Change for Rehab Group. As well as this, we currently have 5 candidates running for 4 positions on our board, to be elected at our AGM in September. All of their information can be found [here](#).

A strong induction and selection process has been put in place to ensure

that everyone who wishes to run for election to our board is fully informed about the duties of directors and about the Scouting Ireland governance structures. This process also ensures we are able to fill any competency gaps among our current directors.

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

## **Term and Retirement of Directors for the period of 2020-2022**

As laid out in the Scouting Ireland company constitution, one third of the elected directors will retire at the upcoming AGM. The current group of directors were all elected on the same day so the order in which they retire is determined by the Board. The retiring directors only took office in October 2018, so they are all eligible to run for election again.

Once the new directors are elected at the upcoming AGM, they will elect a new chairperson amongst themselves for the coming year.

## **What's in a Name?**

As many of you will have noticed Scouting Ireland have slowly been moving away from a hierarchal model to a model of oversight and operations with clear division of responsibility to ensure

What It Says On The Tin



accountability. This is not only demonstrated throughout our structures, but it is reflected in the titles of roles, of departments and of our support and project teams.

The aim is to reflect the function of the team, the role, or the department so as to ensure clarity. Our previous structure with numerous titles such as Chief Commissioner, Programme Commissioner etc. while understood by some internally they were not understood externally and are outdated for an organisation that is so relevant in what it delivers to young people in Irish society and our communities. Further, these titles did not accurately reflect the importance and input from supporting teams. They did however reflect the seniority or 'status' of the individual holding the role in scouting. Scouting today is not about roles, positions nor power it is solely focused on delivering safe positive quality scouting to our youth members and their parents.

The aim could be likened to the saying ... 'it does exactly what it says on the tin'. A clear title that reflects the role and responsibility – whether it's a project team lead, a core team chair or a member of the Board. Ensuring this change is brought about is reflective of the wider change undertaken by Scouting Ireland.

We also want to ensure that in all the work we carry out, decision making is fair and transparent. The Scout Method tells us we should be working in small groups with a patrol or task leader to guide us on that topic. We have moved away from a method of working where one person could have unlimited power with little or no accountability, towards a collaborative

method where resources and skills are present to meet the task. All roles are now filled through a process ensuring that the individual being asked to exercise the responsibilities has the skills and experience to do so. While titles are changing, the function and responsibilities of the role are not.

## Board Subcommittees

As with all new ideas, there is a learning curve and an adaptation process. At this stage, many volunteers and members have adapted well to the new governance structures. However, there is always room for better understanding and some confusion can still exist in terms of how these structures operate, in particular the role of Board Subcommittees.

Under the old Association model, there were over 40 subcommittees (many operated in oversight and executive). In the GRGs presentations and proposed company model document, they correctly identified this as a weakness and suggested we reduce that to a small number of key Board Subcommittees. The Board, when established, set up several subcommittees to assist in its role of oversight including:

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

Board Subcommittees, reporting to the Board, are part of the oversight function of the Board. They are fundamental to supporting the Board's

work. This structure is found in many companies and organisations and is considered a staple of good governance.

Subcommittees are set up with specific functions in mind such as health and safety, governance, or the quality of our programme. The subcommittees are considered the subject experts in those areas and provide advice, support, and proposals to the Board. Scouting Ireland Board subcommittees are (as is the usual practice) chaired by a member of the Board (assisted by one or two other Board members) and comprise of volunteers and/or outside experts that bring additional experience, outside perspective and technical insight to the work of the subcommittee.

Subcommittees do not make decisions; they make recommendations to the Board. All of their work goes straight back to the board for approval or further consideration. Using subcommittees frees up the Board's agenda while ensuring proper research and thought is given to all matters.

Each subcommittee is the creation of the Board, their powers are derived from the Board therefore they always remain under the Board's control. Each subcommittee's function is specified clearly in written terms of reference. The full Terms of Reference for the current board subcommittees are available [here](#).

Following analysis by the Transition subcommittee in line with their terms of reference and in conjunction with the McManus report, the list of subcommittees and departments are slightly different to what the Governance Review Group originally set out. Like everything, once we started to operate the new

governance structures and reviewed what was working and what was not, we changed some of the groupings to ensure that they are always fit for purpose.

## Executive

In our new structure, the Board mandates the CEO to implement strategy and also the day to day management of Scouting Ireland which is delivered through departments. Each of these departments has a Core Team for operational duties and Project Teams for specific projects. Each department is supported and guided by a Core Team made up of volunteers and the department manager who ensure the aim of the department (implementation of the organisation strategy) is met through its Support Teams and Project Teams. The department manager reports on the work of the Department to the CEO who reports directly to the Board. 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 by professional staff.

Scouting Ireland is a unique kind of company, being, primarily a National Scout Organisation. The most obvious difference between Scouting Ireland and other companies is the reliance on key support given by dedicated volunteers at all levels. We have a long and proud history of including volunteers and young people in all aspects of decision making, and we want to make sure that any changes made keep this in mind. We have opportunities for volunteers and young people to step outside their scout group and commit to working on the Board (all volunteers), in a subcommittee (all volunteers), a department core team (mainly volunteers)

or project team (mainly volunteers).

In conclusion, 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. This structure ensures that there is a clear separation between operations (executive), sitting with the CEO and the departments, and oversight (non-executive), sitting with the board of Directors.



The following diagrams explain this structure:



Figure 3: Scouting Ireland Subcommittee Functions



Figure 4: Scouting Ireland Department Functions

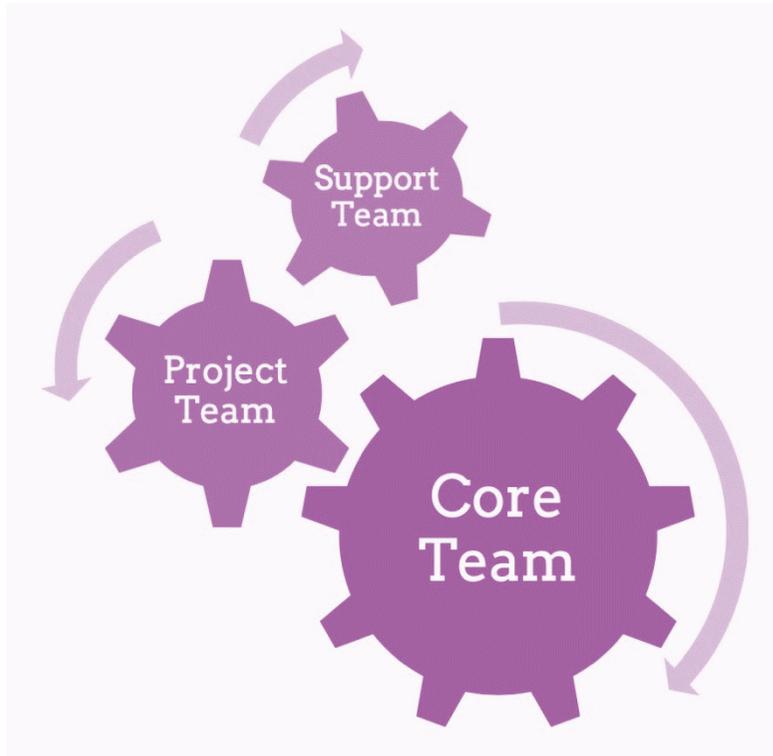


Figure 4: Scouting Ireland Department Structure

## Where do you(th) fit in?

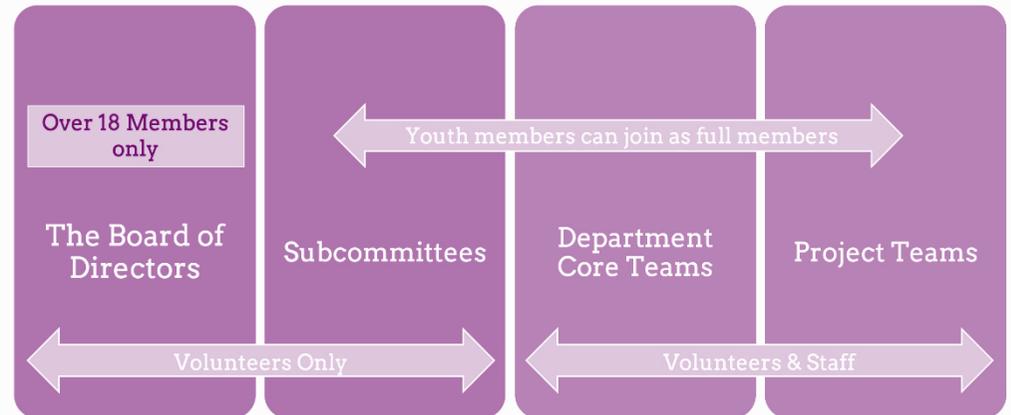


Figure 3: Scouting Ireland national groups membership

In the interest of transparency, we are also publishing information on when each national group began working in these new structures:

| Group   | Meeting Since  |
|---|--|
| <b>Transition (S)</b>   | September 2019 (Replaced former team in place since Feb 2019)  |
| <b>Governance, Compliance, Health &amp; Safety (S)</b>                                | February 2020  |
| <b>Nominations &amp; Remuneration (S)</b>   | Insufficient applicants. Evaluation of all Subcommittees proposed it be collapsed & functions redistributed to other committee. Completes as of May 2020. See §(9) |
| <b>Quality of Scouting (S)</b>  | January 2020   |
| <b>Financial Audit &amp; Risk (S)</b>   | January 2020 (Previous committee meeting until late 2019)  |
| <b>Safeguarding (S)</b>   | January 2020   |
| <b>Programme Services (C)</b>   | November 2019  |
| <ul style="list-style-type: none"> <li><b>Sustainable Programme (P)</b></li> </ul>    | March 2020   |
| <ul style="list-style-type: none"> <li><b>National Activity Review (P)</b></li> </ul> | April 2020   |
| <ul style="list-style-type: none"> <li><b>Adventure Skills (P)</b></li> </ul>         | November 2019  |
| <ul style="list-style-type: none"> <li><b>Programme Support (P)</b></li> </ul>        | March 2020   |
| <ul style="list-style-type: none"> <li><b>Youth Empowerment (P)</b></li> </ul>        | March 2020   |
| <ul style="list-style-type: none"> <li><b>Section Programme x5 (P)</b></li> </ul>     | To be established soon   |

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li><b>Programme Review (P)</b></li> </ul>   | To be established soon   |
| <ul style="list-style-type: none"> <li><b>Equality &amp; Diversity (P)</b></li> </ul>   | July 2020 Open Call  |
| <ul style="list-style-type: none"> <li><b>Chief Scout Award (P)</b></li> </ul>  | July 2020 Open Call  |
| <b>Information &amp; Communications (C)</b>   | December 2019  |
| <b>Corporate Services (C)</b>   | November 2019  |
| <ul style="list-style-type: none"> <li><b>Phoenix Challenge 2020 (P)</b></li> </ul>   | January 2020 to May 2020 (Event Cancelled)   |
| <ul style="list-style-type: none"> <li><b>Explorer Belt 2020 (P)</b></li> </ul>   | March 2020 to May 2020 (Event Cancelled)   |
| <ul style="list-style-type: none"> <li><b>Cub Scout Challenge 2020 (P)</b></li> </ul>   | March 2020 to May 2020 (Event Cancelled)   |
| <ul style="list-style-type: none"> <li><b>Venture Scout Challenge 2020 (P)</b></li> </ul>   | February 2020 to May 2020 (Event Cancelled)  |
| <ul style="list-style-type: none"> <li><b>National Scout Centres Campsite Teams x 2 (Larch Hill and Lough Dan) (P)</b></li> </ul> | Assembled in February 2020 (Currently awaiting the National Scout Centres to reopen) |
| <ul style="list-style-type: none"> <li><b>National Scout Centres Development Team (P)</b></li> </ul>                              | March 2020   |
| <ul style="list-style-type: none"> <li><b>Safety Advisory Team (P)</b></li> </ul>   | May 2020   |
| <ul style="list-style-type: none"> <li><b>JamÓige 2021 (P)</b></li> </ul>   | TOR's Published team to be assembled   |
| <ul style="list-style-type: none"> <li><b>Crean Challenge 2021 (P)</b></li> </ul>   | TOR's Published team to be assembled   |
| <ul style="list-style-type: none"> <li><b>Phoenix Challenge 2021 (P)</b></li> </ul>   | **   |

|  |               |
|--|---------------|
| • Explorer Belt 2021 (P)                                     | **            |
| • Cub Scout Challenge 2021 (P)                               | **            |
| • Venture Scout Challenge 2021 (P)                           | **            |
| <b>Volunteer Resource Management &amp; Group Support (C)</b> | January 2020  |
| <b>National Awards team (P)</b>                              | July 2020     |
| <b>Transition (C)</b>  | January 2020  |
| <b>Policy Development</b>                                    | February 2020 |
| <b>Delivering Training remotely</b>                          | May 2020      |
| <b>Role of Provincial Commissioners</b>                      | January 2020  |
|  |               |

(S = subcommittee, C = core team, P = project team)

\*\* Several national event project teams were recruited and assembled but their work was put on hold due to Covid-19 restrictions. These include Phoenix Challenge, Cub Challenge, Explorer Belt and Venture Challenge. The Corporate Services Core Team is working with these teams with a view to the teams continuing with the respective 2021 event.

All open calls for volunteer opportunities for board sub-committees, department core teams and project teams are published on our website <https://www.scouts.ie/Jobs-and-Opportunities/Volunteer-Opportunities/>

## International Ambassador Role

The international element of Scouting is both inspiring and fundamental. International expeditions, moots and jamborees are all positive scouting experiences and we want this importance to be reflected in our governance. The role of International Ambassador has been established within the Information and Communications department. This stems from our commitment to including international scouting in all our work. The International Ambassador will be Scouting Ireland's representative and voice on the international stage, ensuring that at European and World level, Scouting Ireland remains an active and respected member of WOSM. The International Ambassador will work with the core team and department manager to create and facilitate incredible international opportunities for our Scouts. Applications closed recently and we will be interviewing and appointing someone to this role shortly.

We would like to extend our thanks to the outgoing International Commissioner and her team for all they have done and for their help in updating the terms of reference for this role.

## Provincial Commissioners

We have been working closely with Provincial Commissioners as well as the Volunteer Resource Management & Group Support department to best figure out how to model provincial teams going forward. We want to make sure all local scouters can raise concerns or ideas within their provinces and at a national level in a way that is fair, clear and follows good governance. This work is ongoing and we hope that it will be completed soon so that the PC's can lead out on realising the final elements of the

County and Provincial structures, as set out by the GRG in their October 2018 document. This work includes reviewing the functions of provincial teams, updating the terms of reference for Provincial Commissioners, and examining how best we can deliver support to our scout groups and young people.

## County and Provincial Structures

As you will be aware from the supporting documents issued by the GRG for the October 2018 National Council Date ([HERE](#)) and adopted by the vast majority of the membership, the County and Provincial structures will change only slightly and in line with the majority of what the GRG described as the Group Support and Development department, or what is now our Volunteer Resource Management and Group Support Department. Chapter 3 of the supporting document states the following:

*“To minimise disruptive changes and build on achievements to date, it is suggested that County and Provincial structures transform to the new structure largely as they are for the time being but with a distinctive change in emphasis of their role to that of support for local Groups. Emphasising this collective responsibility moves us to a more sustainable model of support instead of relying on a small number of paid staff who can never have the time and resources to deliver all the support that is needed.”*

Regarding the implementation of the revised Provincial structures, this important support network of Provincial Commissioners and PMST team members, such as Treasurers and Programme Co-Ordinators, will lead the way in this important work to support our Scout Groups. Work is also

ongoing at national level directly with the Provincial Commissioners regarding the role of the Provincial Commissioners within their Department, as envisaged by the GRG.

A key focus of the Board is to support our Scout Groups and nurture the positive existing Provincial and County supports in establishing what the GRG referred to as the County Support Team and Provincial Support Team.

After a very successful meeting recently with the Provincial Commissioners held on the 11th of July 2020, progress is being made in this area. Further work and meetings are ongoing with the Provincial Commissioners to cement the position of both the Province and the County within the current structures. The role of our Provincial and County Commissioners in rolling this out is critical.

We recognise that communication is vital to provide support. We continue to work within our structures to ensure the most effective support is provided to our Scout groups and we continue to improve and develop methods to meet this.

## Honorary Vice Presidents

Another important role in Scouting Ireland is that of Honorary Vice President. They work closely with the Chief Scout to recognise and celebrate members in receipt of awards or other presentations. We have been engaging with representatives of this group to figure out how best to incorporate them into our new structures. We will have more information on this in our next update.

## **New Subcommittee**

Following a review of our subcommittee functions, as well as discussions among the board and transition committee we have made the decision to merge our governance, nominations and remuneration function into one committee and establish a separate subcommittee focusing on health and safety. Both of these will continue to be chaired by directors and filled with volunteers, their briefs are just shifting focus. This is to do with sharing various workloads, as well as highlighting the importance of health and safety in everything we do. The new terms of references were published on 25<sup>th</sup> May 2020 with an open call for applications available on <https://www.scouts.ie/Jobs-and-Opportunities/Volunteer-Opportunities/>

## **Awards Committee & Activity Governance Committee**

Both of these committees existed under the previous structure and reported directly to the board on their work. To bring the Award Committee in line with our best practice, a project team terms of reference and open call was published. The awards committee functions and brief will be addressed through a Volunteer Resource Management and Group Support Department project team. The activity governance committee function and brief is being mapped on to our new structures and will have a terms of reference and an open call in the coming months. The National Awards project team was established under the Volunteer Resource Management & Group Support department with applications opened in early July.

## **Disputes Resolution Appeals Panel & Disciplinary Panel**

The disputes resolution appeals panel (DRAP) which encompasses the disciplinary panel (DPAN) currently reports directly to the board on their work. The functions and brief of DRAP will be addressed through a project team within Volunteer Resource Management and Group Support Department (VRM). A VRM project team terms of reference will be developed in conjunction with the existing DRAP team and will be published along with an open call for this new project team designed to fulfil Scouting Irelands disputes and disciplinary requirements.

For more information on grievance, disputes and disciplinary matters please click here <https://www.scouts.ie/Scouter/Management-Resources/Policies-Procedures/Complaints-Conflict-and-Disciplinary/Sl-Info-for-Members-DGD-DRAP-15-04-2020.pdf>

## **National Vacancies**

Positions on the two committees previously mentioned, as well as other committees, core teams and project teams are now all advertised in one location. We have set up a national volunteering opportunities page on scouts.ie. It will have links to all our open calls with full role descriptions and application processes. This page will be updated as new positions become available ensuring all the information is accessible in one place. <https://www.scouts.ie/Jobs-and-Opportunities/Volunteer-Opportunities/>

## **Winding up of Scouting Ireland (The Association)**

As mentioned earlier, Scouting Ireland is moving to become Scouting Ireland (the company) only. However, Scouting Ireland (the association) still exists in its old form. The wind-down of the former Association is proceeding but is taking longer than originally anticipated. The reasons for this have become more complex as a result for the most part to professional advice regarding legal matters and insurance, both of which are outside the control of the remaining NMC members. Primarily, these are related to the litigation connected to historic child sexual abuse claims. The Board is working with the remaining NMC members and legal advisors to determine what is the best course of action to ensure that the Association rests. This is to ensure that the decision of the membership and the proposal of the GRG in progressing a Company-only model is met, whilst ensuring we meet the responsibilities resultant from the historic abuse of children in Scouting.

The Board recognises the work of the existing NMC members under these very legalistic and difficult circumstances. We thank them for their continued efforts to wind down the association as safely as possible. The Board also recognises that the remaining members are anxious to complete this important work. We thank them for their continued efforts to wind down the association as efficiently as possible. The Board also recognises that the remaining members are anxious to complete this important work.

In the meantime, as recognised by Ms McManus in her recent governance report on Scouting Ireland, we continue to operate the company-only model. This is not only to deliver on the will of the membership, but it is

how the organisation is now structured to operate meeting best practice, good governance and relevant legislation.

In the meantime, as recognised by Ms McManus in her recent governance report on Scouting Ireland, we continue to operate the company-only model. This is not only to deliver on the will of the membership, but it is how the organisation is now structured to operate meeting best practice, good governance and relevant legislation.

Should you have any questions regarding any of the changes outlined here or if you have any suggestions or ideas on how to improve Scouting Ireland to support the delivery of Scouting to young people please contact us at [transition@scouts.ie](mailto:transition@scouts.ie).