



# Supporting our Branches

## 1. Background

With the development of the Commonwealth over the years many Commonwealth countries formed their own independent Associations, having originally been part of the United Kingdom Association. Forty four former Branches in Commonwealth countries have so far gained their Scouting independence.

Some independent Commonwealth countries have relatively small Scout populations and, to remain Scouts, have continued to be an Overseas Branch of UK Scouting. These are:

- Antigua and Barbuda
- St Kitts and Nevis
- Solomon Islands
- Tonga
- Tuvalu and
- Vanuatu.

Other Branches are to be found in British Overseas Territories. These are:

- Anguilla
- Bermuda
- British Virgin Islands
- Cayman Islands
- Gibraltar
- Montserrat and
- Turks and Caicos Islands.

For organisational convenience and to ensure support is available for single Scout Groups on some British Overseas Territories, a number of such groups are administered as British Groups Abroad. These are:

- Ascension Island
- Falkland Islands and
- St Helena.

In 2006, Chief Scout's Committee agreed that a thoroughgoing review of how Branches can be better supported should be carried out in the context of:

- A dialogue with Chief Commissioners of the Branches on their needs

- Consideration of the human resources (volunteer or staff) required to support Branches (possibly in the context of our more general work on Scouting in the Commonwealth)
- Support for Programme and Adult Support
- Finance and membership fees
- Co-operation with the World Organisation of the Scout Movement's offices and Committees and with other Associations in order to facilitate the achievement of National Scout Organisation status where appropriate.

## 2. Our Approach

With the aim of providing Branches with a voice in the running of the Movement, the International Commissioner represents them at Headquarters and is their link and the person they look to for advice and assistance. A Branches Bulletin is published three or four times a year.

Chief Commissioners of Branches have the same rights of attendance at meetings of the Council, etc, as County/Area Commissioners.

The Governor General or Governor, where appointed, usually serves as the local Chief Scout and will have received a briefing at Gilwell Park on appointment.

Each Branch has a Constitution, in a standard form provided by UK Headquarters. A copy is Annexe 1 to this document (it will be noted that considerable latitude is given to Branches in how they operate).

Regular support is given to Branches by the International Office and of course they have in theory access to all Headquarters services. Branches in the South Pacific are receiving support additionally from the World Scout Bureau, Asia Pacific Office, and from New Zealand and Australia. Caribbean Branches receive some support from Executives in the Bureau's Inter American Office (we are currently in discussion with them on ways of improving the support given). Gibraltar has good practical links direct with UK Scouting and also co-operates with Spanish Scouting.



Attempts have been made to develop partnerships between UK Counties/Areas and individual Branches. One of the aims of the International Scout Fellowship (a national Scout Fellowship in the UK) is to help in the support of Branches.

The Scout Association and the World Scout Committee and its Bureau are committed as far as possible to enabling Overseas Branches in independent countries to stand on their own feet and to apply for recognition by the World Scout Conference at the appropriate time. Scouting in British Overseas Territories expects to remain in membership of the UK Association.

### 3. Analysis

The review has been conducted on the basis of:

- Correspondence with a number of Chief Commissioners
- In depth discussions with Chief Commissioners in the South Pacific during a visit by the International Commissioner
- Short meetings in the Cayman Islands, taking advantage of a business trip by the Chairman of the Committee of the Council.

This contact (and experience in recent years) leads me to take the view that the Association's approach is right but its delivery is difficult because of distance and cost. Investment in individual Branches has been limited. However, a very positive feature of British Scouting overseas is the flexibility that UK Headquarters allows. The downside of this is that:

- Branches do not pay any membership fee to UK Headquarters (so there is no "buy in"). But in the majority of Branches there would be great difficulty in paying a membership fee at the level of the UK
- Branches are not included in the annual census
- Supply of uniforms and badges can be difficult for those Branches whose resources are limited (these are the majority) especially where they have not updated to current approaches in the UK

- Insurance cover as in the UK is not available for Branches from our insurers (it is for British Groups Abroad) and Branches all have to make separate arrangements
- Links with Scout Shops Limited are sometimes difficult (despite the system being simple in concept)
- Their leader records are not in the Membership Management System (making warrant review and recognition of service very hit or miss)
- Management of Branches is variable and there has been no central support for this
- Adult training is also variable and difficult to monitor; support for trainers is very limited. The support of Regional Scout Offices has been very helpful, though
- Youth programme has not been developed in the Branches in line with the UK's current approach (and Branches have not received copies of resources in the same way as Areas/Counties have)
- Human resources for support of Branches at UK Headquarters have declined over the years (from the former situation where there was a member of staff who travelled on an extensive basis, as well as considerable back office support)
- Communication from the UK has been unsystematic (this was a common comment from the Branches) – the only regular contact is the Branches Bulletin. Some Branches do not have good access to computing and email facilities
- These Branches which now operate as British Groups Abroad receive support to a greater extent than Branches formally operating as such (but they operate as a UK County and pay the membership fee)
- A recent development has been the creation of the Council of Commonwealth Scout Associations. This is still in embryo and has not produced results yet (also because of resource issues) but it has potential as a vehicle for cooperation.

### 4 Proposals

As a result of this analysis, I propose the following:



#### 4.1 Principles

- The Scout Association reaffirms its commitment, as far as possible, to enabling Overseas Branches in independent countries to stand on their own feet and to apply for recognition by the World Scout Conference at the appropriate time
- A plan, aimed at achieving National Scout Organisation (NSO) status for such Branches, should be agreed between each Branch, the WOSM Regional Office and our UK Headquarters. Funding for this purpose could be allocated each year from the Brotherhood Fund
- Scouting in British Overseas Territories retains membership of the UK Association on a permanent basis, with the status of Overseas Branches (unless they decide to become British Groups Abroad).

#### 4.2 Youth Programme

- Advice on appropriate approaches to programme must be improved
- The UK approach is not necessarily fully appropriate but appropriate UK resources should be provided to Branches in the same way as for UK Areas/Counties.

#### 4.3 Adult Support

- For Branches aiming towards NSO status, the plan to achieve this must include appropriate approaches to adult training and trainer training in co-operation with the WSM office concerned
- For other Branches, the deficit in adult training must be addressed (in conjunction possibly with neighbouring NSOs and WOSM offices).

#### 4.4 Co-operation with WOSM

- Formal links with the WOSM Regional Committees and Offices must be confirmed (informal links are excellent but a protocol or action plan is essential)
- Ways of involving Branches in WOSM (associate status, etc) must be improved.

#### 4.5 Management and Governance

- The constitutions of our Branches should be reviewed so that the principles set out above are incorporated as well as any other changes
- Chief Commissioners of our Branches must be encouraged to attend at least The Association's AGM on a regular basis, so that they can exercise their constitutional roles
- Appropriate opportunities for Chief Commissioners and their teams to consider strategic planning must be provided (this could be by using the opportunity of people being at the AGM, by visits to the Branch or by individual study visits to the UK)
- We must work towards inclusion of Members of the Association in our Branches in the Membership Management System
- Branches must be included in the annual census
- The existing process for appointment of Chief Commissioners (Annexe 2) must be confirmed.

#### 4.6 Finance

- A key element in achieving the reforms discussed in this review is the generation of income for The Association: a membership fee
- The amount and method of collection of such fees must be discussed with Branches
- Insurance for Branches must be considered.

#### 4.7 UK Headquarters Support

- Scouting magazine must be provided to all adult members of The Association in our Branches by providing bulk copies to each Branch for onward distribution
- The Branches Bulletin must continue and be more frequent (assistance from the communications team would be helpful)



- Branches must receive communications and resources from UK Headquarters on the same basis as Areas/Counties
- As part of the review of National Volunteer Structures now reaching its conclusion, a member of the International Commissioner's team be tasked with developing The Association's support for our Commonwealth and Branches work (within the context of the decisions on this review and supported by the International Office) and to be the line contact for Chief Commissioners of Branches
- The International Scout Fellowship continue to be involved in the support for Branches, working with the volunteer mentioned above
- The policy of providing donated computing equipment to Branches must be continued
- The links with Scout Shops Limited for supply of badges and equipment to Branches must be better maintained.

## 5. Implications

- The key to better support is finance. The methods of providing support are not difficult to define and so this review has not gone into detail; the key is the resources we can find
- If Branches in British Overseas Territories were to take the opportunity to opt for British Groups Abroad status, then many of the issues identified in paragraph 4 would improve dramatically – but at the cost to the Branch of the full membership subscription
- There can be improvement otherwise only if a membership fee is paid by Branches; but there must be a clear improvement of services in return.

## 6. The Next Steps

I recommend that:

- The principles set out in paragraph 4.1 and the approaches set out in paragraphs 4.4, 4.5 and 4.7 be endorsed, for action by the International Commissioner. The costs can, in my view, be dealt with through the normal budgeting process, with any additional core costs being dealt with for 2008/9. The impact on Headquarters services should be manageable (for example, MMS)
- We provide all Chief Commissioners of Branches with a copy of this report, as the start of a debate between them and the International Commissioner on the issues, particularly the questions of membership subscriptions (see paragraph 4.6) or converting to British Groups Abroad status
- The Brotherhood Fund be used as a means of supporting progress towards NSO status where appropriate and a detailed proposal be prepared each year by the International Commissioner
- Following the debate with Branches, the International Commissioner and the UK Commissioners for Programme and Adult Support consider detailed next steps for the support of Branches as set out in paragraphs 4.2 and 4.3, other than those that may elect to become British Groups Abroad; and provide a report on proposed action.

**David Bull**  
**International Commissioner**

Chief Scout's Committee  
28 April 2007

**CONSTITUTION OF THE .....BRANCH OF THE SCOUT ASSOCIATION**

I. The .....Branch (which shall comprise the area of ..... ) shall be administered by a Chief Commissioner and a Scout Council. The .....Branch, and all parts of it, shall be bound by, and shall, in all cases, act in accordance with the Rules published from time to time by Headquarters of The Scout Association hereinafter referred to as Headquarters.

II. THE CHIEF SCOUT OF .....

The Chief Scout of.....(hereinafter called the Local Chief Scout) shall be Her Majesty's Representative in ..... provided he is willing to accept the position. In the event of Her Majesty's Representative being unwilling, no Local Chief Scout shall be appointed, and the Chief Commissioner shall carry out, in addition to his own duties, all those conferred by this Constitution upon the Local Chief Scout.

A warrant for the appointment of the Local Chief Scout will be issued by Headquarters and signed by the Chief Scout.

The functions of the Local Chief Scout shall be as follows:-

- (1) To foster and encourage the Movement in..... as opportunity may arise
- (2) To countersign the warrants of all Scouters in..... with the exception of the Chief Commissioner and any Assistant Chief Commissioners
- (3) To approve action by the Chief Commissioner under Clause III (3)
- (4) To select an Acting Chief Commissioner where the necessity arises under Clause III

III THE CHIEF COMMISSIONER OF .....

The Chief Commissioner shall be appointed by Headquarters and will receive a warrant signed by the Chief Scout.

One or more Assistant Chief Commissioners may be appointed by Headquarters on the recommendation of the Chief Commissioner to exercise such of his functions as he may delegate.

In the event of there being no Chief Commissioner at any time or during the absence or inability to act of the Chief Commissioner, the assistant Chief Commissioner (or the senior of more than one) shall act as Chief Commissioner for the time being.

In the event of there being no Assistant Chief Commissioner, the Local Chief Scout shall have power to select a person to act as Chief Commissioner for so long as the necessity continues or until a new appointment is made by Headquarters.

The functions of the Chief Commissioner shall be as follows: -

- (1) To supervise generally the working of the Scout Council of ..... In the performance of its duties as set out in Clause IV and in particular in connection with sub-clause (1) (e) and (f) of Clause IV
- (2) To define the areas of District Scout Councils; and to decide any differences of opinion between a District Commissioner and a District Scout Council or between two or more District Scout Councils

- (3) With the concurrence of the Local Chief Scout, to issue warrants, signed by the Chief Scout and the Local Chief Scout, to District and Assistant District Commissioners and similarly to withdraw such warrants

IV. THE SCOUT COUNCIL OF .....

(1) Functions

The functions of the Scout Council (hereinafter called "The Council") shall be as follows: -

- (a) To assist in co-ordinating the work of the District Scout Councils and to foster and encourage the principles of The Scout Association in .....
- (b) To raise and administer a fund for administrative purposes and for the furtherance of Scouting in .....in such a manner as the Council may deem desirable
- (c) To establish and maintain a Local Headquarters office and to act as a channel of communication between the District Scout Councils and Headquarters in London
- (d) To carry on propaganda; to produce publications; and to organise meetings, demonstrations, rallies, conferences and other undertakings where the interests of .....as a whole are concerned
- (e) With the concurrence of the Chief Commissioner, to register District Scout Councils, or to remove District Scout Councils from the register
- (f) With the concurrence of the Chief Commissioner and on the recommendation of the District Scout Council and District Commissioner concerned, to register Groups and to issue warrants, signed by the Chief Scout and the Local Chief Scout, to Scouters up to and including District Ranks; similarly to remove any Group from the register and to withdraw the warrants of any such Scouters
- (g) To assist the Chief Commissioner, if he so desires, in performing the function laid down in Clause III (2)

(2) Officers

The Officers of the Council shall be as hereinafter in the Clause provided. The appointment to any such office shall be made by the Council at an Annual Meeting and shall be subject to re-consideration at every subsequent Annual Meeting. Any casual vacancy in the office of President or of Chairman of the Council may be filled until the next Annual Meeting, by the Council at any meeting during the year, or in the case of any other office, by the Committee.

- (a) The President
- (b) Vice Presidents: but it shall not be obligatory to make any appointment of Vice-President or Vice- Presidents
- (c) Chairman of the Council
- (d) Chairman of the Committee
- (e) The Honorary Treasurer
- (f) The Honorary Secretary

No person shall at the same time hold more than one of the above offices, except that the Chairman of the Council may also be appointed Chairman of the Committee.

(3) Membership of the Council

The members of the Council shall be :-

Ex Officio The officers of the Council as specified in sub-clause (2) above  
The Chief Commissioner and any Assistant Chief Commissioners  
All District and Assistant District Commissioners

Nominated The Secretary of each District Scout Council together with two other representatives, (one Scouter, other than Commissioner and one lay) appointed by the District Scout Council at its Annual Meeting.  
Any vacancy occurring during the year in the members nominated by a District Scout Council may be filled until the next Annual Meeting of the District Scout Council concerned by any meeting of that District Scout Council or of its Executive Committee.

Co-opted A number of persons not exceeding ..... Co-opted by the Council at any Annual Meeting  
Any vacancy in the number of co-opted members occurring during the year, or not filled at an Annual Meeting, may be filled by the Committee until the next Annual Meeting.

(4) Meeting of the Council

- (a) The Council shall meet once a year, namely in the month of.....  
And other meetings shall be convened by the Secretary when so directed by the Chief Commissioner or the Chairman of the Council, or by the Committee, or when requested in writing by .....  
or more members of the Council
- (b) The .....Meeting shall be the Annual Meeting, whereat the Council shall consider the Annual Report of the Committee and a statement of the accounts, the appointment of officers, the co-option of members of the Council, the election of members of the Committee, and any other business specified in the notice convening the meeting of which two thirds of the members present at the meeting may decide to admit to the Agenda; but no resolution for any addition to or abrogation or variation of this constitution passed by the Council at an Annual Meeting or any other meeting shall be effective unless at least three months prior written notice containing a verbatim copy of the resolution to be considered and if thought fit passed at such meeting has been given at all members of the Council (except where this constitution is added to abrogated or varied under section (2) of Clause V hereof in which case no notice is required to be given).
- (c) ..... Members present at a Meeting shall form a quorum
- (d) Every member of the Council personally present shall have one vote. In the case of an equality of votes the Chairman of the Meeting shall not have a casting vote in addition to the vote to which he is entitled as a member, and the resolution shall be deemed not to have been carried.
- (e) Except where at least three months' notice is required to be given under the provisions of this constitution the Secretary shall give members..... days' notice of meeting and circulate the agenda of such meetings with the notice. Notice of business to be placed on the agenda shall be sent to the Secretary at least ..... days before the appointed time for the next meeting.

(5) The Committee

- (a) The management of the business of the Council shall be vested in a Committee constituted as hereafter provided. The Committee may, subject to the provisions of this Constitution and to any direction given by the Council, exercise all the powers and perform all the functions of

the Council except those expressly required or directed to be exercised or performed by the Council.

(b) It shall be the duty of the Committee to lay before the Council at its Annual Meeting each year an account and balance sheet in accordance with sub-clause (6) below, and a report on the state of the movement in ..... and the progress of its work.

(c) The following shall be members of the Committee:

Ex officio The officers of the Council as specified in the sub-clause (2) above other than Vice-Presidents

The Chief Commissioner and any Assistant Chief Commissioners

All District Commissioners

Elected The Council at the Annual Meeting shall elect as members of the Committee .....members of the Council, of whom one half shall be lay members

Any vacancy amongst the elected members occurring during the year may be filled by the Committee until the next Annual Meeting of the Council

Co-opted The Committee shall have power to co-opt as members of the Committee a number of the co-opted members of the Council not exceeding one half of the number of elected members of the Committee to serve until the next Annual Meeting of the Council

(d) The Committee may meet together for the despatch of business and adjourn and otherwise regulate their meetings and proceeding as they think fit and may determine the quorum necessary for the transaction of business and the notice that is to be given of any meeting.

(e) The Committee may delegate any of its powers to Sub-Committees consisting of two or more members of the Committee and such other person or persons not necessarily members of the Council as the Committees may determine provided that a majority of the members of any such Sub-Committee shall be members of the Council.

(f) Any act done by the Committee or by and Sub-Committee shall, notwithstanding that it may afterwards be discovered that there has been some defect in the appointment of all or any of the members of the Committee or of Sub-Committee, be as valid as if every such member had been duly appointed (but without prejudice to any rights or remedies available in respect of any such defective appointment itself).

(6) Finance

(a) The Council shall have a Banking Account, the cheques on which shall be signed by the Chief Commissioner, or any of his Assistants so authorised by him, or the Chairman, Vice-Chairman, or Secretary and countersigned by the Treasurer; but in the absence of the Treasurer, cheques may be signed by any two of the foregoing.

(b) The Treasurer shall cause true accounts to be kept of all moneys received and expended, and of the assets and liabilities of the Council. The Books of Account shall be kept at Headquarters office of the Council and shall be open to inspection by the Chief Commissioner and any of his Assistants designated by him, the Chairman, the Chairman of the Committee, the Honorary Secretary and any other person or persons as the Committee may determine.

(c) The accounts shall be audited once in each year, and an account showing the result of the year's working, together with a Balance Sheet certified by the Auditor shall be laid before the Annual Meeting of the Council.

(d) The property of the Council shall be vested under a proper Deed of Trust in not less than ..... Trustees.

(7) Bye Laws

The Council shall have power, at a meeting called for the purpose, to make Bye-Laws from time to time and to vary or cancel the same for the conduct of meetings of the Council, the Committee and of any Sub-Committee, provided that such Bye-Laws shall not conflict in any respect with any of the provisions of this Constitution and a copy of all such Bye-Laws and of any amendments thereof shall be sent to Headquarters for record.

V. ALTERATION OF THE CONSTITUTION

This Constitution may be added to, abrogated, or varied at any time but no such addition, abrogation, or variation shall be effective unless either (1) made by a resolution passed by two-thirds of the members present at a meeting of which not less than three months' written notice has been given to all members of the Council containing a verbatim copy of the resolution to be considered and if thought fit passed at such meeting and approved by Headquarters after such consultation with the Local Chief Scout and Chief Commissioner as Headquarters may consider desirable or (2) made by Headquarters with the authority of a resolution passed by the Committee of the Council of The Scout Association.

### APPOINTMENT OF CHIEF COMMISSIONERS OF BRANCHES

*The appointment of the Chief Commissioner of a Branch is an important step. These notes have been discussed with Chief Commissioners currently in post and approved by the Chief Scout's Committee and will be followed in all cases. The process is likely to take up to six months and this time scale should be allowed for in making succession plans.*

1. When a vacancy occurs for a Chief Commissioner of a Branch, the International Commissioner will report to the Chief Scout's Committee, so that the procedure can be started and monitored.
2. The International Commissioner will contact the local Chief Scout and the Chairman of the Scout Council for the Branch in order to establish a search group in the Branch comprised of at least three people, chaired by a person approved by the local Chief Scout. The search group will invite applications or nominations for the appointment of Chief Commissioner:
  - The search should be wide, both within and beyond current Scout membership in the Branch;
  - Attention should be given to the challenge for any individual to fulfil the scope and time requirements of the job (see the attached job description and person specification);
  - The support from and the interactions with the local Chief Scout, the Chairman of the Scout Council of the Branch and the Headquarters of The Scout Association will need to be taken into account.
3. As soon as possible the search group will produce a short list of individuals for interview, ascertain their willingness to accept the appointment if selected and carry out the interviews. Advice on procedures is available on request from the International Commissioner.
4. Within three months of the establishment of the search group, the chairman of the group will provide a report for the local Chief Scout and the International Commissioner giving details of the short list and indicating the proposed appointee.
5. With their report the search group will provide two references supporting the proposed appointee, together with a statement agreed by the search group giving their reasons for proposing the person concerned for the appointment.
6. The International Commissioner will arrange for any other necessary enquiries to be made and then report to the Chief Scout's Committee. Subject to the approval of the Committee and of the local Chief Scout:
  - An announcement of the appointment is issued by the International Commissioner;
  - The new Chief Commissioner is appointed by Headquarters and receives a warrant signed by the Chief Scout of the United Kingdom, with provision for a review by the local Chief Scout and the International Commissioner in not more than five years;
  - A training adviser for the new Chief Commissioner is agreed by the International Commissioner.

## CHIEF COMMISSIONER ROLE DESCRIPTION

Title:	<ul style="list-style-type: none"> <li>• Chief Commissioner of [                    ] Branch</li> </ul>
Responsible to:	<ul style="list-style-type: none"> <li>• Scout Council of the Branch</li> <li>• Committee of the Council of The Scout Association</li> </ul>
Responsible for:	<ul style="list-style-type: none"> <li>• Assistant Chief Commissioners</li> <li>• Other Commissioners and Leaders in the Branch</li> </ul>
Main relationships:	<ul style="list-style-type: none"> <li>• Local Chief Scout</li> <li>• Chairman, Scout Council of the Branch</li> <li>• Government and commerce in the country or territory of the Branch</li> <li>• International Commissioner of The Scout Association</li> <li>• Commissioners, Advisers and Leaders in the Branch</li> <li>• Guiding in the Country or territory of the Branch</li> </ul>
Job summary:	<ul style="list-style-type: none"> <li>• Lead and motivate members of the Movement in the Branch</li> <li>• Take a lead role in the development of Branch policy in accordance with the Constitution for the Branch as approved by the Committee of the Council</li> <li>• Manage the team of Assistant Chief Commissioners</li> <li>• Represent the Branch both internally and externally</li> </ul>
Main duties:	<ul style="list-style-type: none"> <li>• Provide support to Leaders and Commissioners in the Branch</li> <li>• Develop the Branch's youth programme</li> <li>• Maintain working relationships with the local Chief Scout and the International Commissioner</li> <li>• Advise Headquarters departments and Committees on the needs of the Branch</li> <li>• Represent the Branch at public and Scouting events</li> <li>• To recommend to Headquarters the appointment of Assistant Chief Commissioners to exercise such of the Chief Commissioner's functions as may require to be delegated</li> <li>• Lead the Branch in developing proposals for the development of the Branch</li> <li>• Encourage implementation of Scout Association policy and strategy throughout the Branch at all levels</li> <li>• Supervise generally the working of the Scout Council of the Branch in the performance of its duties as set out in the Constitution of the Branch</li> <li>• Define the areas of District Scout Councils where required; and decide any differences of opinion between a District Commissioner and a District Scout Council or between two or more District Scout Councils</li> <li>• With the concurrence of the local Chief Scout, issue warrants, signed by the Chief Scout and the local Chief Scout, to District and Assistant District Commissioners and similarly withdraw such warrants</li> </ul>

## CHIEF COMMISSIONER PERSON SPECIFICATION

Knowledge	<ul style="list-style-type: none"> <li>• Knowledge of Scouting and its contribution in society (D)</li> </ul>
Skills	<ul style="list-style-type: none"> <li>• Public speaking ability (E)</li> <li>• Personal communication skills with young people and with local volunteer leaders (E)</li> <li>• Representational and ambassadorial skills (E)</li> <li>• Inspirational team leadership and people-management skills (E)</li> <li>• Basic IT literacy (D)</li> </ul>
Attitudes	<ul style="list-style-type: none"> <li>• Explicit commitment to the values and fundamentals of Scouting (E)</li> <li>• Evidenced integrity (E)</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Previous successful experience of volunteer management (E)</li> <li>• Ideally, experience of Scouting (D)</li> </ul>
Personal circumstances	<ul style="list-style-type: none"> <li>• Availability and disposition available for all necessary travel, communication and correspondence (E)</li> </ul>

**E = essential**  
**D = desirable**