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DESIGN FOR SCOUTING

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1. Twice previously in its history the Boy Scouts Association has subjected itself to searching reviews. The Founder set up a Development Committee after the Coming-of-Age Jamboree in 1929. and Lord Somers, the second Chief Scout, recognising the need to look ahead and plan how Scouting could meet the changing conditions of the post-war years, appointed his Post-War Commission in 1941.

2. 1967 will see the Diamond Jubilee of the Movement in this country, and none can have failed to notice the tremendous advances that have taken place in almost every facet of life during the past decade. The desire of the boy to have Scouting, however, remains unabated and it is our task to utilise modern media to attain the results which the Founder set out to achieve 59 years ago-to build a better manhood for the country and the world.

3. The Committee of the Council of the Association has always been at pains to ensure that details of tests and badges are up-to-date; that new subjects have been incorporated in programmes; and that outworn practices are not retained unnecessarily. Nevertheless the advance in educational techniques and technological subjects has been so rapid of late that it was clear that a "deep survey" of the role and practice of Scouting in the "Space Age" should not be delayed. It should here be remembered that the Advance Party Report has been prepared primarily with the Boy Scouts Association in the United Kingdom in mind.

4. The Committee would like to express its warm appreciation to the Chief Scout, Sir Charles Maclean, for setting up his Advance Party. There is no doubt that his personal leadership of the 24-man team, coupled with the keen interest he has shown in the progress of their work, has made a significant contribution to Scouting's future the world over, as well as in this country. We would extend our grateful thanks to him for his inspiring leadership and encouragement of the members during the past two years. The Report demonstrates that the thoroughness of the investigations very ade-

quately matches the **need** for a **far-reaching appraisal** of **all** that Scouting does to set boys and young men on the road to manhood.

5. To the members of **the Chief Scout's Advance Party** the Committee wishes to extend its warmest thanks. It is not difficult to appreciate from the Report just how much time, thought and careful consideration has gone into the 409 Recommendations. The meticulous care with which facts have been marshalled and checked before presentation is clear from the text of the full Report. In this respect the Committee realises the debt the Movement owes to the secretary of the Advance Party, and to everyone who directly or indirectly helped in its work including the ladies who patiently typed and re-typed the details of discussions and the final documents. To all these friends and supporters the Committee would wish to express its appreciation.

6. No survey of this nature would be entirely valid if it had not been subjected to the views of leading people and authorities who have no connection with Scouting and who can therefore bring an unbiased opinion to bear on a problem. The Committee wishes to express its gratitude to the many Universities, Industrialists, Civic and Education Authorities as well as to other experts who so willingly gave of their time to answer the Advance Party's questions and even to undertake research on its behalf. Equally the Committee would like to recognise the debt the Movement owes to the many Scout Groups who acted as pioneers for the various experimental programmes that have been tried out. It was one of the Founder's principles that wherever possible practical experience should be gained before coming to a conclusion. The Cubs and Scouts and their Leaders who took part have played a significant role in Scouting's future. The 25,000 members of the Movement who contributed to the views sent in at the Chief Scout's request in the Autumn of 1964 also enabled Recommendations to be made based upon practical experience at all levels.

7. To undertake so large and involved an investigation as this, with the many visits, meetings, and enquiries involved, is a very expensive proposition. There is no doubt that the work could not have been done to such a thorough extent had it not been for the great generosity of the Wolfson Foundation who contributed

£10.000 towards the cost of the operation. The Committee wishes, to place on record for all time its real gratitude. not only for the actual financial contribution, but also for the demonstration of faith in the future of Scouting which lies behind the gift. The whole Movement will always be indebted to the Foundation.

II TRE DECISIONS ON THE RECOMMENDATIONS

8. The Chief Scout's Advance Party has been at work for over two years and although this is a comparatively short time in terms of Scouting's history, it is a considerable part of a boy's life as a member of the Movement. The Committee has been very conscious of the need to make an early decision upon the Advance Party's Recommendations and to advise the Movement of its views as quickly as possible. A year ago the Chief Scout arranged for the Advance Party to *prepare* an Interim Report covering its work up to that time so that the Committee could be aware of the progress that was being made and also express its views. During the past six months Chairmen of Sub-Committees of the Advance Party have attended special sessions of the Committee of the Council each month to discuss the main proposals to be contained in the final Report. This has greatly facilitated the work of the Committee in coming to a decision upon the Recommendations and has enabled them to produce this document concurrently with the Advance Party Report itself.

9. Subject to the exceptions listed in paras. 10-13, the Committee approve all the Recommendations as worded.

10. The following Recommendations are not approved for the reasons given and are marked in the Report thus: *

- (i) *If the Counties concerned are unwilling to accept this responsibility or any Headquarters camp site offered to them), and can show that*

they be already musing cdegosre provision, headquarters lease these superfluous sites to other organisations.

TM Committee is advised that it may be legally impossible to implement this Recommendation.

- (ii) 349 (b) *that in order to achieve uniformity the Chief Commissioners for Scotland, Wales and Northern Ireland be re-titled Chief Scout Commissioners.*

The Committee considers it is desirable that the Chief Commissioners for Scotland, Wales and Northern Ireland should retain their present titles.

- (iii) 351 *that the present title Chief Scout's Commissioner be discontinued and the appointment Chief Scout's Representative be instituted.*

The Committee of the Council considers that the recommended title 'at Chief Scout's Personal Representative' is capable of misinterpretation and that with the approval of the Chief Scout the present title 'Chief Scout's Commissioner' should continue. (See also para. 11 (xiv)).

- (iv) 358 (a) *that all existing voluntary Headquarters Commissioner appointments be terminated.*

The Committee is unable to agree with the Advance Party's assessment of the Headquarters Commissioner's job and considers that there is still a 'very great need for personal leadership in the Training Activities of the Movement.

- (v) 358 (b) *that a Chief Scout Commissioner for the Dependent Territories and a Chief Scout Commissioner (International) be appointed.*

The Committee considers that in view of the custom in the Commonwealth, and in World Scouting, the appointments of Commonwealth Commissioner and International Commissioner should retain these titles.

- (vi) 39z (a) *that Counties or Areas and Districts be permitted to raise funds for their own Administrative needs by means of an annual levy or addition to the capitation fee.*

The Committee considers that without the income derived from annual levies it would be impossible at the present time for Counties and Districts to carry out the organisation and administration of Scouting within their areas.

11. The following Recommendations are approved subject to re-wording as noted hereunder and are marked in the Report thus: ••

- (i) 3 *that the Scout Promise be*
"I promise that I will do my M:si—
re do my duty to God and to the Queen.
To help other people
*and to keep the **Scout** Law."*

The Committee has amended Us to read:—

that the Scout Promise &—
 "On my honour I promise that I will do my best—
 To do my duty to God and to the Queen.
 To help other people
 and to keep the Scout Law."

- (ii) 1. -- *that the Scout Law be—*
 1) *A Scout does his best to honour his Promise*
 {2} *A Scout is to be trusted*
 (3) *A Scout is **loyal***
 (4) *A Scout is friendly and considerate*
 () *A Scout is a brother to all Scouts*
 t6) *A Scout has **Courage** in all difficulties*
 (7,1) *A Scout **uses** good use of his time and is*
careful of possessions and property
 (8) *A **Scout** has respect for himself and others.*

The Committee has amended this to read:—

- that the Scout Law be
 (1) A Scout is to be trusted
 (2) A Scout is loyal
 (3) A Scout is friendly and considerate
 (4) **A Scout is a** brother to all Scouts
 (5) A Scout has courage in all difficulties
 f6) A Scout makes good use of his time and is
careful of possessions and property
 (7) A Scout has respect for himself and for others.

fifi), 9\$ hint r/ie field o(Scooter Training must be extended to include more training in outdoor activities; this would lake the (orm o(specialist courses in activities such as mountaineering and water activities supplementary to Wood B<8e training.

The Co ittee has added the following to. this Recommendation:

- (a) that Specialist Courses for Scout Leaders be extended and encouraged at National. Regional, County and District level.
 - (b) that Specialist Courses for Assistant County and Assistant District Commissioners (Scouts) be introduced.
- (iv) **121** *that **training** specially des•8•ed for **Lmders and Instructors of the Venture Scout Section** be devised and made available.*

The Committee has added the following to this Recommendation:

- (a) Lhat Specialist Courses for Venture **Scout Leaders** be extended and encouraged at National. Regional, County and District level.
 - (b) that Specialist Courses for Assistant County and Assistant District Commissioners (Venture Scouts) br introduced.
- (v) **138** (a) *thot if the District Commissioner or the **Leaders** of a Section in a rurol or thinfy populated oreo make arrangements for the Section to meet as least six times a yeor (e g. two-morn lly j with another unit ol the same Training Section it be exempt from the requirements as to numbers.*
- (b) *that the County Commissioner determine which Groups in his County may be regarded as being located in rural and thinly populated areas.*

The Committee has added the following sub-section:

- (c) that in very remote areas in any region the rules for ntinimtim Standards may be relaxed by the Regional Scout Commissioner, on the request of the County J Area Commissioner concerned.

- (') 191 *that the possibility of providing **Scouting** for tpe mnWi•sted be thoroughly investigated.*

The Committee has re-worded this as follows:

that the possibility of providing Scouting for the mal-adjusted boy be thoroughly investigated.

- (vii) 241 *that in order to achieve standardisation in the manufacture of uniform the following details must be specified: type of material; weight of material; quality; colour and style.*

The Committee has re-worded this Recommendation as follows:

that in order to achieve standardisation in the manufacture of uniform the following details must be available to manufacturers: type of material; weight of material; quality; colour and style.

- (viii) 248 *that once a uniform specification has **been** decided upon and agreed, it is essential to seal the specification with the Institute of Manufacturers, and to make it available to approved manufacturers.*

The Committee has re-worded this Recommendation as follows:

that once a uniform specification has been decided upon and agreed, it is essential to seal the specification with Headquarters, and to make it available to approved manufacturers.

- (ix) 25S *a light warm, shower-proof outer garment, based on the East Coast jacket, and coloured green, be introduced for all members of the Movement, except the Sea Scout and Air Scout Branches, who would have similar jackets but of a colour matching their standard uniform. The cost of this jacket to be approximately £2.*

The Committee has deleted the last sentence "The cost of this jacket to be approximately £2" as it is not thought that a worthwhile jacket of this nature can be produced to sell at £2. The Recommendation will therefore read: that a warm, shower-proof outer garment, based on the East Coast Jacket, and coloured green, be introduced for

all members of the Movement, except the Sea Scout and Air Scout Branches, who would have similar jackets but or a colour matching their standard uniform.

- (x) 256 Wm Scouon (Sea Scout)
As for Venture Sea Scout but with white shirt, black tie and Scouter's badge on peak cap. Reefer jacket as optional wear instead of uniform outer garment.

The Committee has amended this Recommendation to read:

As for Venture Sea Scout but with black tie and Scouter's badge on peak cap. Reefer jacket as optional wear instead of uniform outer garment.

- (xi) 258 VESrUer ScoUis
- (a) *Progress through the scheme of training to be denoted by changes in the common membership badge (see paragraph 38 Chap. XIII Full Report1.*
 - (b) *Group namesakes and County badges to be worn in standard positions, and to be of standard size and type.*
 - (c) *A beret badge based on the membership badge.*
 - (d) *Lapel badge for Venture Scouts.*

The Committee has added an additional clause to this Recommendation as follows:

- (e) The insignia of the Queen's Scout Award to be a separate badge and not a membership badge.

(xu) **258 SCOUTERS**

(f) As the Wood Badge will look out of place with the proposed uniform an emblem should be designed to show the successful attendance at the Leaders Training Course: there would be no reason why the Gilwell Scarf and Wood Badge should not be worn On appropriate occasions such as the Gilwell Reunion or at the presentation of the Wood Badge.

The Committee has re-worded this Recommendation as

The Wood Badge may be worn with the uniform and an emblem will be designed to show successful attendance at the Leaders Training Course. There is no reason why the Gilwell Scarf should not be worn on appropriate occasions such as the Gilwell Reunion or at the presentation of the Wood Badge.

- (xiii) **260** *that the new uniform be introduced as optional wear one year after the decision has been taken to implement such changes, and that the new*
Ilmjforftf beyOfTteS CDi'ttpulSOrY WeOr O fMrtMY
year later.

The Committee has re-worded this Recommendation to

that the new uniform be introduced as optional wear one year after the decision has been taken to implement such changes and that the transition be completed within three years.

- (xiv) **349 (a)** *that to assist the **Chief Scout** and to **provide** the closer liaison required, that the United **Kingdom** be divided into a number of regions for each of which a Chief Scout Commissioner should be appointed with duties as defined in paragraph 16 (Chap. XVII Full Report).*

The Committee has re-worded this Recommendation to read:

that both to assist the Chief Scout and to provide the closer liaison required, England be divided into a number of regions for each of which a Regional Scout Commissioner should be appointed with duties as defined in paragraph 16 (Chap. XVII Full Report).

- (xv) **356 (a)** *that no National Headquarters for England and Wales be established.*

The Committee has re-worded this Recommendation to read:

- (a) that no National Headquarters for England be established.

- (xvi) **359** *that to carry out the functions hitherto performed by H.E. Commissioners, Nuffield and*

*Headquarters Boards be set up, **with Chairmen** appointed annually by the Committee of the Council, which would report to the appropriate Sub-Committee of the Committee of the Council*

The deletion of the first part of this Recommendation follows the Committee's decision on Recommendation 358 (a). (See paragraph 10 (iv).)

The Recommendation will read:

that National and Headquarters Boards be set up, with Chairmen appointed annually by the Committee of the Council, which would report to the appropriate Sub-Committee of the Committee of the Council. (See also paragraph 13 (vi).)

(xvu) 365 *(u1 Oral each Region be headed by a voluntary Chief Scout Commissioner.*

(c) *for Chief Scout Commissioners nominate to the Committee of the Council, people to serve on National Boards.*

(e) *that each Chief Scout Commissioner be a member of the Council of the Association.*

Consequent upon the Committee's decision on Recommendation 349 (a) (see paragraph 11 (xiv)) the title Regional Scout Commissioner replaces Chief Scout Commissioner in this Recommendation which will now read:

(a) *that each Region be headed by a voluntary Regional Scout Commissioner.*

(c) *that Regional Scout Commissioners nominate to the Committee of the Council, people to serve on National Boards.*

(e) *that each Regional Scout Commissioner be a member of the Council of the Association. (See also paragraph 13 (vii).)*

(xviii) 366 (b) *that Sub-County, Sub-Area and City Organisations be not permitted.*

The Committee has re-worded this Recommendation to read:

(b) *that no new Sub-County, Sub-Area and City Organisations be permitted.*

- (xix) **373** *char discretion be given io Chiel Scout Commissioners for Districts to be administered direct b y Regional I-headquarters where in the interests o(the Movement and sicilarly for Groups to be administered by Count y J Area headquarters.*

Consequent upon the Committee's decision on Recommendation 349 (a) (see paragraph 11 (xiv)) the title Regional Scout Commissioner replaces Chief Scout Commissioner in this Recommendation which now reads: that discretion be given to Regional Scout Commissioners for Districts to be administered direct by Regional Headquarters where in the interests of the Movement and similarly for Groups to be administered by County /Area Headquarters.

12. The following Recommendations are approved in principle but Will require further study before they can be implemented and are marked io the Report thus: t

- (i) **159** *t/te/ the following specialised National Activit y Centres be established initially—*

Boating—at Longridge (w'i/h o branch at Great Tower).

B•shore sailing—at Poole.

Gliding and air activities — iiear Worcester (with a branch at Lasham).

Mountaineering and rock climbing—in Snowdonia.

having and pot-holing i Castleton (Derbyshire).

Ski•ing and mountain activity base — Scottish highlands.

Techtronics (radio and engineering) — near Birmingham.

*Fr•restry, conservation and field studies — at a site **to be selected** with possibly a branch in*

• another part of the H.K.

- ia) **160** (a) that each National Activit y Centre be staBed by a **Senior** and an Assistant harten, both o/ who t must be fully qualified in the activity.*

- (b) thai the functions of each Aclivil y Centre be:— to run Leader Training courses.*

to run boy courses as required.
 to investigate new equipment and methods
 and advise on setting up local equipment
 stores.
 to expedient with methods of applying the
 activity within a Scout context and provide a
 regularly revised pamphlet on the activity.
 to maintain liaison with national bodies and
 publish lists of approved courses.
 to provide Activities Secretaries with immes
 of Instructors, local and grade of selected
 activities.
 to establish standards and act as advisers to
 Headquarters.
 to establish Leader qualifications in consultation
 with national bodies.

- f(c) that a typical centre consists of full indoor
 accommodation for 40 (including provision for
 mixed parties), equipment store, Warden's house
 and small camping 8^ •>
- (iii) 207 that the procedures for terminating the service
 of unsatisfactory Leaders, Instructors and Ad-
 ministrators as set out in paragraphs 69 to 74
 (Chap. XI Full Report) be adopted.
- (iv) 238 that the temporary Permit and the Warrant be
 presented by the District Commissioner at the
 conclusion of the appropriate meeting of the
 Warrants Committee, or as soon as possible
 afterwards, and the Promise made at that time.
- (v) 241 (a) that a Scout Supporters Association be formed
 at District level to contain all adult members of
 the Movement as set out in paragraphs 2 and 6
 (Chap. XII Full Report).
- (b) that where possible this Association be in-
 tegrated at this level with the Guide Move-
 ment to form a Scout and Guide Supporters Association.
- (vi) 241 that before the proposal to form Scout or Scout
 and Guide Supporters Associations is imple-
 mented there must be the closest consultation
 with the B.-P. Scout Guild especially now that

B.-P. Scout Guild members have become members of the Scout Movement.

(vii) **242** *that within the Supporters Association it be permitted to have branches composed of members who make either a collective or individual commitment of service to a Scout and for Guide project.*

(viii) **243** (a) *that Scout and Guide Clubs have some control over both Associations; that the Clubs come under the "umbrella" of the Supporters Association as local branches and that Club members would normally be members of the Supporters Association.*

(b) *that such Clubs follow the pattern of normal student organisations and be open to all students; a member of the staff of the University or College to be associated with the Club to provide continuity.*

(c) *that the aims of such clubs be as follows:-*

(i) *To act as a focussing point for all students interested in the principles of Scouting and Guiding both at home and abroad.*

(ii) *To be a means of spreading up-to-date information about the work of Scout and Guide by talks and discussions on various aspects of aims, organisation and methods.*

(iii) *To interest students of varying outlooks in the need for youth leaders in all voluntary organisations and to help such interest to full fruition.*

(iv) *To give opportunities to students who are members of Scout or Guide Movements to offer their services to our Associations in their spare time by research, acts of stewardship, or assistance with local Scout and Guide units.*

(i) **b** *that the Deep-Sea Scout Branch continue as at present except that—*

(a) *those under the age of 20 should wherever possible be members of a Venture Scout unit.*

- (b) *a Deep-Sea Scout while in the United Kingdom be automatically a member of the Supporters Association in the District in which he lives or works. This would bring him into the local adult family of the Movement.*
- (c) *fee uniform for a Deep-Sea Scout be the same as for a local Scout. The Scout type of uniform be permitted wear. When in tropical climates a Deep-Sea Scout be permitted to wear shorts if appropriate.*
- (x) 269 *that the International Department and the Commonwealth Department be merged into one Overseas Department.*
- (xi) 318 (c) *that the Assistant County Commissioner (Training of Scouts) be called "County Director of Leader Training." The terms "Akela Leader" and "County Camp Chief" be discontinued and the people holding these appointments be referred to as members of the Training Team.*
- (xii) 318 (d) *that the term "Camp Chief" is not used to define the Association's Director of Adult Leader Training even within the Movement and be replaced by "Director of Leader Training."*
- (xiii) 355 *that the function of National Councils be:—*
(a) that of advising the Chief Scout Commissioners concerned in the exercise of their discretionary powers.
(b) that of discharging such administrative and executive functions as are delegated to them by the Committee of the Council which would include the management of their financial affairs where the National Council so desires.
- (xiv) 360 (a) *that heads of departments be given full executive responsibility to carry out the decisions both of the Committee of the Council and those of*

'Sub'-Committees and. Boards as hate such authority delegatéd to them.

(b1 that heads of deparfments be titled "Executive Commissioners" with héadi'of .branches.- forming part of a department bein'g called "Secre• tary," "General Manâg'er," etc.

(c) that those appointed as Executive Commis• sioners must be of high calibre and may be recruited from outside the Movement.

(xv) 362 //int the present departmental structure be amended as proposed in paragraph 63 LChap. CVII Full Re po'rt) and as meet out" i'rl A ppendix B {Chap: XVII Full Report j.

The Committee considers that the chart in the Appendix of the Report gives a misleading picture and have included in the Appendix to this document without prejudice a preferable way of showing what the Advance Party has in mind as a departmental structure.

(xvi) 374 (a) that District Scout Associations be set up for each District, or where circumstances dictate. for port âf a District, or to cover mâre than one District, with responsibilities as proposed in paragraphs I I b and 117 (Chap. X VII Full Report.

(b) that District Executive Committees be set up to act as the Executive to the District Scout Asso-

(xvii) 379 (b) that the responsibilities of Group Committees be as given in Appendix F (Chap. XVII Full Re porf and Appendix W Popular Edition1.

(sviii) 382 (aj thot membershi p of the Association be extended by inviting .suitable adults. male arid female, to Join on a subscription basis.

(b) thai subscriptions to Headquarters 'from mem- bers be collected in the same way as capifafion fees.

13. The following Recommendations are approved subject to the Tounc'n of the Association approving an application to the Privy Council for changes in the Royai Charter and Bye-Laws and these changes being granted. The Rccommendations are marked in the Report thus: §

- (i) 1 (1 *that the fiffe o/ the Movement be "The Scoyt Association."*
- (ii) 348 *that the Committee o/ the Council elect its own Chairman annuafl y.*
- (iü) 352 *thot s'ubieci to changes in composition .conse-quent upon any other recommendations in this report there be no chan8'e in the /onc/ioits'.and responsibilities ol the Council, bui there be a wider elected membership.*
- (iv) 353 (b) *that the rule for re-election of members be amended to allow for a break in service ol two years after serving firo consecutive terms and before election for a third term, but such a member to be eligible for co-oytion in special circumstances.*
- (v) 353 (c) *then postal voting be imroduced for Committee of the Council elections.*
- (vi) 359 as amended by the Committee (see paragraph 11 (xvi))
that National and Mead6quarters Boards be set up, with Chairmen appointed annually by the Committee of the Council, which would report to the appropriate Sub-Commit tee of the Committee of the Council.
- (vi1) 3fi5 (e) *that each Chief Scout Commissioner be a mem-ber of the Council of the AssociafiOn.*

The Committee has amended the proposed title Cbiet Scout Commissioner to Regional Scout Commissioner. (See paragraph 11 (xiv).)

- (viü) 367 *fej that CountyfArea Commissioners be members of the Council and in addition each County Area should have o nominated membership ol the Council on the existing basis.*

14. The Committee wish it to be known that they look upon the Recommendations they have accepted as of paramount importance for the future well-being of the Movement. They intend to make all reasonable effort to implement these decisions as soon as practicable. Part IH of this document sets out implementation proposals.

THE PROBLEMS OF IMPLEMENTATION OF THE ADVANCE PARTY REPORT

15. Now that decisions have been made, early implementation is clearly essential. As has been said, the Movement has already been waiting 18 months since it submitted its own views to the Chief Scout.

16. In spite of this, and for the following reasons, it is neither possible nor desirable to put all the accepted Recommendations into effect immediately.

- (i) It is physically impossible to change the administration and practices of a Movement of the size and complexity of Scouting, overnight.
- (ii) Many of the Recommendations for new training programmes are dependent upon the Movement being provided with suitable literature and badges; these must first be produced.
- (iii) Many of the Recommendations which have been approved for early implementation involve some additional financial commitment and the money must be raised.
- (iv) Some Recommendations will depend upon manpower being available and although this must never become an excuse for failing to put an accepted Recommendation into effect, it must affect the date of implementation.

17. A system of priorities must, therefore, be agreed but here again it is difficult to assess the time factor in the case of each Recommendation. Many of the proposals are capable of being implemented at the same time as other plans. Some depend upon

other changes being made in advance. In this document it is only possible to outline the plan for the implementation of the main Recommendations-the remainder, which are no less important for being omitted here, readily fit into the plan.

18. The Recommendations can be divided **into seven** main categories. None is entirely “watertight” and some overlapping is **inevitable. The categories are:**

- (i) Fundamental matters.
- (ii) **Items** which are urgent, some probably involving a financial commitment.
- (iii) Items without which urgent recommendations could not &
- (iv) Items which do not have a financial requirement nor need a period of transition.
- (v) **Items** which **have no financial requirement** but will need a **period of transition.**
- (vi) Items which, whilst possibly falling into categories (iv) and (v) above, would not be adversely affected by a slight delay in implementation.
- (vii) Items which, although essential to the future well-being of the Movement, involve a heavy financial commitment.

POSITION

19. As a great many of the Recommendations concerned with the various training programmes will directly affect the present generation of Cubs, Scouts, Senior Scouts and younger Rovers, it is necessary to ensure that their progress is not handicapped by any apparently arbitrary choice of date for changes to become operative. An “overlap” period is clearly the only way to deal with this problem satisfactorily.

20. Similarly the changes in uniform **require** a prescribed period when the old and the new may both be worn. It would be unreasonable to expect parents to provide new uniforms for those who have only recently joined the Movement, or for boys who join in the next few months to go without uniform until the new ones are available.

21. In spite of the considerations outlined above, it cannot be denied that periods of transition create some uncertainty and even

frustration. The Committee has therefore considered with the utmost care, the circumstances which have made each one necessary and firmly believe that it has reduced the length of the transitional period to the absolute minimum in each case.

FI6WcInL **IrIrLICATIONS**

22. It is almost inevitable in these days that any decisions to alter established practices involve some additional expenditure. Some of this expenditure must be accepted immediately if there is to be any value in making a change. A good example of this is the expenditure involved in creating the new Venture Scout Section. In spite of this there is a limit of expenditure at all levels including that involving parents, beyond which it is unreasonable to go at the outset. In these cases the Committee has endeavoured to "spread the load" over as long a period as is possible, bearing in mind that to delay too long nullifies the change unless a further review is undertaken first.

23. There remains one other financial implication—that is where an initial outlay is required by Headquarters or any other level, which is subsequently recoverable by means of sales of goods, fees for facilities provided, etc. Good examples of this type of recoverable expenditure are the stocking of the Scout Shops with new uniforms, the provision of specialist training facilities at County and other camp sites and the publishing of various handbooks. The Committee proposes to authorise as much as possible of such expenditure which it deems to be urgent and hope that Counties and Districts where they are affected will feel able to do so too. There must, however, even here, be a limit to the amount which can readily be made available in this way and this is reflected in the allocation of some of the items to the various categories in the *implementation* section.

IY TDE DECISIONS GROUPED BY PRIORITIES

24. The various decisions recorded under the following paragraphs are NOT in an order of priority within the sub-heading. The date for implementation or transitional period is indicative only but the Committee hopes that their assessment of the time factors involved is possible of attainment.

25. **FUNDAMENTALS**

Introduction of new Promise and
Law and Religious Policy.

1st October 1966

26. ITcvS witiCH ARE- URGENT

(a) Cub Scout Training Scheme.

(b) Scout Training Scheme.

(c) Venture Scout Training Scheme.

(d) Sea and Air Supplementary
Training programmes.

(e) Introduction and implemcnta-
tion in the field by H.Q. of
Leaders' Training Courses for
all Sections.

begin October 1967
complete by
September 1968

1st April 1967

(f) Cub Scout, Scout. Venture
Scout. Sea and Air Scout grid
Leader uniforms.

October 1967-
October 1970

(g) Appointment of Regional Scout
Commissioners in England.

commence
immediately

(6) National Public RelaGons Cam-
p i gp.

already in being

(i) National Fund Raising Advisory
Service.

October 1966

(j) Expansion of Equipment De-
partment trading.

already in hand

(k) Expansion of Royalty Agree-
ments.

immediately

(f) Expansion of sponsorship of
events, activities and establish-
ments.

continuing activity

(m) Expansion of subscribing mem-
bership of the Movement.

immediately

(a) Introduction of new age ranges
for Training Sections.

October 1967

27. IT8MS WMCH SUPPORT THM URGENT
necouuuErroaiioss cisnn in
eWisOeH 26

- (a) Amendments to Royal Charter and Bye-Laws of the Association. application to Privy Council to be considered at **Association's A.G.M. 1966**
- (b) Establishment of a new Programme Department at H.Q. including an Ezeceñve Commissioner. by October **1966**
- (c) Appointment of National Boards and a Programme Sub-Committee. by October 1966
- td) Preparation and publishing of:
 - (i) Members' Handbooks
 - (ü) Leaders' Handbooks
 - (üi) Membership aod Progrcss Books available July 1967
 - (iv) Badge Books and other essential training publications including P.L.s' Courses.
- t.) Provision of new badges and insignia including Common Membership Badge, Proficiency and Link Badges. by October **1967**
- (f) Introduction of Minimum Standards for Groups. at Census **1968**
- (g) Introduction of training supplements in "The Scouter." January 1967
- (h) Provision of an H.Q. Programme Advisory Service. ready by July **1967**
- (i) Redesigning of certificates, leaflets and publications. already in hand
- (j) Publishing **part** of new "**Policy. Organisation and Rules**" **cover-**ing items in paragraphs 26 and 27. July 1967

- | | |
|--|--|
| (k) Changes in nomenclature. titles and ceremonial. | as appropriate but not later than October 1967 |
|--|--|

28. ITEMS WITHOUT A FINANCIAL REQUIREMENT WHICH NEED A TRANSITIONAL PERIOD

- | | |
|---|---|
| (a) Re-organisation of all other H.O. Panels, Committees, etc. | complete by Association's A.G.M. 1967 |
| (b) Promulgation of the functions of Headquarters. | with publication of the complete new <i>P.O.R.</i> 1968 |
| (c) Promulgation of the County / Area concept. | With publication of the complets new P.O.R. 1968 |
| (d) Establishment of new County J District/Group organisations and County structure. | at County, District and Group A.G.Ms. 1967 |
| (e) Change in method of appointing District Scouters. | at District A.G.Ms. 1967 |
| (f) Introduction of the rank of A.D.C. (Scouter Training). | immediately |
| (g) Introduction of "Activity Secretaries" at District and County levels. | immediately |
| (h) Designation of Lasham and Longridge as Activity Centres. | immediately |
| (i) Extension of the types of sponsorship for Groups. | immediately |
| (j) Establishment of a joint Research and Go-ordinating Committee with Guides at H.Q. level. | early 1967 |
| (k) Further promotion of international activities. | immediately |

29. ITEMS WITHOUT A FINANCIAL REQUIREMENT WHICH NEED A TRANSITIONAL PERIOD

- | | |
|--|--|
| (a) Introduction of Leader limits and Warrant review. | progressively from beginning 1967—end of 1969 |
|--|--|

- (b) Adoption of principle of larger Groups. immediately'
30. ITEMS NOT SO 'IMMEDIATELY URGENT
AS THOSE WHICH ARE TRULY PHASE 26 use 27
- (a) Re-organisation of remaining H.Q. Departments. progressively, over 5 years
- (b) Publishing remaining publications including the rest of **P.O.R.** and the Commissioners' Handbook. publish in 1968
- (c) Development of Specialist Courses for Leaders.
- (d) Introduction of revised Warrant Scheme including obligatory Leader Training. progressively over 5 years.
- (e) Introduction of "Six of Leaders" for each Group.
- (f) Introduction of an expansion programme including development of rural Groups. 1968 onwards
- (g) Introduction of a monthly H.O. Scouting Bulletin. by 1970
- (h) Extension of relationships, with other organisations. progressively from now on
31. ITEMS REQUIRING A HIGHLY FINANCIAL COMMITMENT
- (a) Additional Activity and Adventure Centres for all Sections.
- (b) More Pack Holiday Centres and camp sites at all levels. As soon as finance
- (c) Expansion of visual aids and films.
- (d) Expansion of Field Commissioner Scheme to Counties. a sponsor is available
- (e) Appointment of Administrator/Finance Officers at County level.

- | | |
|---|--|
| (f) Creation of a national Career Structure for Salaried Staff. | |
| (g) Provision of Travelling Commissioner for Air Scouts. | As soon as finance or a sponsor is available |
| (b) Establishment of full Regional facilities in the U.K. | |

V IMPLEMENTATION SCHEDULE

32. It will be appreciated that to forecast conditions which will exist in future years is extremely hazardous. Nevertheless, the Committee feels that it is essential that members of the Movement should know when they may expect the various changes that have been accepted to take effect. In setting out the following schedule of implementation during the five years 1966-1970 it is necessary to remember that adjustments may well become necessary due to unforeseen circumstances.

- | | |
|--|---------------------|
| 33. 1966 | IMPLEMENTATION DATE |
| (a) Introduction of new Promise and law and Religious Policy. | 1st Oct OKr |
| (b) National Public Relations Campaign. | in being |
| (c) Expansion of Equipment Department trading. | continuing activity |
| (d) Further promotion of international activities, | continuing activit  |
| (e) Establishment of new Programme Department and appointment of Programme Executive Commissioner. | b\ October |
| (I) Appointment of National Boards and Programme Sub-Committee. | by October |

- (g) Preparation of training literature Members' and Leaders' Handbooks, *P.O.R.*, etc. **commence as soon as possible to be published in July 1967**
- (b) Provision of National Fund Raising Advisory Service. **by October**
- (i) Insignia of Lasham and Longridge **as Activity Centres.** **as soon as possible**
- (j) **Expansion of Royalty Agreements.** **as soon as possible**
- (E) Expansion of sponsorship of events, activities and establishments. **continuing activity**
- (f) Introduction of the rank of (A.D.C. (Scouted Training)). **as soon as possible**
- (ni) Introduction of District and **County "Activity Secretaries."** **as soon as possible**
- (n) Extension of the types of sponsorship for Groups. **as soon as possible**
- (O) Extension of relationships with other organisations. **continuing activity**
- (p) Commence re-organisation of remaining Headquarters Departments. **during the year, to be finished within 5 years**
- (q) Re-organisation of all Headquarters Panels. Committees, etc. **commence as soon as possible; complete by Association's A.G.M. 1967**
- (r) Amendments to Royal Charter and Bye-Laws of the Association. **application to Privy Council to be considered at Association's A.G.M.**
- (s) Expansion of subscribing membership of the Movement. **as soon as possible**
- (yt) Appointment of Regional Scout Commissioners in England. **as soon as possible**
- (u) Re-designing certificates, leaflets and publications. **continuing activity**
- (v) Prepare new uniforms, badges and insignia. **to be ready in October 1967**

- | | |
|---|--|
| (wj) Adoption of principle of larger Groups. | as soon as possible |
| (x) Commence changes in nomenclature. titles and ceremonial. | as soon as appropriate, to be completed by October 1967. |
| (y) Introduce revised Warrant scheme. "Scale of Leaders" for Groups, obligatory Training and Specialist Courses. | as becomes possible progressively over next 5 years |

34. 1967

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|---|--------------------------------------|
| (a) Introduction of training supplements in "The Scooter." | January |
| (b) Introduction of Leader age limits and Warrant review (transition period to last until end of 1969). | January |
| tc) Introduction and implementation in the field by Headquarters of Leader Training Courses for all Sections. | 1st April |
| (d) Establishment of Joint Research and Co-ordinating Committee with the Guides at H.Q. level. | early in the year |
| te) Change in method of appointing District Scouters. | at District A.G.Ms |
| (f) Establishment of new County/ District / Group organisation and Committee structure. | at County, District and Group A.G.Ms |
| (g) Publishing of Members' and Leaders' Handbooks . Membership and Progress Books, Badge Books and other essential training publications including P.L.s' Courses. | July |
| (b) Provision of Headquarters Programmatic Advisory Service. | July |
| (i) publishing part of new <i>P.O.R.</i> covering items in paragraphs 26 and 27. | July |

- tj) Re-organisation of all Headquarters Panels. Committees, etc. completed. by Association's A.G.M.
- (k) Implementation of new Training schemes for Cub Scouts, Scouts and Venture Scouts. coimence October. complete September 1968
- (l) New uniforms available. from October, change to be **completed** by October 1970.
- tni) Changes in nomenclature. titles **and ceremonial to be effective.** by October
- (n) **Provision of new** badges and insignia. Oktober
- (o) Introduction of new age ranges for Training **Sections.** OctO Y
35. 1#6ß
- (a) Introduction of Minimum Standards for Groups. at Census
- (b) Complete introduction of new Training schemes. September
- (c) Publish remainder of *P.O.R.* Commissioners' Handbook. towards the end of the year
- (d) Introduction of expansion programme including development of rural Groups. during year
- (e) Promulgation of County/Area concept. with the publication of the complete new
- tO Promulgation of Headquarters' functions. with the publication of the complete' new
36. 1969
- (a) All **Leader** age limits and War- rant review fully effective. complete by end of year
37. **1971**
- (a) Introduce monthly Headquarters Scouting Bulletin. January
- (b) Change of uniform to be completed. by October

VI

CONCLUSION

38. . If there was any doubt, the Report confirms the enormous amount of work that has been undertaken during the past two years, both by the Advance Party itself and by the many thousands who helped them. So thorough has been the survey that, inevitably, some of the Recommendations may appear of little consequence compared with others but all were put forward with Scouting's future in mind.

39. The Committee is aware **that** there **may be** those who **would** have liked to think about some of the Recommendations and discuss them before conclusions were reached. But this is a time for decision. Two years ago the Chief Scout asked for the Movement's views and as will be seen from the Report, the response was splendid. In the light of this and comments expressed by experienced Scouters in recent **months, the Committee** feel that generally the Movement would prefer decision to further consultation.

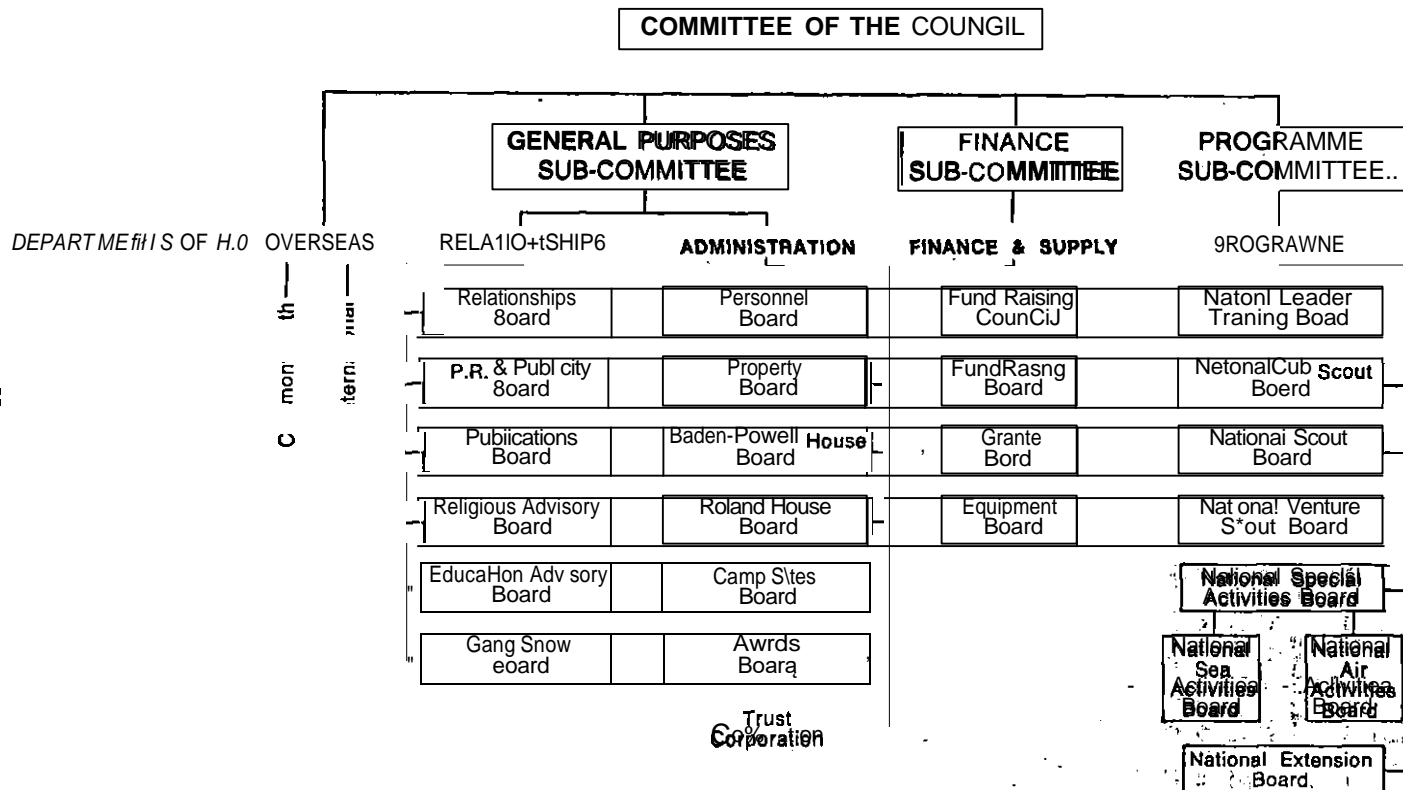
40. For these reasons the Committee of the Council of the Association has decided upon the implementation of many of the Recommendations without further delay. It believes its action to be in the best interests of the Movement in the United Kingdom and it trusts the Movement will share that belief. It realises that the success of all that is put forward must depend upon the will of Scouters and laymen to make these decisions work in practice. It is confident that the decisions will be accepted and that as and when they are introduced everyone concerned will do his or her best to ensure their success.

41. Thirty years ago the Founder wrote "There is an immense field open to us which can lead the way to greater developments." That statement is as true of Scouting today as it was then.

17th April, 1966.

Chief Executive Commissioner.

HEADQUARTERS ORGANISATION : POLICY CHANNELS

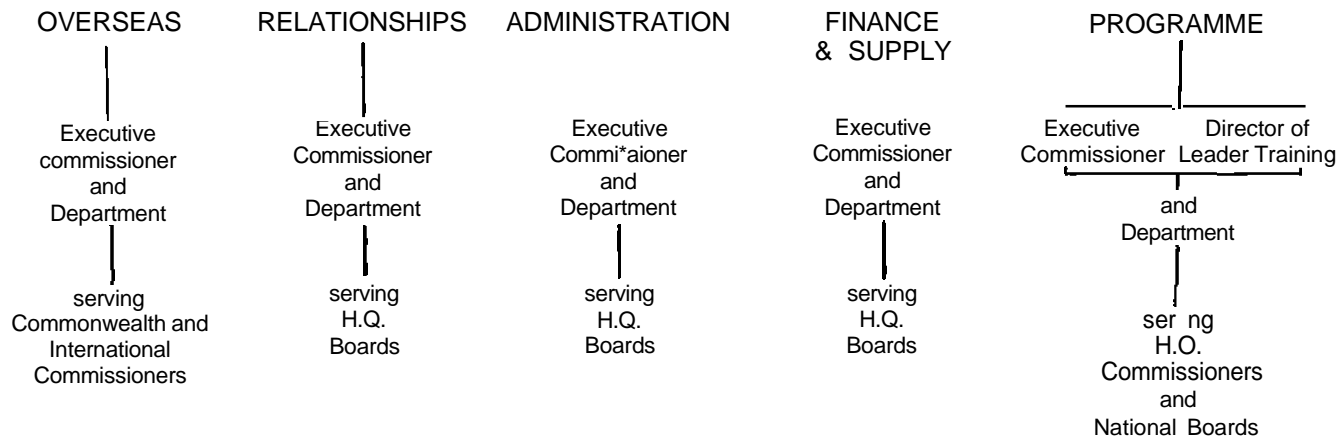


APPENDIX A : H.Q. POLICY CHANNELS
subject to amendment — see paragraph, 12(xv)

H.Q. STAFF & DEPARTMENTAL STRUCTURE

COMMITTEE OF THE COUNCIL

CHIEF EXECUTIVE COMMISSIONER
AND DEPUTY



APPENDIX B : STAFF & DEPARTMENTS
(Subject to amendment — see paragraph 12(yv))

