



Introduction

Under Article 249 (inserted by the EGM of the National Council on the 30th of June) Scout Groups were entitled to nominate candidates for election to the Board of Scouting Ireland. The election will be held in the Helix DCU on Saturday 6th October 2018.

A total of 24 nominations were received and the induction date was set for Saturday 18th August. One candidate withdrew from the process prior to the induction day. Three candidates were unable to attend on 18th August, but the remaining 20 candidates did participate. A second session was held for the remaining 3 candidates on Wednesday 22nd August.

Subsequently 4 of the candidates who underwent the induction process decided to withdraw from the process for a variety of personal reasons and we now have a total of **19** candidates seeking election.

Election

The election of ten directors to the Board of Scouting Ireland services will take place on Saturday 6th October 2018 at the EGM of the National Council.

Members of National Council will be provided with a ballot paper upon checking in for the meeting in accordance with the procedures advised by the National Secretary.

During the meeting of National Council, the ballot boxes will be opened for a set period and members will complete their ballot papers and place them in one of the ballot boxes. The vote will be by Proportional Representation.

Before the close of the meeting the results of the election will be announced by reading out the names of the ten persons elected in alphabetical sequence.

Those elected will take office as Directors of the Board of Scouting Ireland Services with effect from 1st November 2018.

It should be noted that article 35 of the revised company constitution states that:

At the Annual General Meeting to be held in 2020 and at each subsequent Annual General Meeting, one-third of the Directors (other than any Directors co-opted under Article 42) or if the number of Directors is uneven, then the lower number nearest one-third, shall retire by rotation. The Directors to retire shall be those who have been the longest in office but as between persons who became Directors on the same day, those to retire shall (unless they otherwise agree among themselves) be determined by lot. The retiring Directors shall be eligible for re-election provided that no person shall serve longer than six (6) years as a Director of the Company.

**Scouting Ireland
Governance Review Group
Director Candidates Induction Process**



Induction Team

On this occasion the induction process for candidates nominated for election was carried out by the Governance Review Group (GRG) members – Jimmy Cunningham, James O’Toole, John Meikleham, Fiona McCann, Mark O’Callaghan and Martin Burbridge.

In addition, two independent experts assisted with the process:

- Jerry Kelly a leading Governance and business consultant who was previously chairperson of the GRG and a former member of the World Scout Committee.
- Sean Coughlan a business consultant who was previously chairperson of The Wheel and is an expert in assisting the boards of not for profit charitable organisations.

Induction Process

When submitting their nomination candidates were required to score themselves on a Board Competency Matrix as set out in appendix 1. In preparation for the induction session candidates were provided with a number of documents or links to documents:

- New Scouting Ireland and Memorandum and Articles of Association;
- Guidance for Charity trustees;
- Overview of current Scouting Ireland Strategy;
- Code of Conduct for Directors of the Board of Scouting Ireland Services;
- Role of Directors and the Board in Charity and Not for Profit Organisations;
- A link to the Jillian Van Turnhout report.

This required a considerable amount of reading and preparation for the induction process.

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The induction included detailed sessions as follows:

Topic	Remarks
The election Process	This covered details of how the process will work and the information to be provided to the electorate.
Multiple Choice questionnaire on key elements of Capabilities Matrix	This was a short exercise that candidates did on their own to get an idea of their knowledge on a range of constitutional questions.
Groupwork Task	This was a group task where the candidates found themselves in a Board Room situation with different people having disparate pieces of information and they had to discuss issues and arrive at solutions.
Responsibilities of Company Directors/Charity Trustees	A detailed session setting out the legal obligations of Directors/Trustees with particular reference to the Companies Act, 2014 and the Charities Act, 2009.
Strategic Briefing – Governance proposals, SI Strategy, Proposed Constitution, national structure	A briefing on the Scouting Ireland strategy and the constitution, the company meetings and the proposed governance proposals.
SI compliance with The Governance Code for Community, Voluntary and Charitable Organisations	A briefing on how Scouting Ireland is doing at national level in complying with this code.
Individual Discussions with candidates	A short discussion (20 minutes) with each candidate to discuss some of the skills areas set out in the Board Competency matrix.

Induction process outcome

We would like to thank the candidates for having the courage to accept nomination and for working so diligently with us during a very worthwhile and intensive induction process.

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We have learned a lot during this first ground breaking process that will stand us in good stead for the future.

It enabled candidates nominated for election to become more informed about the responsibilities and scope of the roles they would be undertaking if elected.

The process ensured that candidates focussed on their personal competencies and this facilitated a review to establish to what extent they matched the competencies set out in the Board Competency matrix (Appendix 1).

The key competency areas set out in the Board Competency Matrix (Appendix1) are:

1. Scouting Vocation and Knowledge
2. Knowledge of Business and Governance
3. Safeguarding Skills
4. Strategy Development and Management
5. Mindset, i.e. knowledge of standards of conduct and equality and diversity
6. Business skills.

Most of these competency areas comprise a number of specific skills or capabilities as can be seen in Appendix 1. It is anticipated that the Board of Directors should between them have as full a range of these competencies as possible.

The induction team is satisfied that all of the remaining candidates:

- Have the requisite competencies to undertake the role of Director of the Board, however, they will certainly need ongoing training and guidance to deal with directing what is a complex organisation;
- Are very clear as to what the role of director of the Board of Scouting Ireland Services entails, what responsibilities they would be taking on and what is required of them under the Companies Act, 2014, the Charities Act, 2009 and the Governance Code for Community, Voluntary and Charitable Organisations;
- Have very strong Scouting Vocation and Knowledge.

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The induction team is of the view that the next three strongest competency areas for each candidate are as set out in the table below:

Name	Knowledge of Business and Governance	Safeguarding Skills	Strategy Development and Management	Mindset	Business skills
Lisa Barnes		√		√	√
Aidan Brennan	√	√		√	
Ned Brennan		√		√	√
Declan Cahill	√	√			√
Michael Devins	√ +	√		√	
Brendan Doyle	√	√		√	
Karen Free	√	√		√	
Peter Garrad	√	√			√ +
Gerard Glynn		√	√	√	
Mary Hogg	√	√	√		
Aisling Kelly		√		√	√
Pat Kidney	√	√			√
Denis Kirby	√	√	√		
Dermot Lacey	√	√		√	
Paul Mannion		√	√	√	
Alan Palmer	√	√		√	
Brian Smith		√	√ +	√	
Stephen Synnott	√	√		√ +	
Adrian Tennant	√ +	√			√ +

√ + indicates very strong skill

**Scouting Ireland
Governance Review Group
Director Candidates Induction Process
Next**



A biography of each candidate, including a photograph, will be included in the papers for the EGM.

Each candidate will make a short video clip (maximum 3 minutes), if they wish, to be available on the Scouting Ireland Website.

Candidates may, if they wish, attend the Provincial Meetings to meet people.

Then it is over to the members of National Council to cast their votes.

The induction team advocates that it is important that the 10 people elected have a good mix of all the key competency areas and we ask National Council members to consider this when deciding who they will vote for.

Martin Burbridge

Chairperson Governance Review Group

26th August 2018

Appendix 1

Scouting Ireland Services DIRECTOR COMPETENCY MATRIX

Competency Area SCOUTING	Description	Excellent Scores 5	Very Good Scores 4	Good Scores 3	Minimum Scores 1	None Scores 0
Scouting Vocation and knowledge	<ul style="list-style-type: none"> • Has a clear understanding of the nature of Scouting and a deep sense of commitment to the objectives of Scouting. • 					
	<ul style="list-style-type: none"> • Can describe the role of adult volunteers and the supports they need 					
	<ul style="list-style-type: none"> • Can demonstrate a clear commitment to the Scout Law and Promise and its' relevance to this role and can discuss any possible tension between it and corporate responsibility. 					
	<ul style="list-style-type: none"> • Can clearly articulate how Scouting experiences have influenced their life in a positive manner and how they will help them in their role as a Director. 					
	<ul style="list-style-type: none"> • Expertise in the planning of Scouting activities at County, Provincial or National level. • 					
	<ul style="list-style-type: none"> • Has experience of supporting youth leadership in Scouting or other youth organisations. • 					
	<ul style="list-style-type: none"> • Understands the role of the Board in ensuring the voice of young people is heard. 					

Appendix 1

Scouting Ireland Services DIRECTOR COMPETENCY MATRIX

	<ul style="list-style-type: none"> Can demonstrate a clear commitment to, and understanding of the central role of the empowerment of young people in Scouting Ireland. 					
Competency Area KNOWLEDGE	Description	Excellent Scores 5	Very Good Scores 4	Good Scores 3	Minimum Scores 1	None Scores 0
Corporate Governance	<ul style="list-style-type: none"> Has expertise in monitoring executive performance. Understands clear separation of governance and management. 					
	<ul style="list-style-type: none"> Can describe the role of the Audit & Risk Management Committee. 					
	<ul style="list-style-type: none"> Is familiar with best practice in corporate governance including, governance codes, relevant legislation, and the roles and duties of individuals and the board as a whole. 					
	<ul style="list-style-type: none"> Can describe the roles of the External and Internal Auditors 					
	<ul style="list-style-type: none"> Understands the need to act in the best interests of the organisation at all times. 					
	<ul style="list-style-type: none"> Agrees the need to maintain the confidentiality of Board meetings at all times. 					
Financial	<ul style="list-style-type: none"> Expertise in financial planning and budgery control and the presentation and interpretation of financial reports. 					
	<ul style="list-style-type: none"> Can demonstrate an understanding of the organisations sources of income and associated risks. 					

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Workforce Planning & Strategic HR – Board Only	<ul style="list-style-type: none"> • Expertise in strategic human resource planning, performance review and staff motivation 					
Competency Area KNOWLEDGE	Description	Excellent Scores 5	Very Good Scores 4	Good Scores 3	Minimum Scores 1	None Scores 0
Change management & corporate integration	<ul style="list-style-type: none"> • Has experience in the management of change within organisations 					
	<ul style="list-style-type: none"> • Understands organisational change and development 					
Legal Compliance and due diligence	<ul style="list-style-type: none"> • Has knowledge of the legal context within which Scouting functions 					
	<ul style="list-style-type: none"> • Understands how to deal with litigation cases and how the legal system generally works 					
	<ul style="list-style-type: none"> • Understands how to deal with litigation cases and how the legal system generally works 					
Commercial Business Management - Board	<ul style="list-style-type: none"> • Has expertise in delivering outcomes based on best contemporary business practice, ICT, and performance management 					

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Scouting Ireland Services DIRECTOR COMPETENCY MATRIX

	<ul style="list-style-type: none"> Expertise in Public Relation or marketing, especially in a consumer goods environment. 					
	<ul style="list-style-type: none"> Expertise in developing and delivering and monitoring Service Level Agreements 					
Public Service	<ul style="list-style-type: none"> Has an understanding of public service objectives and work methods 					
	<ul style="list-style-type: none"> Understands the concept of “public benefit” as set out in the Charities Act, 2009 					
Competency Area KNOWLEDGE	Description	Excellent Scores 5	Very Good Scores 4	Good Scores 3	Minimum Scores 1	None Scores 0
Education and Research	<ul style="list-style-type: none"> Has expertise in the development of education and research programmes in a youth or leader training context 					
Chair	<ul style="list-style-type: none"> Possesses the leadership experience required to deliver major change whilst remaining accountable for delivering services. 					
	<ul style="list-style-type: none"> Has experience of chairing boards/committees 					
Safeguarding	<ul style="list-style-type: none"> Can list the complexity of the risks facing Scouting Ireland and the legal context in this area and the Board’s role in its governance, assuring it meets all relevant legal & good practice standards. 					

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Scouting Ireland Services DIRECTOR COMPETENCY MATRIX

Strategy development	<ul style="list-style-type: none"> Understands the need for a clear vision and purpose to guide the organisations strategy. 					
	<ul style="list-style-type: none"> Has knowledge of the organisation’s strategic objectives and current strategic position. 					
	<ul style="list-style-type: none"> Has knowledge of the environment(s) in which the organisation operates and the impact of this on how the organisation functions. 					
Competency Area MINDSET	Description	Excellent Scores 5	Very Good Scores 4	Good Scores 3	Minimum Scores 1	None Scores 0
Equality & Diversity	<ul style="list-style-type: none"> Has knowledge of equality legislation in both the Republic of Ireland and Northern Ireland 					
	<ul style="list-style-type: none"> Can demonstrate a commitment, in previous work that they have undertaken, to equality and diversity. 					
	<ul style="list-style-type: none"> Can describe the Boards’ role, and the benefits of ensuring that Scouting Ireland has a diverse membership that is open to all and that this is reflected in the board. 					
Displays high standards of conduct	<ul style="list-style-type: none"> Demonstrates behaviour which conforms to high standards public conduct and is committed to treating everyone justly and fairly. 					
	<ul style="list-style-type: none"> Demonstrates that they can place the interests of the organisation above oneself in all business matters. 					

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Scouting Ireland Services DIRECTOR COMPETENCY MATRIX

	<ul style="list-style-type: none"> • Can identify conflicts of interest and can manage them appropriately 					
	<ul style="list-style-type: none"> • Can demonstrate an understanding of how their behaviour impacts on others and the functioning of the Board. 					
	<ul style="list-style-type: none"> • Can take responsibility for their own performance and behaviour and act with integrity and honesty at all times. 					
	<ul style="list-style-type: none"> • Is committed to encouraging a culture of learning at board level and throughout the organisation. 					
	<ul style="list-style-type: none"> • Demonstrates that they are willing to challenge the status quo and encourage rigorous debate. 					
	<ul style="list-style-type: none"> • Can demonstrate an ability to question their own biases and preconceptions 					