

THE SCOUTER'S BOOKS No. 1

YOU AND I.H.Q.

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THE BOY SCOUTS ASSOCIATION
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Editor's Note:

The reader is reminded that these texts have been written a long time ago. Consequently, they may use some terms or express sentiments which were current at the time, regardless of what we may think of them at the beginning of the 21st century. For reasons of historical accuracy they have been preserved in their original form.

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YOU AND I.H.Q.

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DEFINITIONS AND ABBREVIATIONS.

Space compels the use of some abbreviations, and a few definitions may be useful to readers who are unfamiliar with Scout terms.

CC. – County Commissioner.

D.C. – District Commissioner.

Group Scouter – any person holding a warrant in the Boy Scouts Association, excluding a Commissioner.

G.S.M. – Group Scoutmaster.

I.H.O. – the Imperial Headquarters of the Boy Scouts Association.

L.A. – Local Association.

P.O.R. – the Policy, Organisation and Rules of the Boy Scouts Association.

Scout – includes Cub, Scout, Senior Scout and Rover.

Scouter – any person holding a warrant in the Boy Scouts Association, including a Commissioner.

YOU AND I. H. Q.

1. INTRODUCTION

This book is meant for the young Scouter, who knows little or nothing of the workings of the Headquarters of his Movement. So the “You” in the title “You and I.H.Q.” refers to any young Scouter.



“Without you, we should be sunk.”

It is right that you should have a rough idea of what we do at I.H.O., for each Scout sends us 2s. a year out of his "Bob-a-Job" earnings. All these florins added together amount to £46,000. which is about half the total income of I.H.Q. Without you we should be sunk.

In the short space available, I will do my best to tell you of the main activities and organisation of I.H.Q., and especially of the things which affect you and your boys.

I.H.Q. has two main functions – to give a lead and to be of service.

While we leave the fullest responsibility in local hands, we cannot escape our own responsibility to give the lead, looking back at the past in order to provide the remedy for what has gone wrong, and looking forward in order to forecast what may be needed in the future.

As much as possible, we try to consult the Movement before reaching a decision on a matter of first rate importance, and ask for the views of CCs and County Scout Councils, D.Cs and L.A.s, as your representatives. But once a decision is reached by the Chief Scout and the Committee of the Council, the Scout Law demands that it should be accepted cheerfully and loyally.

You will be able to judge whether we are of service to you after you have read this book. I can assure you that we try very hard, whatever our job is. And if you think that there are other ways in which we can help you, you can always let us know.

After nearly 30 years at I.H.Q. in a voluntary capacity, I want to pay my tribute to the work of the full-time staff. They are the hardest working body of people I know anywhere, and the Movement owes them a great debt.

2. – HOW I.H.Q. IS ORGANISED.

On 4th January, 1912, we received our Royal Charter – the supreme recognition of national approval. It is almost incredible that a Royal Charter should have been obtained within four years of the publication of "Scouting for Boys." Scouting was a smash hit from the beginning.

The Royal Charter directs how Scouting is to be governed, and the consent of the Privy Council is necessary before any alterations can be made. His Majesty King George V declared that "We do hereby reserve to Ourselves to be the First Patron," and his successors have followed his gracious example. The Patron nominates the President, at present H.R.H. The Duke of Gloucester.

The governing body is the Council, of not more than 70 members, and composed of men who are eminent in the national life or in Scouting. We must remember that it governs Scouting, not only in the United Kingdom, but in the numerous Dependent Territories overseas. The Dominions, and Scotland, govern themselves.

The main business of the Council is to elect the Committee of the Council, and to receive a report from it once a year. But it can always be called together for some special purpose, such as the election of a Chief Scout. Individually, many of its members are consulted from time to time on matters of which they have special knowledge.

The management of the Movement is in the hands of the Committee of the Council, numbering not more than 20. No one may be a member of the Committee who is not a member of the Council. The Chief Scout, Deputy Chief Scout and Treasurer are ex-officio members. One third of the rest retire annually. Its members are a nice blend of Headquarters Commissioners, other Commissioners whose Scout work lies outside I.H.Q., and lay supporters. The Committee meets once a month and is responsible for all decisions of policy.

The Committee of the Council appoints annually two main sub-Committees. One is the General Purposes Committee, which meets once a week to deal with minor matters and questions of urgency, and to make recommendations to the main Committee on important matters of policy. The other is the Finance Committee, which looks after the money. A majority of the members of these sub-Committees must be members of the Council.

In addition, there are a number of Boards and Panels for special purposes, some of which will be mentioned under later headings.

The set-up at I.H.Q. carries out one very important principle laid down by our Founder, namely that questions of policy should be decided by men who serve Scouting in a voluntary capacity. He felt that the direction of Scouting should be in the hands of those who were able to give only their spare time to Scouting, and who might be in a better position to estimate the effect of any decision on Scouters who, like themselves, were spare-time workers.

The Men at I.H.Q.

The “big three” at the top are the Chief Scout, the Deputy Chief Scout and the Treasurer. The Treasurer has the vital task of managing the funds. But it is by no means easy to describe what the other two do.

The Chief Scout has no special powers under the Royal Charter, but his exceptional powers of leadership and inspiration are everywhere evident. Remember he is also Chief Scout of the British Commonwealth and Empire, and is therefore concerned with everything at the top level in all parts of the Commonwealth. And, as you know, he gives all of you the lead in his monthly “Outlook” in “The Scouter.”

The Deputy Chief Scout helps him in all these great affairs, and in addition is responsible for finding and advising CCs.

Then comes the Chief Executive Commissioner. This full-time paid rank was created in 1948, in order to be responsible to the Chief Scout and the Committee for all that goes on at I.H.Q., and in particular to co-ordinate the activities of the various Departments.

The work of I.H.Q. is divided into Departments, usually with one or more Commissioners. The more important Departments are described in the following chapters. The job of a Headquarters Commissioner is to be responsible, through the Chief Executive Commissioner, to the Committee for the policy of his subject, while leaving the day-by-day business to the members of the full-time staff.

The terms “Commissioners” and “Staff” are used to describe the differences of function, but in our day-by-day work there is little need for a hard and fast line, and we work as a happy team.

At the head of the “Staff” is the Administrative Secretary who, in addition to being Secretary of the Council and of the Committee of the Council, is responsible for all such matters as office management, pay and discipline.

It is sometimes suggested, by somebody whose bright idea has been turned down, that we at I.H.Q. are out of touch with the Movement generally, but this is quite untrue. Practically everybody who works at I.H.Q. does a voluntary Scout job where he lives and is in daily contact with Scouting at the working face, and a great many of us do a lot of travelling during the course of a year.



“A lot of traveling”

At conferences, training courses and rallies we meet thousands of Scouters in their own localities. All this experience is brought back to I.H.Q. and contributed to the common pool. Moreover, old faces go and jobs are changed round. In the seven years from 1949 to 1955, 60 per cent of the senior members left, or changed their jobs at I.H.Q.

3. – INTERNATIONAL.

We are proud of being members of a great International Brotherhood, numbering over 6 million members. As the Founder country, we have a special part to play, and many people abroad look to us for a lead. But we are not the governing body of world Scouting. That is the International Conference, of which we are members with about 60 other countries.

Our International Commissioner and his staff maintain contact with the International Bureau and with the International Commissioners of foreign countries. As you will see in the next chapter, our Overseas Commissioner does the same in regard to the countries of the Commonwealth.

These links are strong, as you would see for yourself if you could visit the office, especially during the summer months, and hear the medley of languages, as Scouters and Scouts look in during a visit to London.

Perhaps you and your Seniors have been on a foreign trip. If so, you will have found that the International Secretary has helped you with your arrangements, if only to see that you are supplied with the International Letter of Introduction. But you may not realise the amount of work he has to do. In 1955, nearly 7,000 British Scouts went abroad in small parties, as compared with 1,900 in 1948. 625 of them went to the Scout Chalet at Kandersteg in Switzerland, which we help to furnish and maintain.

On the other side of the picture, over 3,000 Scouts visited this country from more than 20 countries. For most of them, we arrange to put them up in British homes, or to visit Scouts while on tour.

Pleasant as these callers are, they take up a good part of the day, and there are still a quantity of letters to be answered. We are often asked by other countries for advice – for example, how we run “Bob-a-job” week, or Handicapped Scouts, or what our publications are. Copies of our main books, and of “The Scouter” and “The Scout,” go out to 73 other Associations.

Perhaps one of your boys wants to exchange letters with a brother Scout abroad. We run the "Pen Pal" scheme to meet his needs, and about 1,000 cases are dealt with each year.

There are a number of Scout Groups for British boys living in foreign countries, scattered over the world from Argentina to the Persian Gulf. For them, our International Commissioner acts as their D.C., as yours does for you.

Some times are more hectic than others in the International Department, but most times are busier than in the average business house.

4. – OVERSEAS.

Our links with the British Commonwealth and Empire overseas are of two kinds. There are the Dominions, which are self-governing, and there are the Dependent Territories, which are not. The Overseas Commissioner is responsible for all these links.

We are on the closest and friendliest terms with the Dominion Scout authorities, and resemble an ordinary family which has members in various parts of the world. We send each other the latest news and photographs, and ask each other's advice. Whenever possible we visit each other. Our chief visitors from this country are the Chief Scout, who is also Chief Scout of the Commonwealth and Empire, and the Camp Chief. If you met any of the Scouts who went to Canada in 1955, you will have heard how close the ties of brotherhood are.

If one of your Scouts is migrating to one of the Dominions, let the Overseas Department know in good time, and he will be looked after when he arrives, and a Troop or Pack will be found for him. The Victorian Association in Australia has a special Scout migration scheme for boys who want to work on a farm.

As regards the Dependent Territories, the Overseas Commissioner has to see that Scouting is on the right lines, although the local people are responsible for the detailed running. There are 56 different Scout Associations, under conditions varying as widely as from Malta to Fiji. The Department claims that it is the "I" in "I.H.Q.". Considerable variations in uniform and badge tests have to be allowed for. Cub jerseys are not suitable for Fiji, nor is rescue from ice possible on the West Coast of Africa. Mud huts or leaf shelters may be used in place of tents.

We have stressed the need for Scout books to be in the boys' native language and not in English. Testing in English which is only dimly understood may lead to odd results, as when a Scout in Uganda quoted the eighth Scout Law as "A Scout smells and blows his whistle." "Scouting for Boys" is now issued in Chinese and Tamil, while other books and charts are in Malay, Chinese, Tamil, Swahili and other African languages.

"Overseas News" is published quarterly to enable the distant territories to keep in touch.

You would be surprised at the number of visitors from all sorts of places. It may be a Scouter from the Gold Coast on a teachers' training course, a Civil Servant on leave, or a business man on a trip. There is more than one new visitor for every day in the year. (One Scouter from Nyasaland made fire by friction in 15 seconds on the floor of the Overseas office). For many of them, arrangements are made to join a local Group, or to visit rallies and camps. And at times of Jamborees and Moots, elaborate tours are arranged for many parties.

To many of these countries goes our Travelling Commissioner, who spends six months of the year making strenuous tours, and the other six months recovering from them.



“Cub jerseys are not suitable for Fiji”

5. – THE TRAINING OF SCOUTS.

The Department which deals with the training of *Scouts* must not be confused with Gilwell Park, which deals with the training of Scouters. The so-called Training Department at I.H.Q. is responsible for all the technical questions which arise in connection with the sections and branches of the Movement.

The sections are those which deal with one age range, i.e., Cubs, Scouts, Senior Scouts and Rovers, while the branches deal with all the age ranges of Sea Scouts, Air Scouts and Handicapped Scouts. Each of the sections and branches has a Commissioner in charge, and the staff serve all the Commissioners. The Commissioners meet regularly with the Deputy Chief Scout, the Chief Executive Commissioner and the Camp Chief as the Training Board, just as the Scouters of your Group meet as a Group Council.

The work is of great variety, and cannot be described in detail. We can only choose a few of the most important items.

Many Scouters write for advice – sometimes on matters to which the answer has appeared in a recent issue of “The Scouter.” Boys also write, and their letters are often a relief to the dullness of the day. Here are two samples. From a would-be Cub: – “Dear Cub Mistress, I want to join the Cub Pack but the one that David goes to is full. I want to be a Cub and have fun like David does. . . . Kenneth.” Or from a Senior Scout of 15: – “The reason that I am writing is that my legs are very short, measuring only 2 ft. 4½ ins. Would you please give me information as to how I could encourage my legs into growth?”

The Movement has a wide range of books and pamphlets for Scouters and Scouts, and the Training Department advises on providing new ones and revising the old. They also provide the material for the Scout and Cub diaries.

Uniform always excites high argument amongst Scouters. The Uniform Board considers all such questions, including the search for the perfect uniform for Cub ladies of assorted shapes.

Enquiries for ideal camp sites are numerous, and the Training Department is responsible for the annual revision of the lists of District and County camp sites, and of unsuitable sites and areas.

The Admiralty and the R.A.F. give recognition to a limited number of Sea and Air Scout Troops. All questions relating to this recognition are handled by the Training Department, which also arranges gliding courses for selected Air Scouts.



“The search for the perfect uniform for cub ladies.”

The Handicapped Scout Branch produces a variety of technical problems, relating to the special needs of Scouts who are crippled, epileptic, deaf, blind or mentally defective, and the Commissioner in charge consults many specialists on these problems. Alternative tests have to be kept up to date. A quarterly leaflet called “The Window” is provided for Scouters of these Groups.

Boys who join the Navy or the Merchant Service can continue their Scouting as Deep-Sea Scouts, and Port Commissioners and Liaison Officers in the main ports will enrol them in the Deep-Sea Scouts and keep in touch with them after they have been enrolled.

Other special jobs which fall to the lot of the Training Department are: –

The organisation of contingents to World Jamborees, Moots and Indabas. The transport of nearly 1,000 Scouts by air to the Jamboree in Canada in 1955 was a wonderful piece of organisation.

The Chief Scout’s Receptions for Queen’s Scouts, usually at Gilwell Park, and involving anything up to 1,200 Scouts at a time.

The National Scout Service at St. George’s Chapel, Windsor Castle.

Provision for Scouting in the Services, including briefing notes for Scouts starting their National Service and forms R.S. for them to take with them. It is very disappointing to find how few recruits have heard of these valuable ways of helping them. An enquiry at an R.A.F. Station revealed that only a small minority of recruits had been given form R.S. by their home Groups, and that not one of them had ever heard of the briefing pamphlet called “This is addressed to you.”

If variety is the spice of life, the members of the Training Department use more of it than most of us.

6. – THE TRAINING OF SCOUTERS.

The Founder saw the necessity for the training of Scouters very early in the life of the Movement, but it was not until 1919 that he was enabled to set up a national Training Centre at

Gilwell Park. Within five years, it had become the world centre for Scouters' training. Men and women came from all over the world to study B.-P.'s methods at first hand.

In this way, the system of Wood Badge training became world-wide, and Scouters from more than 90 different countries have attended training courses at Gilwell Park. Some of them are nominated by their countries to carry on this training in their own places, and receive authority from the International Bureau and the Camp Chief to do so. In this way, Scouting throughout the world has remained remarkably united. If you are interested in further details, you should read "The Gilwell Book" and the pamphlet "The Training of Scouters."



"The necessity for training of Scouters"

Gilwell Park, although officially recognised as the international training centre, is entirely maintained by I.H.Q., and the Camp Chief, who is the head of leaders' training, is a member of the I.H.Q. staff.

Gilwell cannot take all the Scouters who want to go there but many British Scouters get places. The others are dealt with on County courses, run on the same syllabus as that used at Gilwell Park, and staffed by Deputy Camp Chiefs and Akela Leaders authorised to run Wood Badge courses, as well as preliminary courses for beginners.

Contacts with training staffs in this and other countries involve a great deal of work. Notes and syllabuses have to be prepared and revised, and advice is frequently asked for. The written studies for Part 1 of the Wood Badge have to be read by authorised Scouters and returned to candidates with comments. And besides all this, specialised and experimental courses are run from time to time, in order to test new ideas, or to provide for the special needs of Commissioners, G.S.Ms, and others.

Gilwell has indoor as well as outdoor accommodation, including a delightful hostel called Gilwellbury near by, which is much used for small conferences during the winter, and in the summer often houses wives and children of Scouters who are busy on a course on the Training Ground.

In addition, to the training facilities, there are the boys' camping fields, where Scouts from the London neighbourhood can be found all the year round. In the summer holidays Troops from distant parts will be found camping there, combining a camp under good conditions with practical experience of the international brotherhood and some sight-seeing in London.

All this keeps the Camp Chief and his staff far too busy, but it is not all. The Founder laid it down that Gilwell Park was also to be “the laboratory of Scouting,” and many new ideas are tested out there, and, if successful, passed on to the Movement. The combination of Scouters being trained and Scouts camping makes Gilwell specially suitable for this type of experiment.

(By the way, have you been there?)

7. – TELLING THE PUBLIC.

It is important that the general public should be kept informed about Scouting, and there are many ways in which I.H.Q. can help in this respect, but it remains true that the best advertisement for Scouting is the good Scout Group and the smart enthusiastic Scout. It is little use for I.H.Q. to set out the goods attractively in the shop window if they are not in stock inside.

The Publicity Department tries to keep the public interested in a variety of ways.



“Tries to keep the public interested in a variety of ways.”

The Press.

We are often told that we do not get enough publicity in the Press, but it is misleading to judge by what you see in your favourite daily newspaper. What counts is the total publicity in all the national and local papers and periodicals, and that is very large in the aggregate. During a normal month, Scouting gets about 4,000 single column inches of printed matter and 100 pictures, and much more in a special month such as April, when “Bob-a-job” week occurs. This is very much greater than any other youth organisation obtains.

I.H.Q. issues a monthly “Information Bulletin” to about 400 L.A. Press Secretaries, who pass on the material to their local papers, tell them of local events, answer the questions of editors and reporters, and promote local publicity campaigns.

Printed Matter.

The Publicity Department prepares the lay-out of all printed matter issued by I.H.Q., excluding periodicals and bound books, and its attractive appearance is a credit to the Staff. It includes a large series of pamphlets, the Annual Report, the Commissioners’ Handbook, “Bob-a-job” week material, and handbooks and programmes for special events.

Broadcasting.

We are justly pleased with the amount of attention given to Scouting by the sound and television programmes.

During 1955, Scouting was presented by the B.B.C. 46 times on sound radio and 47 times on television. Sometimes the ideas are initiated by the Publicity Department; at other times, they give help and advice.

Films and Photographs.

A constant watch is kept for suitable material for our Film Library, from both amateur and professional sources. On occasion, the Department makes its own films. All these are available for hire for local Scout shows, and a catalogue is issued of other films which are suitable for such occasions.

Special Scouting events are covered by our own photographers, and a very large photographic library has been built up over the years. Thousands of prints are at the disposal of anybody who wants illustrations for books and papers. They form a history of Scouting from Brownsea Island to the present day.

Block lending service.

Many thousands of line and half-tone blocks, ranging from the smallest badge block to large illustrations, can be borrowed by Scouters for their local publications.

In this connection, advice is always obtainable from the Department's experts as to the lay-out of Annual Reports and other local publications.

Exhibition Material.

The Department prepares excellent display material for events such as the Royal Agricultural Show, which is held in a different part of the country each year, the London "Gang Shows" and the biennial National Scouters' Conferences. A limited amount is also available on hire for local shows.

General.

A number of other odd jobs fall to the Department. Such jobs include the Soap Box Derby, tape recordings, film strips, advice on printing processes, supplying talent suitable for radio and television broadcasts, and the provision of correct technical facts and equipment requested by film producing companies.

As the Publicity Secretary says, "There is never a dull moment, and our days are crowded with interest."



"Help from the written word"

8. – BOOKS AND MAGAZINES.

Some Scouters know it all (or say they do) but most of us need a good deal of help from the written word, and I.H.Q. does its best to meet the need, through the General Editor and the Publications Board.

Books and Pamphlets.

Since 1946, I.H.Q. has published a number of its own books, through the Publications Board. This has proved a very successful enterprise. The General Editor initiates the plans for future books, in order to fill up gaps and deal with new situations.

The range of pamphlets meets all the needs of L.As and Groups, by whom they are used in very large quantities.

We must not forget to mention the books published by our two old friends, Messrs. C. Arthur Pearson & Co. Ltd., and Messrs. Brown, Son and Ferguson, who gave us such valuable help in the early days of Scouting, when we had not the capital to publish our own books.

“The Scouter.”

The General Editor is also the Editor of “The Scouter,” which holds an outstanding position in its own field. While the circulation is over 35,000, it is always a surprise to I.H.Q. that it is not much higher, seeing that there are over 50,000 Scouters in this country alone, and the magazine circulates widely in other countries of the Commonwealth. It really is a good paper, and it is impossible to understand how a Scouter can keep in touch with what is going on if he does not read it.

“The Scout.”

Here again, the General Editor is the Editor, with the help of an Assistant. Few of us can realise the constant strain of producing a weekly paper, with the perpetual search for new material and the fight against rising costs.

The circulation could be greatly increased if more Scouters saw that their Scouts bought it.

Annuals.

Two annuals, containing entirely new material, are prepared by I.H.Q. – the “Wolf Cub Annual” and the “Scout Annual.” Both of them are largely used for Christmas presents.

9. – RELATIONSHIPS.



“Cannot hide itself in a corner”

A flourishing Group or District finds it essential to have contacts – or relationships – with many local people, such as the local authorities, clergy, teachers and societies of all sorts. Scouting, if it is to live up to its principles of friendliness and helpfulness, cannot hide itself in a corner.

In the same way, I.H.Q. has constant and friendly dealings with Government Departments (especially the Ministry of Education), the Churches and other youth organisations, and less frequent communication with a vast variety of societies.

It is the chief job of the Relationships Department to maintain these contacts. The Relationships Secretary and his staff work with three Commissioners, those for Relationships, Schools and Grants, who deal with different sides of this complex task.

Relationships.

The societies with which the Commissioner for Relationships has regular or occasional dealings number well over 400. They can roughly be divided into three categories: –

- (i) those directly concerned with the training of youth, including the Churches;
- (ii) those whose help we need;
- (iii) those who need our help.

Those concerned with youth training.

Our main contacts with these bodies is through our membership of the Standing Conference of National Voluntary Youth Organisations (pronounced SCANVYO). On this body, we discuss our mutual problems in the friendliest manner, and take united action with the other members, which include the Girl Guides, the Boys' Brigade, the National Association of Boys' Clubs and many others. Representatives of the Ministry of Education and of the Churches also attend meetings.

Naturally, our closest relations are with our sisters, the Guides – and so, I hope, are yours. Almost every Department of I.H.Q. is in constant touch with its opposite number, and it is very convenient that our offices are almost next door to one another. Wherever possible, we try to take the same line on public affairs.

The Churches.

Ever since 1910, when the religious policy of the Movement was laid down by B.-P., we have enjoyed the support of the heads of all the principal Churches, and today we can say that our relations are closer than they have ever been.

This is largely due to the work of the Religious Advisory Panel, which is composed of members of all the leading denominations. The great virtue of the Panel lies in the fact that its members have never restricted themselves to the problems of Church-sponsored Groups (which make up nearly half the total number of Groups), but have constantly tackled the problems of the open Groups. This is shown by the excellent books and pamphlets which have been published by I.H.Q. with their help and approval, such as the Camp Chief's book "God and the Open Scout Group," Mrs. Addis's "Duty to God in the Wolf Cub Pack," and the pamphlet "Scouting, Religion and the Churches." More recently, the Panel has co-operated in providing the material for our training courses on "Duty to God" and "The Promise and Law."

Societies whose help we need.

We are in touch with many societies who are only too ready to provide specialist help to Groups and Districts, if they are asked to do so, such as Toe H, the Central Council for

Physical Recreation, the Youth Hostels Association and the W.V.S. We know how ready they are to help, but all too often their services are not called upon.

Societies who need our help.

We are in obvious sympathy with the objects of many of these societies, such as the Council for the Preservation Of Rural England, the United Nations Association and the Royal Society for the Prevention of Accidents, and sometimes pass on to Districts their appeals for help in their local efforts.

Others have heard that Scouts do good turns, and ask for help of every conceivable kind. Most of these have to be refused, for fear that Groups would be overburdened and Scout training interrupted, and sometimes because we might be involved in political questions or in begging operations.

Education.

We are naturally concerned with what happens to our Scouts at school, and get much good advice from our Education Advisory Panel, which includes representatives of all the main branches of education, and which keeps us in touch with current trends. The Ministry of Education is always ready to give us advice and help.

Our Commissioner for Schools is specially concerned with the Scout Groups sponsored by various types of school. There are about 800 of them, and they present problems of their own.

We are specially anxious to maintain contact with Scouts who go to Universities and Training Colleges, in the hope that some of them may take an active interest in Scouting when they start their careers. In addition, we want to get in touch with all students at Clergy or Teachers' Training Colleges, so that they may know something about Scouting, which they are sure to meet as clergy and teachers. Nearly all the Universities and many of the Training Colleges possess Rover Crews or Scout and Guide Clubs, to which I.H.Q. gives every encouragement in its power. Every year since the war, a successful inter-Varsity rally of Scout and Guide Clubs has been held.

Grants.

The Scout Movement is proud of its efforts to support itself, but it is not against Scout policy to accept grants, particularly in connection with big projects such as the building of a Group Headquarters.

The Commissioner for Grants administers the grant funds belonging to I.H.Q., and in addition he and his staff help Groups and Districts with their applications for grant aid to the Ministry of Education or a Local Education Authority. Forms have to be filled in and, as you know, most of us lose our senses when confronted with a form! If you have to deal with such a form, fill it in in pencil, and send it to the Grants Department to be vetted. You will be surprised how different it will look when you get it back.

Our Annual Report shows about 30 funds in our possession from which grants can be made, but many of them are small and for rather restricted objects. Bearing in mind that there are over 1,000 Districts and 11,000 Groups, you will probably not expect to get much help from them, but if a special need arises you should consult your Commissioner.

In 1955, we received a munificent gift of £50,000 from the King George VI Memorial Foundation, to encourage the extension of leadership training at Gilwell Park and in Counties.



“Lose our senses when confronted with a form”

B.-P. Scout Guild.

You know, of course, that the B.-P. Scout Guild is composed of former Scouts. (They used to be called “Old Scouts,” but some of them were sensitive about the “Old”!) While the Guild runs itself, we work in the closest possible co-operation with it, and I.H.Q. has two representatives on its Committee. The same co-operation should be found at all local levels also. Experience has already shown how useful the Guild Branch can be to its Scouters in providing help. Many more Branches are needed, and in most cases they can most easily be formed by the help of the local Scouters, who alone know where the former *Scouts* are.

10. – SCOUTING AND THE LAW.

I hope that you will not skip this chapter, for the law concerns you and your Group more than you may realise, and few people outside I.H.Q. know how much the Movement owes to our Legal Adviser and his small staff.

Parliamentary,

All proceedings in Parliament which may affect Scouting – Public Acts, Private Acts, Statutory Instruments, questions and statements in the House – must be carefully watched by our legal staff, and any points which arise must be dealt with before it is too late.

It is no good waiting until Acts of Parliament become law. All Bills which are to come before either House have to be read in order to see if the Scout Movement may be affected in any way. If it is, we take the point up with the proper authority, very often in conjunction with the Girl Guides.

A recent example of action in connection with a Public Bill related to rating valuations. In co-operation with a large number of other voluntary organisations whose rating valuations seemed likely to be largely increased, we secured an amendment of the law – to our considerable relief.

Private Bills often give more trouble, and particularly those which are put forward by local authorities. A local authority may find it necessary to extend its powers, and as it is a very expensive business to obtain a local Act, the authority is apt to include in the Bill everything that it can think of. Without meaning any harm to Scouting, it may put in one or more provisions which would be very tiresome to us. This involves long and complicated negotiations with the local authority to induce it to amend its proposal, and if we fail to secure this, we have to consider opposing the Bill when it comes before Parliament. Two recent examples, in which we succeeded in getting Bills amended so as to exclude Scout Groups, can be given. One Bill included a provision requiring owners of camp sites to provide fire extinguishers and facilities to

telephone the Fire Brigade; another one included Bye-laws about “pleasure fairs,” which were defined in such wide terms as to include an outdoor Scout fete.

In view of the danger that questions and statements in Parliament may affect the Scout Movement, “Hansard,” the record of Parliamentary proceedings, has to be read every day that Parliament is in session – and “Hansard” is the size of a small book.

Legal.

The law affects Scouting in infinitely various ways, and our Legal Department is constantly being asked for advice. Where general advice can be given, a leaflet is produced, and a collection of them can be bought from I.H.Q. under the title “Business and Legal Notes.” A few of the subjects will give some idea of the variety of the matters dealt with – Income Tax exemption, use of lorries to take Scouts to camp, exemption from control of camping, employment of children, the Forestry Act, 1951, and heating appliances and safety precautions. Did you know that your Group may be affected by one or all of these? It would be wise to find out.

In addition to such general matters, there are all sorts of individual problems, and our legal experts are very willing to help Scouters who consult them. Moreover, the advice is free, which is most unusual. It is worth quoting a remark by our Legal Adviser: – “We give preliminary advice on almost anything under the sun. One of our main functions is to advise people when the moment has come that they ought to have their own professional advisers. If only they would come to us BEFORE: they get into trouble!”



“If only they would come to us before they get into trouble!”

Trust Deeds.

Almost every Group has valuable property and equipment, which should be held for them by Trustees. A Trust Deed is necessary, and we can provide a model Deed which your local legal adviser can complete for you. Moreover, when it has been completed, we will keep it in safe custody for you if you would like us to do so.

One great advantage of having a Trust Deed is that it provides for what shall happen to the property of the Group if it has to be disbanded.

The Trust Corporation.

The Boy Scouts Association Trust Corporation was set up years ago to hold the investments of I.H.Q., and so to avoid the trouble and expense of constant changes of Trustees. But it can also hold land, buildings and investments for any unit in the Movement, within certain limits.

Policy, Organisation and Rules.

I expect that you make a joke about P.O.R. every now and then – perhaps sometimes have a grumble about its length. “Why do you need a book containing 500 rules for the Scout Movement?”, people say. “Why not shorten and simplify it?”

Well, that is not so easy. You must remember that it contains not only rules, but advice. And of the rules, about 130 refer to proficiency badges.

The Legal Department is the guardian of the rules, and is consulted about any revision. We are constantly being pressed to make new rules about this and that, and more often than not refuse to do so. If we accepted all the suggestions that reached us, the book would be twice as large.

The Protection of Boys.

It must happen that in a Movement which contains more than 50,000 Scouters, a few commit offences for which they have to be turned out. It is the Legal Department’s unpleasant duty to investigate these cases, and it involves more than 2,000 letters a year.

There can be no question of the value of this service, which has frequently been commended when cases have had to come into Court. The protection of the boys in the Movement must be our first care.

11. – THE SCOUT SHOPS.

You probably know more about the Scout shop you deal with than any other Department of I.H.Q., for it is directly concerned with providing what you want for your Troop or Pack. But it is doubtful whether you realise that the Equipment Department controls a selling organisation which goes far beyond what you see when you visit one of the Scout shops.

There are at present eight branch shops, seven of which are run in conjunction with the Girl Guides, in several parts of London and the provinces, but they account for only about a third of the total business. Behind the shop at I.H.Q. and below it in the basement is a department which handles a variety of trade. A large number of County and L.A. shops are supplied, as well as some hundreds of other authorised agents. A mail order section deals with the majority of Scout Groups, which cannot pay personal visits to one of the shops to obtain their uniforms, badges, tents or books. An export section deals with an ever increasing demand from overseas and foreign Scout Associations. If you read the addresses on the parcels, bales and cases, you would get a good idea of the international aspect of Scouting.

If you have attended a national or County conference, or a large rally or camp, you have probably seen a Scout shop displaying its wares. The Department is ready, with due notice, to provide a selection of books and pamphlets on sale or return for small functions, or a full scale shop with its own marquee, transport and staff for larger events.

To do all these things, the Department has to keep a stock of over 3,000 items, ranging from a blanket pin to a marquee.

In charge of this extensive business is the General Manager, who has a staff of about 60. Policy is supervised by an Equipment Board, appointed by the Committee of the Council and including representatives of some of the largest trading concerns in the country. Their technical and commercial advice is of the greatest value to the Department.

The Equipment Department has no monopoly of Scout business, and therefore faces keen competition. A boy is free to buy his uniform where he pleases, except for his badges, which are

protected by law. Nevertheless, it is wise to buy from the Scout Shops, because quality for quality you get better prices there, and because the profits are all used to support Scouting.

The General Manager asks me to assure you that the function of his Department is to serve the Movement, and he will welcome any help which you can give. If you have a useful suggestion or a complaint to make, let him know. Help of this kind will keep the Department alive to the needs of the Movement, and improve the service from – YOUR SHOP.

12. – ADMINISTRATION.

I have had to include in this chapter a number of activities which have little relation to one another. They include the general business of administration, which is looked after by the Administrative Secretary, who is a most important part of the machine. In addition to being Secretary of the Council and of the Committee of the Council, he is in general charge of the paid staff, which numbers about 150, excluding the staff of Scout shops, but including those who work at Gilwell Park, the Field Commissioners and the bailiffs at Headquarter Camp Sites.



Your shop

When you consider the size of the Movement, not only in this country but overseas, you will not think the staff too large. I will go so far as to say that an organisation run on strictly commercial lines, with an equivalent amount of work, would need to employ half as many again.

General Clerical Duties.

There are more than 11,000 Groups in this country alone. It follows that every year there are large numbers of changes of Group registrations and of warranted Scouters. These are dealt with in the General Office, and may amount to as many as 15,000 in a year.

The annual census involves the examination of over 12,000 forms and the preparation of the national totals. These figures are of great value in compiling statistics. The extensive investigation into the loss of boys, which took place over the years 1953 to 1956, depended upon the figures supplied by the Movement.

I can only mention the existence of the Registry, which records the movement of papers, the Post Room, the Printing Department with machinery which deals with our circulars and most of

our internal printing, and the Reception Office which receives callers and directs them to their proper destination.

All Scouters should know of the various insurance policies which I.H.Q. arranges on behalf of the Movement, and see that their Groups are properly covered against the risks which arise. I.H.Q. itself pays a very large premium to cover all Scouters against claims for legal liability arising out of accidents during organised Scout work, but it also arranges policies to cover insurances against death, loss of limbs and medical expenses incurred by Scouts while carrying on their Scouting, and against the risk of fire or burglary at Group Headquarters. It is the responsibility of Group Committees to see that their Groups are adequately covered.

The collection of the very numerous premiums, and the correspondence in connection with claims arising under these policies, occupies the full time of three members of the staff, without charge to Groups.

Camp Sites.

I.H.Q. owns 13 camp sites of approximately 1,500 acres, mainly round London, but including one at Great Tower in Westmorland and another at Kingsdown in Kent. Gilwell Park also has its boys' camping grounds, of course. These sites are much appreciated and heavily used. During 1955, for example –

32,403 camper nights were spent at Gilwell,

111,503 camper nights were spent at the other H.Q. sites, making a grand total of 143,906.

All this takes staff and money, and the full-time staff so employed (excepting Gilwell) totals 11.

The Restaurant.

You may not know that we run a restaurant, and a very good one too, at the top of the headquarters building. It is open for lunches and teas for any member of the Movement that likes to use it. It is a great place for meeting people, and perhaps discussing a bit of business while you eat. You may find yourself next to the Chief Scout, or the new office boy, or a Scout from Timbuctoo. Why not pay it a visit when you are next in London?



“You might find yourself next to the new office boy”

B.-P s Room.

Many thousands of Scouts and Scouters pass through B.-P.'s Room when they come to I.H.Q., and we are proud to be able to show so many mementoes of the Founder, including

Jagger's portrait of him over the fireplace. It has become a place of pilgrimage and a meeting-place of the nations.

Roland House.

Roland House, the Scout settlement in the East of London, belongs to I.H.Q., although it is managed by a Board appointed by it. It is a great centre of Scouting in East London, and a hostel for Scouters and Scouts who are visiting London, or who come to London to live and are prepared to do a job for Scouting there.

Field Commissioners.

A Field Commissioner is a full-time Scouter, engaged by I.H.O. but seconded to two or more C.C.s in England and Wales. There are at present 14 of them, and they do a very valuable service. With the help of a grant from the Ministry of Education, we are glad to be able to offer this form of assistance to the Movement, without charge.

Awards.

The Chief Scout gives awards for gallantry, good services, meritorious conduct and long service. The examination of the applications is a most difficult business, and an Awards Committee spends long hours in making the proper recommendations to the Chief Scout.

Speakers.

One of our sidelines is to try to supply speakers for County annual meetings and conferences, and for many meetings of other bodies which want to hear about Scouting. The applications are more numerous than we can meet, but we do our best to satisfy as many customers as possible.

Accountancy.

I must apologise to the Accountant for leaving him until the last, for we should be in a rare muddle without him. I.H.Q. is a very large concern, and the Equipment Department alone requires an enormous amount of bookkeeping. A staff of 17 is needed to keep things going. Any detailed description of the work is beyond me, and I will content myself with quoting what the Accountant himself said when I asked him what I should write: – "I should imagine Accounts is to the average reader the dullest part of such a book, and the less said the better."

13. – I.H.Q.'s MONEY.

Now that you have got some idea of the many things I.H.Q. has to do, you will wonder how much it all costs, and how it is paid for.

You can be assured that our money is very carefully looked after by an expert Finance Committee, including a number of eminent men of great financial experience. Our estimated expenditure is shown in a budget produced at the beginning of each year, and is carefully watched month by month to see that it is not exceeded.

Naturally, the figures vary from year to year, but we may look at the results of the year ended 31st March, 1955, in round figures. Of course, the amounts seem gigantic in comparison with what your Group spends, but you must take into account that we are concerned with a million and a half men and boys in the Commonwealth and Empire, half a million of whom are in the United Kingdom. There are 11,000 Groups and 1,000 Districts in this country alone.



“The dullest part of the book”

The income for the year to 31st March, 1955, was roughly £95,000. The principal items were – “Bob-a-job” week £45,000, Scout shops’ profit £22,000, income from investments and rents £15,000, Government grant £5,600, and subscriptions and donations £3,500.

It is now the policy of I.H.Q. not to make general appeals for money to the public, although from time to time there may be appeals for special objects. It is far better to be self-supporting, and to earn our own money within the Movement. The success of “Bob-a-job” week, which has become a national institution with tremendous publicity value, enables us to do this. We value very highly the efforts made each year by you and your boys to earn money during that week, and are glad to know that Group funds benefit more than those of I.H.Q.

The second largest item of income is the profit from our Equipment Department. Here again, you help us to help you by buying from I.H.Q.

Now for expenditure, which was within £260 of the income for the year with which we are dealing – a nice piece of accurate budgeting. The £95,000 which we spent represented about 3s. 10d. for each man and boy in the Movement in this country, but much less if you include all the Scouts in other countries in the Commonwealth. The largest item was £32,000 for salaries and wages. It sounds a lot of money, of course, but it was only £360 per head for the paid staff. £16,500 went on provision for pensions, travelling, stationery, postages and legal charges. Other main items were £6,500 for general maintenance (rents, rates, lighting, heating, cleaning, repairs, etc.), £10,000 for the upkeep of Gilwell Park and all our provision for the training of Scouters, £15,000 for the salaries and travelling expenses of Field Commissioners, £5,500 for maintenance of Headquarter camp sites, £3,000 for indemnity insurance premiums for your protection, and £2,300 for our contribution to the work of the International Bureau.

The full figures are set out in the Annual Report of the Association. The Balance Sheet shows the large sum of £351,000 for special funds. This represents the capital of no less than 29 special funds which have been given to the Movement for specific purposes, and cannot be spent for anything except those purposes. £177,000 of this represents the capital of the B.-P. Memorial Fund. Preparations for building a Memorial Hostel for Scouts passing through London are being made as I write. £34,500 represents the capital of Roland House Settlement. £52,000 is the Whitehead Bequest, the income from which is used to help the migration of Scouts and the expenses of parties travelling to different parts of the Commonwealth. Most of the rest consists of a number of small funds, the income from which is used to help local Groups or *Scouts* for various specific purposes.

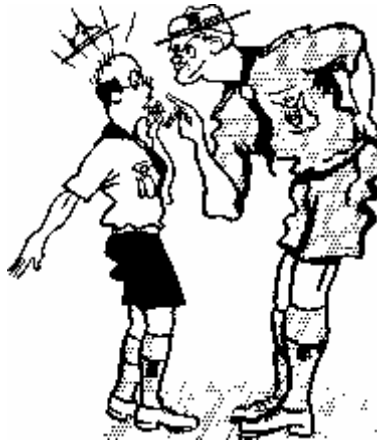
By careful management, we keep solvent and pay for the things we have to do.

14. – CONCLUSION.

The headquarters of any organisation is fair game for criticism, and I.H.Q. is not without its critics. I can honestly say that we welcome informed and constructive criticism, and try to profit by it. But some of our judges have little idea of what happens at I.H.Q., and that is one of the reasons why this book has been written. If after reading it, you still have criticisms, by all means let us know, but argue it out locally before you write, and you may find that it is unnecessary to write after all.

At least we can say that some people are satisfied, and I will conclude by quoting a letter recently received from a District Commissioner – an unsolicited testimonial: –

“I have just survived my first year as D.C. here, and in sorting out my accumulated correspondence I have been astonished at the amount of work I must have created at I.H.Q. by my successive letters of enquiry.



“Argue it out locally before you write.”

“My reason for writing now is not to add to the pile, but to say how much I have appreciated the speed and courtesy which has been shown to me and, above all, the combination of good sense and abundant humanity which has marked so many of the replies I have received from the I.H.Q. staff.

“So, before I become hardened to such service I want to say ‘Thank you’ to those several people concerned and to assure them that their efforts have been very much appreciated here.”

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