

# GOVERNANCE REVIEW TASK FORCE DISCUSSION PAPER 3

## OPERATIONS

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November 2009

***The Governance Review Task Force has produced the following discussion papers in order to inform its work:***

- 1. *WOSM Membership*** – sent to World Scout Committee members and Youth Advisers. Subsequently, proposals were made to the World Committee in September 2009
- 2. *Representation and Communications*** – distributed to NSOs November 2009
- 3. *Operations*** - distributed to NSOs November 2009
- 4. *World and Regional Committees*** - distributed to NSOs November 2009

***Comments on this discussion paper are invited not later than 31 January 2010 so that final recommendations can be prepared for consideration by the World Scout Committee in March 2010.***

# **GOVERNANCE REVIEW TASK FORCE**

## **DISCUSSION PAPER NUMBER 3**

### **OPERATIONS**

#### **1. Introduction**

1.1 It is clear from the debate at World Scout Conferences that National Scout Organizations value services which are delivered close to them. Regional events and support are always high on the list of priorities. Governance at all levels should assist this, especially in the case of how we operate. This discussion paper looks at some issues raised with us and we invite NSOs to comment so that we can formulate our recommendations to the World Scout Committee. These recommendations may involve proposed amendments to the Constitution or other action where Constitutional change is not required.

1.2 During our work, it has become clear that there is a need to raise the profile of World Scout Bureau Inc (the legal entity that holds property and make contracts for World Scouting) and this is raised here in the operational context and in Discussion Paper 4 – World and Regional Committees from the constitutional point of view.

#### **2. Delegation of authority by the World Scout Committee**

It is important that the Secretary General and his staff should have all necessary authority to do their work and – in addition to the standard duties - this will involve delegation of the Committee's authority, often involving significant freedom of action. We feel that the World Scout Committee should record and review periodically such delegations of authority. The list of delegations should be available in the file of policies and procedures (see below).

#### **3. Potential NSOs**

3.1 When a Scout organization is seeking to be recognised as an NSO, we think their status in WOSM should be clearer. The services available to potential NSOs and any standing invitations to participate in activities of WOSM should be included in a formal statement by the World Scout Committee, which should be reviewed from time to time and published (in the file of policies and procedures).

3.2 The statement would, for example, involve details of the extent to which potential NSOs may take part in such things as World Scout Youth Events. This would help organisers of those events to know how they can involve such organizations.

3.3 We do not have it in mind to create a formal category of "potential NSO" but only to make clear in advance what any group seeking membership of WOSM can expect by way of involvement and support.

#### **4. WSC involvement in work between meetings**

4.1 The role of the Steering Committee has been raised with us. The Steering Committee comprises the Chairman, the two Vice-Chairmen and the Secretary General and currently has no executive power - it is responsible for the planning of the agenda of the next meeting of the World Scout Committee. Some have argued for the creation of an

executive committee to work between meetings of the World Scout Committee. We feel however that good communications mean that any urgent matters can be raised with all Committee members between meetings. The possibility of the calling of additional meetings is mentioned in Discussion Paper 4 – World and Regional Committees.

## **5. Standing Orders and Procedures for the World Scout Committee**

5.1 The proceedings of the Committee should be governed by standing orders or rules of procedure. Some of the existing by-laws could be included here. Issues to be dealt with are procedures at Committee meetings, non-Constitutional references to WSB Inc and so on. These Standing Orders and Procedures should be approved by each World Scout Committee at the beginning of the Triennium.

5.2 The responsibility of the Secretary General to arrange for procedural advice to be provided during meetings of the Committee should be formally noted in the Constitution as one of his functions (see Discussion Paper 4 – World and Regional Committees).

5.3 As part of its work, the World Scout Committee develops policies and procedures. These are sometimes difficult to locate once the initial approvals have been made; there should be a special file for these documents to be available easily – not just for the Committee but for National Scout Organizations and others.

## **6. Internal controls and business risk**

6.1 In common with all corporate bodies, WOSM needs to assess the risks facing its operations and to put appropriate control methods in place. This is a legal requirement in many jurisdictions but it is good practice anyway. The functions of the World Scout Committee in the Constitution should reflect this (see Discussion Paper 4 – World and Regional Committees).

## **7. Consultative Bodies**

7.1 There are a number of bodies with consultative status agreed by the World Scout Committee; we have no view on this arrangement except to say that where such a body acts in such a way as to detract from the policies of WOSM or against its unity the Committee should not hesitate to use its power to remove the consultative status.

## **8. Induction/Training of Committee members**

8.1 Training is at the moment provided for new World Scout Committee members and this is to be encouraged and extended further with a view to making clear the responsibilities of the Committee member in:

- Mission and purpose
- Appointing and working with the Secretary General
- Financial oversight
- Resources
- Legal integrity and accountability
- Organizational planning

- Assessing the performance of the Committee
- Scouting's profile
- Strengthening WOSM's programme and services

## **9. Self Review by World Scout Committee Members**

9.1 As part of the overall responsibility of Committee members to evaluate their work there should be a requirement (in the Standing Orders and Procedures) for individuals to carry out a self-evaluation and for the Committee to do the same on a collective basis at appropriate intervals.

9.2 A summary of the self review and details of attendance by Committee members at events etc should be published before each World Scout Conference.

## **10. Role of the Chairman**

10.1 As we see it, there is something of a gap in the description of the role of the Chairman of the World Scout Committee. In the Report of the Evaluation Group (2003), there was a proposal to adopt the description "President" in the English language and to extend the role from the existing one where the only obligation appears to be to chair formal meetings of the Committee/Conference. We think that this idea is still worthy of consideration.

10.2 The role of the President could be widened to make it clear that she/he – and not only the Secretary General - is part of the wider representational functions of WOSM, both internally and to the wider world.

## **11. Location of staff**

11.1 Whilst it is not our role to make recommendations on staff management it seems to us that location of staff in the Regions, as well as centrally, will continue to be necessary – not necessarily in one location for each Region as it is often helpful to use flexible ways of working (home based executives, for example, although we accept that the loss of team involvement and so on is an argument against this approach).

## **Governance Review Task Force November 2009**

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***Please send comments:***

***By email to*** [grtf@scout.org](mailto:grtf@scout.org)

***By post to***

Governance Review Task Force  
World Scout Bureau/Bureau Mondial du Scoutisme  
Rue du Pré-Jérôme 5  
P.O. Box 91  
1211 Geneva 4 Plainpalais  
SWITZERLAND