



The Crew and its Program



ROVER SECTION





The Crew and Its Program

A Scouts Australia Publication

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INTRODUCTION

This book has been compiled by Rovers from around Australia as a guide to running a successful Rover Crew. For individuals to get the most out of Roving, it is important that a Crew functions well and accommodates all of its members.

It is the second of two books that, along with the experience that you gain on the way, will help to develop your understanding of the Rover Section. Before reading this book, you should read *Guidelines to Roving*.

The Crew and its Program is designed to be used in conjunction with the normal training methods of the Rover Section, including Squire (or pre-investiture) training and formal training offered by Scouts Australia to help you gain a better understanding of how to make your Crew, and the Rovers that make up your Crew, successful in achieving through Scouting what it is they want.

The book provides a great starting point but is no substitute for being enthusiastic and participating with a well run Rover Crew. Hopefully you will gain a better understanding of how the Rover Section works and be able to use this to become a valuable part of the Rover Section, and perhaps more importantly, your own Crew. But *most* importantly you should learn how to have a lot of fun doing it!

For further information check the Scouts Australia website at www.scouts.com.au



THE IMPORTANCE OF ROVERING

Rovering, as a part of Scouting, aims to develop its members into valuable members of the community. Rovering is very much a community in itself, and there are a number of skills and concepts you need to understand to become a valuable part of this community. This includes having a solid understanding of the organisational structure of both the Rover Section and Scouting as a whole, basic management and administration procedures, and ways in which you can contribute to improving the quality of Rovering that both you and your Crew can achieve.

What is quality Rovering?

The term is a superficial one, but encourages both Crews and individual Rovers alike to achieve more out of Rovering, maximising whatever opportunities that may come along. Whether or not you achieve a high quality of Rovering can be determined by two simple questions:

1. Are you getting out of Rovering what you want?

Are you having fun and doing the sorts of things that you want to do within Scouting? Are you learning new skills and meeting people? These are things that contribute to what you are able to take away with you from Rovering and these are usually the things that attract you to Rovering in the first place.

2. Are you achieving the Scouting Aims through your Rovering?

Scouting aims to encourage its members to develop themselves physically, intellectually, emotionally, spiritually and socially. The Rover Section places an emphasis on service. Do you participate in activities and undertake challenges that help you achieve all of these things?

In both cases the measure of success of the Crew hinges on the fact that the individuals who make up the Crew are successful in achieving these things.

How to achieve quality Rovering

Most importantly, preparing and implementing quality Programs that meet the needs of individual Crew members, as well as the Crew as a whole, will ensure that all members will be able to get the most out of Rovers.

In addition, you will need an understanding of the organisation and management of the Rover Section. Furthermore, a basic understanding of the structure of Scouting will also help you be more aware of where the Rover Section fits into the wider world of Scouting and the resources and opportunities it can provide.

This book is designed to equip you with some of the tools you will need to achieve this ambition. It should also prompt questions as to how you can improve what you and your Crew are doing. Good luck in achieving your goals.

THE PROGRAM

Creating a quality Crew Program

An effective Crew Program underlies all successful Crews. There are many aspects to not only creating a quality Crew Program, but also to implementing it and maintaining the momentum as well.

Involving Crew members

If members of the Crew have ownership over their own Program, then they are likely to both put more effort into the Program and get more benefit and enjoyment out of it.

There are a number of ways to ensure that every member of the Crew maintains an active role in the Crew Program. Some of these include:

- ensuring activities are planned in advance rather than at the last minute
- involvement of all members in the organisational process
- sharing leadership and ownership of events
- ensuring activities are well promoted to all Crew members
- ensuring that all members receive notification in a timely manner
- ensuring the Program is based on the interests and desires of the Rovers in the Crew. This is perhaps the most important ingredient. Without this basic formula, Crew members will be unwilling to support the Program because they have no interest in it. All the planning in the world is of little use, unless the Crew members want to participate.

A Crew may only need to set aside two or three nights per year to construct a Program, with a short review in between to evaluate where the Crew is in relation to the Program, i.e. What events are on the Program for the next six weeks? Are we organised? What do we need to do to ensure the programmed events occur successfully?

Each member of the Crew should be encouraged to attend each programming night with a few ideas they would like to contribute. This will help ensure a good variety of activities and that everyone's interests are included.

Components of the Program

There are a number of parts to the Program and selecting a variety of activities will allow the Crew to maintain a balance between undertaking the necessary work and service required and achieving the members' own goals from Rovering. Consider the following groups of activities when looking for ideas.

House keeping

When constructing a Crew Program, it is vital to consider the continued successful operation of the Crew, which means ensuring successful housekeeping practices. Things to consider include:

- recruitment of new members
- promotion of the Crew and its activities
- relationships with other Sections, the Group Leader and District Commissioner
- relationships with other Crews and Venturer Scout Units
- relationships with Rover Councils (Area/Region, Branch, National)
- participation in Moots and other state, national and international events
- training of Crew members in Crew management
- fundraising for Crew activities and equipment
- ongoing administration requirements for business meetings.



Local community

The Rover Program provides a variety of opportunities for Rovers to become involved in their local community through participation in local events and activities, and a wide range of service projects. These may be undertaken either by Crews organising service projects themselves, or responding to requests from other organisations. The Rover Program needs to provide these service opportunities at the local community, Area/Region and Branch levels. Rovers should also be encouraged to seek individual opportunities through participation in the Baden-Powell Scout Award Service Badge (Method A) or Social Development Badge (Method B).

The world around us

The Rover Program has always provided opportunities to learn about other cultures, other traditions and so on, through participation in international activities such as traditional Moots, world and Area/Region service projects and so on. The Rover Program continues to provide these opportunities for Rovers to participate in worldwide projects to assist in the understanding and appreciation of other cultures. These opportunities will not come along for everyone and should the chance arise, you should take it and encourage other Rovers you know to do the same.

Outdoor Scouting skills

Rovering by its very nature is and always has been primarily an outdoor activity. Rovers who progress to the Section through the Scout Movement bring their skills with them - those who come from outside the Movement will be taught those skills as part of the pre-investiture training process. The outdoor skills used by Rovers have evolved over time to include awareness of issues such as minimal impact camping and bushwalking, risk management, environmental awareness and so on.

The outdoor component of the Rover Program holds great appeal for a lot of members and the experiential learning provided in the Program allows Rovers to learn how to take part in these activities safely without the need to reduce their enjoyment or their sense of adventure.

Creative activities

The Rover Program allows for and accepts a good deal of individuality, creativity, and self-expression, both in relation to individual Rovers, and collectively. The practice of electing small groups of Rovers (committees) to organise and run activities at all levels from the Crew to Branch to National and even International level, gives a new outlook to an old Program. It ensures that even long standing activities continue to change to suit the needs of current Rovers.

The Rover Program encourages Rovers to bring their own creative skills to the organisation of activities and the running of their Crews through the practice of continually turning over the membership of those committees elected to organise and run Rover activities at all levels within the Movement. The Baden-Powell Scout Award is another outlet for Rovers to express their individuality through a variety of challenges and experiences.

Incorporating the fundamentals in Rovering

Getting others to understand the fundamental principles of Scouting is often achieved simply through leading by example. Holding informal discussions is a valuable way of exploring the issues in depth with people, but it is not a very attractive activity by itself. Time spent camping or socialising with a number of other Scouters will often lead to

discussions about the fundamentals of Scouting, though it is rarely referred to quite so formally on these occasions.

Incorporating fundamentals into the Crew Program is not as hard as it sounds. If the Crew is doing activities that challenge its members in each of the areas of development (physical, intellectual, emotional, spiritual and social) then the aim has been achieved without trying.

A lot of people have trouble understanding the concept that they have actually considered the fundamentals of Scouting in their day-to-day experiences, so often just pointing out to them what has been achieved is enough. On other occasions Crews may like to formally explore some of the facets involved.

Consider having a creative arts night where members make paintings and sculptures that represent certain parts of the fundamentals (these are not likely to be prize winning pieces but it will be fun). Consider debating the relevance of the Rover Prayer, or the relevance of the Scouting Program to today's young people. All of these activities encourage the Crew to think more in depth about the "nitty-gritty" of Scouting fundamentals.

Programming

Effective programming and the implementation of the Crew Program are essential ingredients of any successful Rover Crew. The Program and related activities determined by the Crew are the lifeblood of any Rover Crew. It is important that members of the Crew are involved in all aspects of the programming process, and that the Program addresses all components of Scouting (physical, intellectual, emotional, spiritual and social). Most importantly, the Program should be interesting, relevant and enjoyable for the people taking part and making it happen – the Crew members.



Facilitating Programming

Facilitation is the art of creating the best atmosphere for achieving a given goal - in this case, the construction of an interesting and relevant Program.

Before holding a programming meeting, everyone should consider what it is they really want to achieve from Rovering for themselves and come up with a list of ideas from this. By using these ideas as a starting point, everyone is able to Program ideas they actually *want* to do rather than settling for easy options on the programming night because it was all they could think of at the time.

To ensure that the Crew is ready to Program the Crew Leader should:

- encourage everyone to bring their diary and a few ideas they would like to contribute
- ensure that all relevant information is available during the programming session, e.g. activity calendars (Group, District etc), details of any ongoing projects
- ensure that any discussion aids such as a white board are available (black boards or butcher's paper work just as well)
- ensure that everyone feels comfortable contributing their ideas, making sure any quieter members are encouraged to get involved. It is important to discourage any negative comments during brainstorming as they will often stifle the production of good ideas
- keep everyone focused on the task at hand by summarising what has been said and ensuring that good ideas are carried through to the Program
- decide what period the Crew is programming for, e.g. 3 months, 12 months. It is useful to have both a long term Program for the Crew's major projects and then a short term Program for the weekly activities.

Great ideas are essential!

The generation of new ideas is critical to developing a vibrant Program that is exciting to the members of the Crew. Often these will be recycled ideas approached from a different angle, but that is the beauty of having a number of creative influences in the Crew's Program. Once the Crew has come up with the great ideas, the real challenge is to see them through – even if they are a little *more* challenging than first thought.

The generation of ideas is one of the most important parts of the programming process – it also usually needs the most facilitation. Lots of Rovers are full of great ideas – they just don't remember them when it comes time to make a Program! The role of the Program facilitator (who should be the person who is best at it in the Crew) is to help prompt people into remembering these great ideas or coming up with new ones. There is a range of ways to do this – and some of them can be a lot of fun.

Brainstorming

Brainstorming is the process of writing down as many ideas as possible and involves every member of the Crew offering ideas whilst a scribe notes all ideas without editing them. It is essential that no negative comments are made as it could restrict the flow of ideas. The facilitator could encourage people to focus on one particular theme or aspect and generate as many ideas as possible. It is important not to reject any ideas – even if they are physically impossible, write them down. The idea, whilst practically useless, may give inspiration to another idea which may be great fun. There are no wrong answers or bad ideas.

Some other ideas....

- Set the Crew a minimum number of ideas before starting to Program – such as 150 or 200. This way it makes everyone really think hard and get creative.
- Try word association – have the Crew think of as many things as they can to do with a particular topic – like food. Be as abstract as possible – this always generates some crazy ideas, but from the crazy ideas come some great Programs.
- Get everyone to write down 10 things they have always wanted to do but never got around to.
- Get everyone to write down 20 activities that are their all-time favourites (both within and outside Scouting) and then compile this list. This way members get to share experiences each has gained along the way.
- Program around a theme for a couple of months – such as the environment, light weight camping, exploration, Australian history and so on.

Assess the ideas

When considering which activities to include in the Program, consider whether they:

- are appealing to Crew members
- cater for the needs and capacity of individual members of the Crew
- provide companionship and fellowship
- provide the opportunity for gaining new experiences and skills
- provide the opportunity to be involved in a positive team environment
- provide the opportunity to exercise and develop leadership skills.

Putting it together

Some key steps to successfully constructing an effective and enjoyable Program are listed below.

Generating ideas

1. Brainstorm for activities. Concentrate on quantity instead of quality at this stage.
2. Decide whether the Crew wishes to undertake any major projects during the programmed time frame. This will assist in the overall direction of the Crew, e.g. a major expedition, hosting some major events or committing to major service projects within the community.
3. List all ongoing commitments that should be considered, e.g. Squire training and investitures, service projects, fundraising
4. List all activities that the Crew wishes to attend, or which the Crew should reasonably be expected to attend and/or assist with, e.g. Moots, service activities and camps. (Check District, Area/Region, Branch and National calendars)

Grouping ideas

5. Consider the Aims of Scouting (physical, intellectual, emotional, spiritual and social components) Assign a Scouting component to each activity and ask for additional activities to meet any components that aren't well represented.
6. Look to include ideas that will support members undertaking their Baden-Powell Scout Award, like having enough nights camping for Crew members to achieve their Scoutcraft Badge and so on. Consider also ideas that may encourage others to take up their Baden-Powell Scout Award.

Programming

7. Get the major activities and important activities programmed first.
8. List all meeting dates and assign an activity to each. At this step it is important not to fall into the old habit of picking the easy activities the Crew have always done because they know how to achieve them. Don't discard the wild, crazy or difficult ideas. Often it is the difficulty of the task that makes achieving it so rewarding.

Reviewing the content

9. Check that there is a wide variety of activities and that it is well balanced
10. Ensure that the majority of the Crew is happy with the balance of the Program, and with its ability to meet all of the Scouting components (physical, intellectual, emotional, spiritual and social)

Making it happen

11. Planning responsibilities can be allocated to individual members of the Crew ensuring that everyone is involved (it may be that less experienced members assist others so that they learn the relevant procedures). The Crew Leader or Activities Officer should follow up individual organisers throughout the Program period to ensure things are going to happen smoothly.
12. Ensure all members have an up to date Program (it may be beneficial to send copies to anyone interested in joining the Crew eg Venturer Scouts)

Monitoring the Program

13. It is the responsibility of the Crew Leader or the assigned executive member to ensure that the Program is carried out and to keep members up-to-date on any changes made.

Points to remember

- The length of the Program established is up to each Crew. It may be as short as three months or as long as a whole year.
- Large Crews may wish to form a Programming Committee, but all members of the Crew should still be involved in the actual programming meeting
- The financial constraints of members of the Crew should always be considered and, if necessary, fundraising organised. Try not to let money be the governing factor on the quality of the Crew's activities.
- Organisers should be thanked for their efforts – every time.

A sample Crew Program is included in Appendix One.



Another approach

1. Set aside a weekend dedicated to developing a Program for the Crew
 - a. The weekend should include the formal Program development part as well as have some social or service component.
2. Prior to the weekend advise all members to come up with at least two or three activity ideas under the following categories:
 - i. Social development
 - ii. Physical development
 - iii. Spiritual development
 - iv. Intellectual development
 - v. Emotional development
 - vi. Service
 - vii. Fundraising
 - viii. Recruitment/Retention
 - ix. Training and development
 - x. Other headings that are applicable to the Crew's needs.
3. On the weekend have the following resources set up and/or available:
 - i. Chart paper with the topic heading above (one topic per page)
 - ii. Markers or pens
 - iii. National, Branch, Area/Region, District and Group calendars if available
 - iv. Blank calendar
 - v. Any other resources that may be applicable.
4. Place the 9 or 10 chart papers around the room using Blu-tack or similar
5. Ask the Rovers to move around the room and record the ideas they have come up with on the chart paper under the appropriate heading. When everyone has exhausted their lists get them to move around the room adding any other ideas that may have come to light during this part of the process.
6. When all ideas have been recorded ask the Rovers to move around the room placing a tick or mark on three activities that they would really like to do under every category.

Alternatively, Rovers could place a high, medium and low ranking against all ideas listed under each category.
7. Once all Rovers have voted it should be a simple process to identify the most popular activities under each category, followed by the second most popular and so on until all ideas under each category has been ranked.

This process identifies activities that the Crew would like to do by consensus and is a fair and equitable way of ensuring that most Rovers' needs are catered for.

Lower ranked activities should not be discounted and the Rovers should identify if the activity could still be conducted as a Crew activity.

8. Identify the length of time the Crew wants to set the Program for. Three, six or twelve months
9. Identify the International, National, Branch, Area/Region, District and Group activities that the Crew or Crew members want to participate in and place these activities on the calendar. Rovers may have already identified some of these activities during the 'brainstorming' part of the process.
10. All that is required now is to 'fill the gaps' with the activities that were previously ranked as desired activities of the Crew.

Implementing the Program

Having generated all of these ideas, the challenge is not to Program the ideas that are easy to organise at the expense of the ones that might be a bit more challenging and probably a lot more interesting. The Crew should decide on those activities members would like to do the most, then Program these in along with the major events and standing commitments the Crew already has.

Once the Program has been drafted, the Crew should stop and assess it for balance. Does it satisfy all of the needs and goals identified by the Crew in the period being programmed? Does it cover a wide variety of activities or is there an over emphasis on one particular type of activity? Is it affordable? Does it allow for fundraising and recruiting opportunities? Take the opportunity to give the Program a "tweak" at this stage to ensure the Crew does achieve all it want to.

The next step is for the Crew Leader, Activities Officer or Programming Committee to allocate someone to organise each of the activities. When doing this, the experience of the person should be kept in mind – if they may need assistance, get one of the more experienced Rovers to provide advice. Especially keep this in mind when asking Squires to organise activities.

It is not up to the Crew Leader, nor the Activities Officer, to organise all of the activities. It is their job to make sure those charged with the responsibility of organising the activities carry out their tasks, and to provide them with some assistance when it is required. This way, no single person is left with all the work and more people gain experience with organizational skills.

Communication and distribution of the Program

Having constructed the Program, it is essential to make sure everyone in the Crew has a couple of copies. They should be distributed liberally – give some to the local Venturer Scout Units and to the Group Leader as well. The person responsible will also need to ensure that any changes are communicated properly, with plenty of notice, to everyone who has a copy.

Having done this, getting people to adhere to the Program will often require some effort—especially if the Crew doesn't have a regular meeting time. Once everyone in the Crew is in the habit of following the Program, these reminders will be needed less and less, but to start with, a few phone calls will go a long way to ensuring success.

Monitoring and evaluating the Program

It is critical to constantly monitor and evaluate the Program if it is to be successful in the long term. This means looking at where the Program is going, checking to see if it is meeting the needs of the Crew, the objectives of the Crew and fulfilling the Aims and Principles of the Movement. This should happen on a fairly regular basis – say every six to eight weeks if the Crew have made a six month Program. This will ensure that everyone's needs are being met before members get bored or upset.

So how to do this? The easiest way is to discuss the coming events and past events in a comfortable and functional setting – for example: at a casual meeting, a round table discussion, over a meal or even around the campfire. The person in charge of the Program, whether it is the Crew Leader or the Activities Officer, should encourage discussion about the successes and failures of any particular activity. This can help avoid the pitfalls and build on the strengths of these activities in the future.

It is important to ensure that discussion occurs in a constructive manner and that individuals are not criticised unfairly. It is better to give constructive criticism in private and praise the achievements of individuals in public. Having said that, sharing mistakes made with others will assist in the learning process and perhaps help to avoid similar problems in the future.

Some of the Crew may not necessarily volunteer their opinions or they may not want to upset another member of the Crew by criticising their efforts in organising an activity. This person's apparent disinterest in the Program may be the first sign that they are dissatisfied, and poor attendance and involvement is also a good indicator. These people need to be encouraged to give their opinions as they will often have some good ideas about ways to improve the specific activity or the Program in general, but may not want to share them for fear of hurting others in the Crew, or just because they are shy. Having the Crew Leader or Activities Officer approach these people privately is a good way to get their flow of ideas started. There is, of course, the opposite character to this person; the one who is the first to criticize and the last to help. These people need to be encouraged to remain constructive and bite their tongue from time to time. In any case,

making everyone feel that his or her concerns are being addressed is more likely to encourage active participation.

Some good performance indicators to measure the Crew's Program success by include:

- Are Crew members participating in the Program?
If it seems that many activities are falling through because of lack of numbers, it is a fair to make the assumption that the Crew members do not want to be involved in the chosen activity. This is by far the most important indicator.
- Are they enjoying themselves?
Some people will attend activities out of a sense of duty to the Crew, and if they are not enjoying themselves, then they will begin to resent the Program for preventing them from undertaking things they enjoy doing.
- Is the Crew attracting new members?
Word of mouth is the best advertisement. If the Crew has a great Program, it should have no worries in attracting new members because everyone will want to be involved.
- Is there an improvement in the visibility and image of the Crew, both within Scouting and in the surrounding community?
A successful Crew would include a significant service component in their Program and whilst service is not done for recognition, this will undoubtedly be received. Not only this, but from the Crew's activities out in the community eye, it should start to get known by the local people, which will help its image greatly and may very well boost membership.
- Are members obtaining new skills and experiences?
This is one of the main aims of Rovering. If the Crew keeps doing the same old things it has always done, then members won't learn anything new, and will become bored. Bored Rovers have a tendency to get restless and find other ways to spend their time. (This, however, does not mean that activities people enjoy should be left out just because they get done a lot. If that is the focus of the Crew members, then go for it.)

Should the answer to any of these questions be "no", then the Crew should re-evaluate their Program together and direct it more to meeting the needs of the members of the Crew.

Maintaining a balance

It must be kept in mind that each member of the Crew has other commitments in their life they must also keep, as well as their commitments to the Crew. It is possible to over-Program. If too much is packed into the Program, it can become very hard for members to keep up with (both in terms of time and money) and they will start to attend less and less. This in turn makes others disappointed because the Crew is not supporting the Program.

For any young adult, the time period between being 17 and 26 represents a period of significant changes in an individual's life and circumstances, and this transition into adulthood is no small issue. Many issues and pressures face young people during this time, including career and education pressures, relationship and family issues, financial pressures, establishment of one's self in the community, moving out of home, new found freedom and responsibilities of becoming a legal adult and so on. All of these issues take their toll and require the devotion of time and energy in order to properly deal with each and every one of them.

Scouting is but one component of a member's whole life and as such it must be recognized that sometimes Rovers need to set other priorities. It is important for Crew Leaders, Rover Advisers and in fact all Leaders in Scouting, to recognize these issues.

Crew members need to appreciate that Scouting is just one part of their lives, and in order to live up to their Scout Promise and Law, they must recognise their other duties in life.

It is important for the Crew Leader to recognise these issues in other people's lives because at one time or another, as Crew Leader they will need to help members deal with the pressures and expectations facing them. Quite often, being a friend is enough, but being a Rover and a friend is even more valuable, because you understand the specific position they may be faced with in their Scouting lives.



Basic risk analysis and management

When considering which activities the Crew wishes to participate in, it is important to consider the risks involved, and whether they are manageable. It should be remembered that all activities involve risks, but most risks can be managed with a few basic steps. Applying some basic risk analysis to all the Crew's activities, especially activities not previously undertaken, is a good habit to get into.

A simple way to approach risk management is to follow the "*Thinksafe SAM*" steps.

- **Spot the hazard**
Identify any component of the activity that may pose a danger or risk of any kind.

- **Assess the risk**
Rate the level of risk. A simple way of doing this is to look at the sort of injury that may result and the likelihood that this could reasonably be expected to happen to the least experienced or skilled member of the group undertaking the activity. (See Figure 1) (The person undertaking this analysis should have some experience in the activity being undertaken.)

- **Make the changes**
If the perceived or identified risk means the activity could be considered medium to high risk, then reassess the components that are risky. Anything that rates as a high risk is basically unacceptable and must be modified to reduce the risk category. Medium risks should be managed to reduce them to as low risk as possible.
Overcome or reduce the risk by one of three steps.
 1. Eliminate the component of the activity or modify it to remove the risk.
 2. Include training and assessment in the Program prior to undertaking the activity. This ensures a higher level of skill and experience amongst members of the party. This will usually require someone with specialist training (e.g. an adventurous activity instructor) to help train your Crew members.
 3. Use personal protective equipment. Include equipment that helps to reduce the risk of injury – such as Personal Flotation Devices for anyone on a water craft, wear gloves, work boots and sun protection if working on an outdoor service project and so on.

- **Review the risk management appraisal**
Once the changes have been made to the activity, review it all again to ensure nothing has been missed and that no new risks can be identified within the modifications. Conditions and circumstances (e.g. weather) may change during the course of the activity so it may also be appropriate to reassess the risks as the activity proceeds.

Figure 1. Risk Estimation Matrix

Consequence	Likelihood				
	Rare	Unlikely	Likely	Very Likely	Almost Certain
Death	Medium	High	High	High	High
Serious Injury	Medium	Medium	High	High	High
Minor Injury	Low	Medium	Medium	Medium	High
Ache or Pain	Low	Medium	Medium	Medium	Medium

To use this table, first estimate the type of injury that could be expected to occur while participating in the activity (consequence). Secondly, estimate the frequency with which it could be expected that this injury could occur to anyone undertaking the activity (likelihood). The correlation between the two will give provide an estimate of the risk involved. The decision can then be made whether to remove the activity component, modify the activity and/or use personal protective equipment to reduce the risk associated with the activity.

Keep in mind – most people enjoy undertaking some risks and that’s what makes a particular activity seem adventurous, but the Crew Leader has a duty of care to members of their Crew to make sure that unnecessary risks are eliminated. Always remember that the overall enjoyment of participants relates to the safety of those involved.

Remember also that Crews are required to adhere to rules set down in *Policy* and *Rules* of Scouts Australia. Similarly Crews need to adhere to any requirements of their Branch with regard to operating rules and procedures. If Crews are not sure what these are or where to find them, contact the Area/Region Rover Council, Branch Rover Council or Branch office for assistance.

This is only a very basic introduction to the concept of risk management. It will be of great advantage for Crew members to seek further training in risk management. For further information, contact your Branch Training Team.

LEADING A CREW

Qualities of a Crew Leader

Given that Rovers are self-determining, the ultimate responsibility for the running of a successful Crew rests with the Crew Leader. This is possibly the most important job a Rover can assume at any time in their Rovering career (more important even than the job of BRC Chairman!) The responsibilities of a Crew Leader are outlined in *Guidelines to Rovering*.

Ideally, a Crew Leader would be over 20 years of age, but in small and new Crews this is not always possible. Certainly both they and the Assistant Crew Leader should be fully-invested Rovers. Many Crews insist that all office bearers be fully invested members of the Crew, while others are more flexible. Some Crews consciously elect a Squire or younger Rover to fill an executive position so that the next generation of leaders in the Crew can start gaining some experience. This also means that the opinion of younger members of the Crew can be sought.

At the very least the Crew Leader should attend a Rover Sectional training course or equivalent either before, or during, their term of appointment. The Assistant Crew Leader should also try to attend, so that they can put their learning into practice before they succeed the Crew Leader. Some Branches have rules requiring Crew Leaders to either have been trained or to undertake their training during their term of appointment.

The Crew Leader needs to have some self-motivation. They are the one responsible for motivating everyone else in the Crew to get things done. They should have good time management, goal setting, organisational and people skills. All of this is a lot to ask of a young adult. In point of fact, all they really need is some common sense and a desire to do a really good job. The rest of these things they can learn along the way – that is the idea after all.

Management of the Rover Crew

One person can only do so much, so the team that is behind them is all important. In a Rover Crew, the Crew Leader cannot, and should not, do everything to keep the Crew running. They will need to learn to act more as a manager, and they will need a support team to succeed in this role.

The teamwork aspect of the Executive is all important to ensuring long term success in leading the Crew. If the team does not work well together, this adds extra strain to the jobs each person takes on and can lead to the “burn out” of one or more members of the Executive. It is particularly important that the Crew Leader pays attention to this, as looking after the members of the Crew and the Crew Executive is an important part of their job.

The Crew Executive would normally consist of the Crew Leader, Secretary and Treasurer, but many consist of more than this, depending on the needs of the Crew. All of these positions should be described in the Crew's Constitution or Rules, with the responsibilities of each individual clearly identified. It is also important to remember that when a new Executive is elected, the experience gained and procedures developed by the current Executive should be passed on to make each successive Executive better equipped to deal with running the Crew.

The Rover Adviser is normally included in most discussions of the Crew Executive as a guiding influence, and some Rover Crews acknowledge the Rover Adviser as an ex-officio member of the Crew Executive in their Constitution.

Working as a team – the key to effective management

The Crew Leader needs to identify member's strengths and weaknesses to firstly make sure they are allocated suitable tasks to do, and secondly to help them develop the other skills they may be lacking, so that both the individual and the Crew may benefit. An important key here of course is communication, and this is an area in which we can always look to improve our skills. Ensuring everyone is kept informed and that messages are passed and received accurately is crucial to having a successfully functioning team.

Looking after each other

With the exception of the help and guidance from the Rover Adviser, the Crew will be left to govern itself. Therefore, it will be up to all of the members of the Crew to look out for each other. Developing good interpersonal relationships will be important to the Crew working well together. This does not mean that everyone must be the best of friends with everyone else, but members should respect each other and look out for one another. This is one of the things that makes Crews so important in a Rover's life. It becomes a tremendous source of support and friendship. These friendships develop Crew loyalty, which will again enhance the Crew's ability to work together to achieve their goals. A well developed sense of Crew loyalty also tends to make friendly competitions with other Crews a bit more interesting!

Leadership styles

It is well recognised that different leadership styles are required to work with different people and in undertaking different responsibilities. Generally within Rovering, leadership can be simplified to balancing the achievement of a set task with developing a group of people, while addressing the needs of each individual within the group. How the Crew Leader sets about balancing these requirements is known as the leadership style. Different styles will be required for different tasks and for different groups of people. The style adopted in being a Chair of a committee organising a state activity camp will be different from those required for organising a weekend camp with your own Crew.

There is no one correct style that Crew Leaders can use all the time. Styles must vary to suit the circumstances. Each individual or any group of people will have different skills, different expectations and different reactions to situations. Tasks will be different. The effective Crew Leader will recognise these differences and adapt accordingly to the situation. This concept of leadership based on considering the task, the individual and the group is known as situational leadership.

Situational leadership requires the leader to use the most appropriate style to suit each specific situation. Different styles include:

- telling (directive)
- selling (persuasive)
- sharing (consulting)
- delegating (shared decision making).

Each of these styles has its advantages and disadvantages and a combination of them is often required to address the needs of any group of people. These concepts are further developed during Rover Sectional Training and a good understanding of them will help you to get the best out of the teams you will need to deal with, both in Rovers and in your day-to-day life.

Motivating others

The ability to motivate others and inspire are essential characteristics for effective leaders. The importance of leading by example cannot be overemphasised for Rovers. The ability to recognise both ability and potential and to be able to work with both individuals and groups is essential in Scouting. Managing difficult situations, delegating, resolving conflict and using effective communication strategies are all skills useful to a leader.

A motivated group of people who want to be there and want to participate in any given project, is the most important asset you can have. Usually, no matter what the obstacle, the motivated people will find a solution and get on with the job, and many times they will undertake more arduous tasks in more adverse conditions than almost any paid workforce.

Motivating others is most definitely an art, though it is something that, with practice, you can become very good at. It is getting others to want to do what it is you would like them to do. Whilst it is a complex task that requires a different approach with different people, there are some basics that are common to most situations.

Firstly you must lead by example. You should be the most motivated and enthusiastic person in the room – people will only want to work as hard as the person in charge. This has a contagious effect and will help others to find enthusiasm for your cause.

Secondly you should be prepared. If it is clear that there is a definite focus for people's efforts and a definite goal in mind, others will be more likely to help you. Explain clearly what is expected from each of the people involved and focus on the positives of the task at hand. This might be something as simple as the opportunity to have a good time, learn a new skill or achieve a personal goal, but it gives people a good feeling about what they are signing up for. Be careful not to overlook the negatives or people may get upset when they find them out later.

Finally, and perhaps most importantly, you should gain the respect of the people you want to do things for you or with you. If you don't have their respect, they will be unlikely to want to help you. This part will be entirely up to you to achieve but a good rule of thumb is that in order to gain respect you must first treat others with respect – respect for their abilities, their beliefs, their potential and their own goals and aspirations.



Chairmanship

Managing a small group of people in a predominantly democratic organisation usually means there will be a need to develop your abilities as a Chairman, to facilitate others to achieve their goals for themselves – not doing the work for them. This takes a lot of time and practice but discussed below are some basic skills for a starting point.

In general terms, the role of the Chairman is to guide the meeting to a timely resolution of its aims by leading, but not controlling, the discussions. It is important the Chairman does not bring bias to the debate but instead ensures that all sides of the argument are presented at the meeting and that he or she facilitates discussion to achieve the best outcome for the Crew. This means that, to a degree, the Chairman may need to keep their own opinions to themselves so as not to sway the meeting, but on the other hand they need to make sure important points and perspectives are not overlooked. They should also encourage input from those who are a little more reluctant to speak up.

Different styles of chairmanship may be used, depending on the situation. These range from applying a very formal meeting protocol, to leading a round table discussion, to sitting back and letting it all happen around you. Sometimes it is useful to “set up” or pre-arrange some people to present different points of view in order to encourage discussion. Each of these styles has their advantages and disadvantages and a mix of each during any one meeting is often needed to achieve the best outcome.

The Chairman should also keep in mind they have a responsibility for the effectiveness of the meeting. With this comes a degree of authority which allows the Chairman to achieve this aim. This authority includes choosing the order of speakers, ejecting disruptive members, truncating discussions that carry on for a long time and so on.

Running a business meeting

Running a business meeting is something you have to learn by actually doing it. However, below are a few ideas to help make it run more smoothly. Above all, preparation and knowledge of the issues likely to be raised are critical.

Firstly, make sure you have a purpose for the meeting and that you understand what your outcomes should be. No one wants to have a meeting for the sake of it. Crew business meetings may be held to organise activities, to attend to administration matters or to improve the operation of the Crew.

Having done this, the next step is to decide what you want on the Agenda in order to achieve this purpose. Once the topics that will need to be considered have been decided, have the Crew Secretary type it up for you, and photocopy enough copies for everyone.

It is a good idea to start the meetings on time. If you wait for the late arrivals, you are rewarding those who are not organised enough to be there on time. When the business meeting opens, remember to welcome any new members or people who haven't attended before, particularly invited guests. If there is anything that they won't understand, explain it before proceeding with the meeting.

General chat and catching up with each other can often get in the way of running an effective meeting. Rather than trying to prevent it, allow time for people to catch up. This may be in the way of some “fellowship time” at the beginning of the meeting or over supper. Some Crews have a section on the agenda called ‘Gossip’ or something similar, so that people can share things such as who's moved into a new house or who's going out with whom, without interrupting the meeting.

Keeping the meeting focused is one of the most important tasks the meeting Chairman has. This involves facilitating discussion (rather than directing and influencing it) so that business is dealt with quickly and efficiently. Preventing the meeting from dragging on for a long time is important as people get restless and less productive as time goes on.

Meeting agendas

It is important to give the agenda to everyone who is at the meeting. Agendas are useful to give people some idea of where the meeting is going so they can bring up their point at the right time and not get the meeting off track with irrelevancies. Remember also, the topics of discussion must be relevant to the purpose of the meeting.

Components of the agenda

Business meetings are often run in a standard sort of format mostly for the sake of ease and efficiency – there is no need to “re-invent the wheel” for every meeting. The agenda should include items such as attendance and apologies, acceptance of the minutes from the previous meeting and any business arising from that meeting, correspondence received and sent, reports from the Crew office bearers (including the finance report), any sub committees or representatives, and general business. General business includes all business that does not fit in any other specific section of the agenda. For most Crews, this will include all discussions. Some Crews like to have a section on the Baden-Powell Scout Award Scheme which includes any progress reports, a section for activities to check on the progress and success of the Program and so on. The exact structure of the agenda can be modified to suit the Crew’s needs. Some sample agendas are included in Appendix Two.

Keeping minutes

Minutes should be an accurate and reasonably informative record of the discussions and decisions of the meeting. This satisfies your record requirements and is the best way of tracking the progress of various issues. If the same matters arise meeting after meeting, then it is a good indicator that the matter needs some definite attention. Taking good quality minutes is a skill that comes with practice. A good measure of the quality of the minutes is that a person who did not attend the meeting should be able to read the minutes and have a full appreciation of what was discussed and decided at the meeting.

If your Crew Secretary needs assistance, consider asking the Area/Region Rover Council or Branch Rover Council Secretary for some pointers. Alternately, get help from the office bearers at your Group or District Councils and Committees.

Further training

All of the skills mentioned in this section are developed further in Rover Sectional Training. If you require assistance in the meantime, both your Branch Rover Council or Area/Region Rover Council Chairman, office bearers or Rover Commissioners are a great source of advice.

THE CREW'S CONSTITUTION

The Constitution forms the basis for the Crew's rules of operation. It should provide the basic framework for what is expected of the Crew as a whole, for individuals to be a part of the Crew and any matters of operation that would normally be expected of a formalised body of people. It should be of sufficient detail to provide a point of reference when disputes or questions about the Crew's operating parameters arise, but should be flexible enough not to restrict the operation and development of the Crew over the course of time.

Two sample Crew Constitutions are included in Appendix Three. While not all of the points will be relevant and useful for every Crew, they may provide some ideas. The Crew's Constitution may include:

- Name of the Crew
- Meeting place and times
- Aims and objectives
- Joining the Crew
- Conditions of membership
- Trainee Rovers/Squire training
- Resignations
- Rules of conduct and behaviour
- Annual subscription fees
- Uniform
- Crew elections
- Role of the office bearers
- Role of the Sponsors
- Annual General Meeting
- Business meetings
- Executive meetings
- Crew records
- The Baden-Powell Scout Award
- Changes to the Constitution
- Dissolving the Crew
- Disputes committee
- Court of Honour procedures
- Crew equipment
- Miscellaneous items

It should be kept in mind that the Constitution of the Crew cannot overrule the Policy and Rules of Scouts Australia or your State Branch. In such a case, the *Policy* and *Rules* of Scouts Australia take precedence. For further information on *Policy* and *Rules* check the Scouts Australia website at www.scouts.com.au

RESOURCES AVAILABLE TO ROVERS FROM WITHIN THE SCOUT MOVEMENT

Resources are available from a number of areas. Texts and other reference materials can be gained from the libraries and archives that many Crews, Groups and even Branches have built up over the years. Some written materials can be downloaded from the Internet. Often all the Crew may need to do is get pointed in the right direction and it will find a book that has information which may be useful in answering any questions.

Human resources

Often the most difficult resources to come across will be others with the necessary experience and skills that will help the Crew Leader carry out not only the Program but also the management of the Crew. These people are sometimes not easy to find. The trick is to look in the right place for them. Scouts Australia, in all its Branches, works very hard to provide a support network and assistance for members that can be utilised by your Crew at any time. This is one reason why it is useful to maintain links with your Area/Region Rover Council or Branch Rover Council – they will often know how to find the people you are looking for. This group of useful people includes your Rover Adviser, booted Rovers and your committed supporters. All of them will have an interest in seeing your Crew prosper which makes them very willing to assist.

Crew resources

In addition to human resources, there will be a number of things or a list of equipment that the Crew will find it useful to have.

Copies of:

- *Rovering to Success*
- *A Branch Organisation and Information Handbook* (where published)
- *The Rover Award Scheme* (including Baden-Powell Scout Award)
- *Rover Record Book*
- *Ceremonies*
- *Introducing Scouting*
- *Basics of Scouting*
- *Guidelines for Rovering*
- *Your Crew's Squire Training Handbook*
- *The Crew and its Program*

Administrative information:

- Scouts Australia *Policy* and *Rules* - available from the web site www.scouts.com.au
- Diary/Logbook
- Logs from previous Squire Training and Baden-Powell Scout Awards
- Crew Program

- Crew Contact List
- Area/Region/Branch Contact Directory

Other

- Crew ceremonial equipment
- Activity equipment such as canoes, abseiling gear, camping gear.

Obtaining resources

When seeking resources, be creative. Try to borrow or hire any expensive items the Crew might need. For example, if it needs an industrial mulcher, instead of hiring one ask the local Council if they have one the Crew can borrow.

Some equipment will need to be purchased. Wherever possible, try to get a good deal for the Crew. Scouting operates a number of retail stores and these are always worth trying. If equipment has to be purchased, the maintenance of it should be an important consideration, so someone should be appointed as Quartermaster to make sure the Crew's investment does not get wasted.



RECRUITING

Recruiting is a critical issue for Rover Crews - the longevity of the Crew depends on it. Many Crews find it difficult to recover their membership base once it has fallen below about six members, which would imply the Crew can only guarantee that it will be strong until the sixth-youngest member turns 26 (assuming that no one leaves before that age). For example, if the sixth-youngest member is 21, unless the Crew recruits new members it has a use-by date five years in the future.

There are several areas the Crew can direct its recruiting efforts towards.

- *Local Venturer Scout Units* where recruits will be familiar with Scouting terms and ways. Even so, they may not be familiar with Rovering, so it can be good to assign someone to make sure regular contact is maintained and older Venturer Scouts are shown the ropes. This person would usually become their Sponsor.
- *Non-Scouting friends or acquaintances of current Crew members* may wish to join Rovers. They will know at least one member quite well, and this person will be able to guide them in their first weeks in the Crew, before they get to know other people well. These people will have to be taught everything, from the Promise and Law to what happens during various ceremonies they may take part in. However, the Crew will most likely have a Crew member who is able to look after them. If friends and acquaintances express interest in the Crew, get the Crew member concerned to invite them to an appropriate activity. Keep in mind – most people will be more interested to come to a fun activity than a business meeting – first impressions count!
- *“Off the street” candidates* referred to the Crew by its Area/Region or Branch. These people will have never been in Scouting before. They are a similar target audience to non-Scouting friends, but they may not know anybody. In this case the Crew Leader may have to delegate a Crew member with similar interests to look after them for the first few weeks or months, or do this themselves.
- Current Rovers transferring from another Crew. They may or may not be known to you or other Crew members, depending on where the other Crew is and why they are transferring. Some will be transferring for work-related reasons, and may have come from another suburb or even another state. Others may transfer from closer Crews because they are not getting what they want from their Rovering. If this is the case, consider carefully why that is and whether or not your Crew will be able to address their needs.

Recruiting Venturer Scouts

Venturer Scouts are not just people in the next youngest Section of Scouting; they are all potential Rovers, and should be treated as such. Of the four types of recruit, this is the group that should be given the highest priority in the Crew's recruitment strategy because they are likely to be motivated people who are already committed to Scouting and are likely to become part of the backbone of the Crew. They will have Scouting experience, and basic Scouting skills.

Getting them to join the Crew is less easy, and it takes a lot of work to build a successful relationship with the Venturer Scouts. The Crew may need a multi-layered strategy to convince them to join:

The Crew could regularly invite the Venturer Scout Units in the District on a combined activity. Make sure that this is planned well in advance, and the Crew Leader should stress to their own members that it is very important that they turn up. This will ensure that the Crew appears to be strong and healthy, with an active Program. Make it a fun and challenging activity, such as go-karting or rock climbing. The Crew should aim to have a combined activity such as this at least every five or six months, and preferably more frequently.

Remember that activities with the Unit need to be ongoing; the Crew cannot put in lots of effort in the first three months of the year and rest on their laurels for the other nine months.

It is also useful to keep in mind that transport may be a problem for many of them – offering to help them solve this problem is a good icebreaker and a great way for the Crew to provide service to the Venturer Scout Unit. Consider paying out of Crew funds for the Unit to attend.

Crew members should go out of their way to speak to the older Venturer Scouts at any occasion they meet. The key is to not only show the Venturer Scouts all that Rovers has to offer them, but to enable them to get to know all the Crew members as people. That way, when they begin to link with the Crew, they will know the members and will hopefully not be intimidated by a large group of new people.

Keep track of which Venturer Scouts are nearing their 18th birthday. If possible, obtain a Unit contact list from each Venturer Scout Leader in the District with each member's date of birth on it. This enables the Crew Leader to step up their efforts (without overdoing it) with the 17 year olds. Check out the requirements for the Rover Link badge. These have been established to help facilitate the linking process. Adapt it to fulfil the Crew's specific needs and it will serve well as a progression tool – and don't be afraid to start this early and invite the Venturer Scouts along to all the great activities over a few months, rather than getting them along to the boring ones in the last few weeks of their linking period in order to squeeze in enough activities to meet the linking requirements. Distractions can get in the way of their linking with the Crew, so if the

Crew can get them hooked on Rovers before 18, this problem is avoided. Remember, however, that most 17 year olds will probably still be completing their studies, and may not have the time to fully devote to either Venturing or Rovering.

Especially keep an eye on the Queen's Scouts, because these are the Venturer Scouts who are likely to be more committed than usual and will advance to Rovers - if they see it as a continuing challenge and opportunity. As Crew Leader, get yourself invited to their Queen's Scout presentations and congratulate them, make sure they know how to contact you, and vice versa. Why not send a congratulations card as soon as you hear the news, or even present them with a copy of *Rovering to Success* as a congratulatory present!

There is no excuse for not doing enough to recruit local Venturer Scouts. The Crew knows where they are; they can easily be contacted, and most importantly it provides the opportunity to be in touch with them at regular intervals.

Accepting new members into the Crew

The Crew's first contact with a new member may go a long way towards their decision to join or otherwise. Remember that most people's opinion of an individual or group is formed by their first contact. If the potential member's first impression is that the Crew is poorly run with unfriendly members, then there is little likelihood they will join.

If the Crew Leader can provide them with a copy of the Program right away, they will know how busy and organised the Crew is and it also gives them an opportunity to get a feel for the type of activities the Crew likes to undertake.

Once are past that hurdle, most Crews have a number of steps to becoming a full Rover. While people can't be expected to do too much before their Squire investiture, the Crew Leader will at least want to make sure that they know the person before accepting them into the Crew. Before the Crew accepts a person for investiture/induction as a Squire or Trainee Rover, it may be appropriate for the new person to:

- talk to the Crew Leader and/or Rover Adviser about joining the Crew
- attend a few activities with the Crew
- be willing to contribute to the running of the Crew
- show a willingness to accept the Scout Law and Promise from an adult perspective.

Such guidelines allow consistency between members and enable the Crew to get to know potential members before they join. Keep in mind that the only condition of membership to the Scout Movement is a commitment to, and acceptance of, the Scout Promise and Law.

Crews need to make it a priority to be welcoming to new members and not place too many hurdles in their path to becoming a Rover. There should be no barriers to membership in the Rover Section and membership requirements of Crews should be reviewed on a regular basis to ensure that Squire training programs are not onerous and

provide for quick completion without losing the intent of the program or membership requirements.



PUBLIC PROMOTION

This can be a huge topic so the more training Crew members can get about public relations, promotions and all the skills that go along with these topics, the better. It can also be a valuable way to get support, recognition and members for the Crew. There are some key issues Crews should focus on.

How Rovers appear in the public eye is of great importance. When in uniform, Rovers are readily identifiable as members of the Scout Movement. Typically though, many Rover events make the wearing of uniform impractical, so Crews may want to consider other ways of letting people know they are Rovers. A Rover activity shirt is just one way – many Branches have these already to provide a consistent image in large numbers. Some Crews also have their own Crew shirts. Either way, a group of people all wearing the same thing are easily distinguished from a casual group of friends, and are more likely to be approached by members of the public wanting to know more.

When the Crew is identifiable though, members must also remember their duty to maintain the good image of Scouting, so be sure to act accordingly.

Crews that are particularly organised may choose to improve their profile by developing regular media releases about significant upcoming events. If there is a noteworthy event on the Program, such as running an activity for the public, a local service project, or especially when members of the Crew have made special achievements – such as the Baden-Powell Scout Award - it may be appropriate to issue a media release to the local newspapers and radio stations.

Many Branches have specialist media staff who can assist with the preparation and release of media notifications, or at least provide the Crew with some guidance as to the sort of detail and structure that is expected from a media release. Importantly, the Crew will need to adhere to any rules its Branch may have about media releases, and it is important to check it with them first.

Web sites

One public relations tool used by Rovers is web sites used commonly to publicise events, achievements and activities. Many Crews will have someone who has access to the Internet and the ability to produce a web site, even just a basic one. Most Crew web sites are simply promotional tools to let people know when and where the Crew meets and who the members are, but a web site can be as useful as the Crew wants to make it.

Some of the more elaborate ones have photo galleries, document download sections, and online ‘guest books’ where people can leave messages for the Crew. Rover Council web sites can be more elaborate, with contact details for the Executive, links to Crew web sites, and so on.

When constructing a Crew's web site, ensure that it puts across the right message. Telling the world about which pub the crew went to last week might seem funny, but it doesn't portray a good image for Rovers. It is important that the content of the web site is relevant and appropriate. Some Branches in Australia may have specific policies on web sites, which ensure that there is consistency in the information being delivered. There may also be privacy rules that the Crew may need to adhere to.

When the crew have got their site up and running, they'll need to tell people about it. The best way to do this is to register it with a 'search engine', a vast index of web sites that lets users find sites related to the subjects they're looking for. Another place to register is with other Scout web sites which maintain links to individual Group and Crew web sites. There is a National Scout web site, www.scouts.com.au and a National Rover web site, www.rovers.scouts.com.au. Both of these sites will place a link from their page to your Crew's, and most people looking for Rover-related material would start from one of these two places.

When establishing the site keep in mind it needs to be easy to update on a regular basis. If the Crew is unable to do this, people will not re-visit the site and therefore it loses its potential as a public relations tool. For example, it's no use having the Crew's Program on the web if it features activities and events that occurred a year ago. Update regularly and keep visitors happy. If the Crew doesn't believe they can achieve this, rethink the plan.

TRAINING

The importance of proper training for the Leaders within the Crew cannot be over-emphasised. The major benefit is that knowing how to do things properly allows them to be more efficient and work smarter rather than harder to achieve the results they want. It can be helpful by giving participants a good background understanding of what causes certain problems and also in developing their own sense of how to deal with different people and handle different situations.

The completion of Advanced Sectional Training (or Wood Badge) will be useful in achieving these goals. Check with the Branch Training Team as to the availability of these courses.

The benefits of undertaking Sectional training should not be lost on younger Crew members either. They will gain a better understanding of the reasons behind matters concerning the operation of the Rover Section and it is probably of most benefit to people new to Roving rather than those with a great wealth of experience. This is important for Crew Leaders to consider, as it will be the Leaders who encourage the younger members to attend training. It is also important to consider who is going to succeed the Crew Leader when they step down. By paying attention to the progress of the training and experience of the younger members it is possible to identify the next wave of Leaders well in advance, ensuring that “the Crew is left in good hands”.

Squire training and Sponsorship

For an introduction to Squire Training refer to *Guidelines for Roving*.

One of the most important training tasks performed by Rovers is in the development of new members. Squire training, or pre-investiture training, is an in-Crew training process. Therefore the responsibility for the content and the quality of the training provided rests squarely with the Crew. Keep in mind that the requirements of this process should be designed to allow the Squire or candidate to have personal involvement with the Crew, to demonstrate their commitment to the Crew and to encourage personal development of the candidate over the period of pre-investiture or Squire training.

Sponsors

Perhaps the most important ingredient in the Squire training program is having good Sponsors. The Sponsor acts as a mentor for the Squire to help them through their induction training. Sponsors are invested Rovers appointed to assist the Squire to progress through the different facets of their training. They should be selected for their experience and skill in Roving. While a Sponsor does not have to excel in all areas of Roving, they should be familiar with all facets of the Rover Program, Sectional structure and operations (including the Baden-Powell Scout Award). Ideally they should have at least two years Rover experience and should also set a personal example of the Rover way of life.

Appointing Sponsors

The appointment of a Sponsor should be a decision made together by both the Squire and the Crew. The Squire should be guided by the Crew in their choice because they probably won't know many Crew members well. This will also ensure that they are appointed someone who is going to look after them responsibly and pass on the skills and traditions of the Crew. Some Crews will allocate two Sponsors per Squire – one the choice of the Squire (usually this is based on familiarity) and one appointed by the Crew. It would be the responsibility of the Crew-appointed Sponsor to ensure the training is carried out adequately. If the Crew has too many Squires, it's probably better to have two Squires per Sponsor rather than have inexperienced people training the future Rovers.

The selection criteria for Sponsors depend greatly upon the level of experience available within the Crew. As an example, the Crew may allocate a Sponsor to a Squire, or the Squire might select a Sponsor, on the basis of personality, personal attributes, or common interests. Other Crews may have a minimum training requirement for their Sponsors – for example, they may be required to have completed Basic Sectional Techniques training.

In the beginning, however, it is a good idea to match a new member with a provisional Sponsor as soon as they join the Crew, as this person will be able to keep their interest in those critical first few weeks and encourage them to join the Crew. They may later decide to choose a different Sponsor for their Squire training.



Duties of a Sponsor

The Sponsor is like the Squire's big brother or sister – looking out for them when they first join the Crew to ensure they feel included and are introduced to all the people, places and procedures they need to be familiar with to succeed in the Crew and in Rovering. A Sponsor will be required to deliver basic instruction in Scouting skills, Scouting fundamentals and answer any number of questions the Squire may have. It is not as daunting as it sounds and should not be an undue burden on the Sponsor. There is, however, a need to ensure the Crew appoints the right person for the job, otherwise the delivery of the training will be compromised. The tasks required of the Sponsor will depend greatly upon the requirements of the Crew's Squire training program.

Selecting Squire training requirements

There are a number of considerations to be made in this process. The training must prepare the Squire for Rovering such that they are able to participate fully and confidently in all the Crew Program has to offer them. Having said that, the training should not present so difficult a challenge as to discourage members from becoming fully invested Rovers. It should also take no longer than six months to complete – somewhere between three and six months is ideal. If the Crew finds that it regularly takes Squires more than six months to complete the tasks, then a review the Crew's requirements is needed.

The training requirements should include ethical training in fundamentals of Scouting, practical training in the operations of the Crew and an introduction to the overall operation of the Rover Section. It should also include any specific skills the Crew may require for participation in the Program – such as basic sailing skills for Sea Rover Crews or lightweight hiking techniques for a Crew that has a specific interest in bush walking and so on.

Sometimes Squire training requirements may need to be tailored to suit an individual's needs and abilities. For instance, someone with a disability should not be prevented from earning their right of full investiture if there is a requirement they cannot complete because of their disability. If a Crew member has a particular aversion to a component of the training, they should not be forced to complete this, as it will be a deterrent to continuing in Rovers. For example, someone with a fear of heights should not be forced into abseiling or climbing (though if this is a focus for the Crew, they should perhaps consider trying another Crew!).

Below is a list of ideas the Crew may or may not choose to include as part of their Squire training requirements.

- Study, understand and discuss in a small group the Scout Law and Promise as it relates to Rovers.
- Participate regularly in the Crew.
- Know the purpose, principles, and structure of the Scouting Movement.
- Know proper parade procedure.
- Know and demonstrate how to hoist, break, and fold the flag.
- Make an item for the Crew Den or the Crew.
- Attend a meeting of a Section of the Scouting Movement, other than Rovers, of which the trainee has not previously been a member.
- Know and be able to demonstrate knots relevant to the Crew.
- Camp at the Crew/District/Area/ Region/ Branch campsite/hut.
- Organise and run a Crew activity.
- Accept a challenge. For example, a hike for a non-hiker.
- Read and discuss *Rovering to Success*.
- Read and discuss the *Guidelines for Rovering*.
- Undertake an adventurous overnight expedition/camp with the Crew.
- Pitch and strike a tent.
- Light a fire.
- Navigate a basic compass course.
- Participate in a service project.
- Be proficient in basic first aid.
- Hold a specialised activity qualification.
- Attend at least one meeting of the Area/Region/Branch Rover Council.
- Know the history and traditions of the Crew.
- Know the Rover Prayer.
- Undertake a Vigil.



Whatever requirements are included, the following points should be borne in mind:

1. Squires should endeavour to complete their training within six months.
2. Squire training must not be a barrier to joining Rovers or attaining full investiture.
3. Squire training should cover the fundamentals and basic history of Scouting.
4. Squire training should also cover the culture and traditions of the Crew.
5. It should be acknowledged that building good interpersonal relationships is just as important as developing campcraft and practical skills.
6. All Rovers should be treated with respect.

It is generally considered a good idea to review the Crew's requirements every year or so. As the Crew and the Crew members change and develop, the Squire training focus may also need to shift to accommodate the new needs of the Crew Program.

Record cards

The Squire should be provided a list of the training requirements they will be required to fulfil in the form of a card or other similar record. Similarly, the sponsor should be provided with a list of the duties they will be expected to fulfil in their role and these should match the Squire's training requirements card. Examples of both cards are included below.

Squire Training Requirements

1. *Give a talk to the Crew on a chapter of your choosing from Roving to Success, explaining its relevance to Rovers and today's lifestyle.*
2. *Visit, and be familiar with the operation of a Joey Scout Mob, Cub Scout Pack, Scout Troop or Venturer Scout Unit.*
3. *Participate in a community service project.*
4. *Arrange and plan completely a Rover activity for the Crew.*
5. *In discussions with other Crew members, demonstrate an understanding of the organisation, Aim and Principles of the Scout Movement.*
6. *Demonstrate an understanding of the Scout Promise and Law as it applies from an adult point of view.*
7. *Read a copy of the Crew Constitution.*
8. *Be familiar with the Rover Prayer.*
9. *Be familiar with the Baden-Powell Scout Award.*
10. *Demonstrate a willingness to be an active member of the Crew.*
11. *Demonstrate a willingness to accept the responsibilities of a fully invested Rover.*

Duties of a Sponsor

1. *When you are satisfied your Squire understands Roving to Success, its underlying principles and their relation to today's standards, arrange for the Squire to give a talk to the Crew on a chapter chosen by the Squire.*
2. *Ensure that your Squire is familiar with the basic structure and operation of the Joey Scout, Cub Scout, Scout and Venturer Scout Sections.*
3. *Assist in arranging your Squire's Joey Scout Mob, Cub Scout, Scout or Venturer Scout activities.*
4. *Ensure provision is made in the Program for a community service project for your Squire to participate in.*
5. *Have your Squire arrange and plan completely an activity for the Crew.*

6. *Arrange with your Squire to take part in a discussion with members of the Crew about the organisation, Aim and Principles of the Scout Movement.*
7. *Ensure that your Squire understands the Scout Promise and Law as it applies from an adult point of view and the Squire can demonstrate this and is applying them to life in general.*
8. *On induction, ensure that your Squire receives a copy of the Constitution of your Crew, the Rover Prayer and a copy of the Baden-Powell Scout Award.*
9. *Ensure the Squire is prepared to discuss or demonstrate the Squire's own personal interest to the Crew.*
10. *Report to the Crew on your Squire's capabilities, organisational skills and attitude to life, also on Squire's readiness for Investiture.*

The Vigil

When the Squire training is completed, within a period of 3-6 months (but no longer than 6 months), the Squire usually undertakes a Vigil prior to investiture as a Rover. This Vigil is a time of self examination and reflection when the Squire looks at what they are doing with their life, considers the Scout Law and Promise and how they intend to adopt these, and gives them time to make a decision as to whether they feel they are ready to take on the commitment of becoming a Rover Knight (or fully invested Rover).

The Vigil may be held anywhere, and the Squire may be able to choose a suitable place of significance to him or her. Alternatively the Crew may have a specific location where the Vigil is traditionally held for members of their Crew. In either case, the Squire or trainee Rover should be guided through this process with the assistance of their Sponsor and/or the Rover Adviser.

The idea of the Vigil is that before making their Scout Promise again, this time from an adult perspective, the Squire should have a proper understanding of its implications, and they should not make their Promise again until they can do so honestly. The Vigil should provide time for quiet contemplation and, with the aid of some questions, the opportunity to think about what they are doing with their life – where they have come from, where they are going and whether they will seize the opportunities before them. It should provide the opportunity to examine their own understanding of the Scout Promise and Law and the true significance it holds for them as an adult.

The Vigil need not be an elaborate ceremony, in fact it need not be a ceremony at all. It could be carried out in the Squire's own room, at the Crew Den, in the outdoors or in any place that will allow for quiet contemplation. The Crew Leader and/or Rover Adviser might accompany the Squire to the place of the Vigil, usually along with the Squire's Sponsor/s, to aid them in understanding the questions before them. They might choose then to retire and leave the Squire with some time to themselves to think about the questions before them, or they may choose to stay and help the Squire through the process of answering each of the questions.

The actual structure of the Vigil is irrelevant, but the allowance for time of reflection and understanding of the commitment the Squire makes when they undertake their Promise as a fully invested Rover is important. Whichever approach your Crew decides to take, it should be simple and sincere.

Baden-Powell originally developed a Vigil for the Rover Section. Over time various changes have been made to the wording of the Promise and Law. Below is a broad adaptation of this Vigil.

The Questions

During the Vigil, a number of questions that relate to a great many aspects of their life are traditionally put to the Squire. These are often fairly personal questions, and should be, in order to encourage the Squire to examine their choices and situation in life. They should also take the opportunity to examine their goals in life and by comparing their current situation and circumstances with those they are aspiring to, it may make the path toward these a little easier to see.

The questions for discussion are entirely up to the Sponsor and Squire and should be tailored to the individual and the situation. They should guide the Squire through the process of self-examination and appreciation for their own qualities and achievements, as well as their aspirations. They should give the Squire the opportunity to recognise their own strengths and weaknesses and encourage them to understand their own beliefs and ethics and how these colour their perspective on life. Once the individual has a better understanding of these, often they are able to learn and understand more about others and the world around them. This understanding is unlikely to be developed overnight though, and may take a long time or repeated periods of self-reflection. For this reason, some Crews choose to involve all their invested Rovers in the Vigil process – each discussing and contemplating their own situations again, whilst they assist their Squires through the process.

Below are listed some questions you may choose to consider.

Life

1. Am I making the best use of the time my God has given me, or am I wasting it away in doing things that aren't important?
2. Do my actions benefit others as well as myself? If so, how?
3. At what expense to others have my personal achievements come?
4. Whom have I injured or hurt in my life? Can I do anything to make amends?
5. Whom have I helped in my life? Are there others I can help?

Service

1. Am I joining Rovers only for the fun I can get out of it?
2. What do I mean by 'service'?
3. Am I determined to put real self-sacrifice into my service? If so, how?
4. What kind of service am I best suited to? (home, work, community)

Ideals

1. What are my strengths?
2. What bad habits have I acquired in the past and am I determined to give them up?
3. Am I able to follow my own conscience or do I allow others to unduly influence me?
4. What other weaknesses do I have and am I prepared to do my best to overcome them?

The Vigil has been carried out in a number of different formats over time – everything from an hour before the investiture ceremony to an entire night before being invested at dawn. Some Crews encourage their Squire to conduct their Vigil a week before the investiture ceremony to make sure they understand the commitment they are undertaking.

In either case the acceptance of the right of full investiture should not be taken lightly, but rather should be seen as an outward sign of an inward change of attitude towards life.

Non-traditional Crews may choose not to conduct a Vigil or Knighting ceremony, but the acceptance of the responsibilities of a Rover should not be taken any more lightly. Their obligations to uphold the Scout Promise and Law and the Rover Motto of Service are as significant as those of Rovers from traditional Crews.



CHALLENGES

There will be a number of challenges the Crew will encounter along the way. These might be issues that affect the Crew as a whole, or individuals within the Crew. Those issues affecting just one member invariably affect others, given the closeness that can often develop within the Crew. In dealing with these, the Crew Leader should keep in mind that they may not have encountered many of the challenges themselves, and they should seek help and advice wherever possible. The Rover Adviser is usually a good source of assistance in these cases. Similarly, there may be issues that require professional help and the Crew Leader should never hesitate to seek the assistance of qualified professionals in dealing with serious matters facing the Crew.

Each Branch has a number of people who may be invaluable to the Crew in working through these challenges and that is usually the best starting point when unsure where to turn.

Challenges faced by small Crews

The major challenge facing small Crews is to maintain a good Program to attract more members. Whilst many small Crews like the upside to having a small Crew – less disagreements, easier communication and so on - without recruiting new members, the Crew will eventually close.

Low membership also has an impact on the day-to-day running of the Crew. Less members means less people to share the workload of undertaking administrative tasks, organising activities, providing transport, fundraising and so on. There is less opportunity to be in a management position in charge of a large group of people. Less people also means less new ideas and contacts to find new activities and projects to undertake. And fewer members means a smaller support network.

However, there are some advantages – getting a consensus decision is usually easier, communicating messages is easier and less time consuming and members will all get to do exactly what they want all of the time. The trouble is that members are not getting the opportunities available to large Crews.

Challenges faced by large Crews

Whilst it is generally agreed that larger Crews are able to draw on more resources to help run their Crew, there are different issues to be considered. The downside is usually outweighed by the upside.

Communications

Keeping control of the business meeting can be a hard task. There is a vicious circle here: an active Crew gains members, and as the Crew becomes larger it becomes more active. This may mean that there is more business to deal with at the business meeting, but also that there are more people around to be disruptive.

The central problem is that there may be too many differing opinions and ideas for anyone but a really good Chairman to control without resorting to detailed rules of debate. One solution to this is to have the Executive run the Crew, with the Executive discussing issues and presenting the Crew with just two or three detailed options to choose from at the business meeting. They are also able to deal with incidental business that does not really concern all the Crew members. This is, after all, why an Executive committee is elected – to take care of the day-to-day running of the Crew.

Another idea is to establish sub-committees to take care of specific projects – such as running a large event, getting the buggy up and running and so on. While this can lead to more paperwork, it also allows people to concentrate on the areas of interest to them, which means that the business meeting can be shorter and more focused, and there is less opportunity for people to interrupt.

Another communication issue is that messages are more difficult to distribute to all members in a short time frame. Technology is an obvious boon here with email, SMS and mobile phones making everyone more accessible, but if one of the Crew does not have access to these facilities, there is a need to ensure steps are taken to include them in the communication process. It is also more difficult to fit the Crew Program into everyone's schedule simultaneously. This is overcome by advanced planning and sticking to the plan decided upon, including having final details of events available in plenty of time so that last minute arrangements don't end up in a frenzy of phone calls to keep everyone informed. It's the rule of 'P's – Proper Prior Planning Prevents Poor Performance.

Facilities

More people require more room – for meetings, for camping, for parking, for storage of equipment and so on. They also bring with them the ability to make changes to these restrictions, so if you find yourself with a large Crew, there is the chance to expand your Rover Den, or fundraise to purchase new equipment and so on. Planning for the future is an important consideration here, because as time goes by the Crew may not have a continuing need for such large facilities or stores of equipment, but members may still be carrying a burden of debt which needs to be paid. The continuing success of the Crew is an important consideration in this situation.

Cliques

Another problem faced by large Crews is cliques. Cliques are groups of people within the Crew who stick together more than they associate with other members. This is not necessarily a problem, but it can become one if a clique starts to miss activities because they are doing something else as a group. Unfortunately, there is no easy way to combat this. If they are off doing their own activities, obviously they are not getting enough out of the 'official' Crew Program - consider altering it to meet their needs more effectively, and make sure that they are told about all activities in plenty of time so that they can't say they didn't know about them. Also, the Crew Leader should talk to them to find out what it is that is making them want to dissociate from the rest of the Crew – it may be due to an oversight, a personal conflict or some other matter than can be addressed in due course.

Encouraging a spirit of Crew loyalty is a great way to keep everyone enthusiastically involved and is often spurred on by a little healthy rivalry with other Crews.

Challenges faced by Group Crews

Group Crews are those that are associated with a specific Scout Group. As such, they have a well-defined place in the Scout hierarchy as part of the Group. This has quite a few advantages – including having a ready-made support base of equipment, buildings and people.

Sharing Group resources

Another advantage for Group based Crews is an in-place structure to manage and maintain the hall and Group equipment. While the Crew may well be required to do service and/or pay Group fees, members are unlikely to have the stress of having to find a home, set up a Crew, or deal with a separate Group if leaving an existing one. The Crew must be careful not to let the Group Leader think of it as his/her own personal work party, to be contacted only when Group events are on, although doing service activities with other Sections of the Group can be a great way to get to know the Venturer Scouts.

Split loyalties

For Group based Crews that draw members from a number of Groups, the issue of Group loyalty can be significant if prospective members have very close ties with their own Group. This may discourage members from wanting to join Rovers at all if they do not have their own Group Crew. Many of these members may make an effective District Crew where they retain their own Group identities but form a functioning Crew.

In either case, there is an opportunity and a need to develop Crew loyalty above and beyond Group loyalties. Making sure everyone feels a part of the Crew and that strong relationships are formed between the Crew members helps this. If it is to be an ongoing problem, perhaps members should consider adopting another name for their Crew, while maintaining links with the Group.

Challenges faced by District Crews

Many of the problems faced by District Crews are the reverse of those faced by Group Crews. Firstly, unless they are lucky they may not have a Venturer Scout Unit based in the same hall. They will therefore have to put in extra effort to go and speak to the Venturer Scout Units in the District. The flip-side of this is that they can approach any Venturer Scout Unit they like without the Group's Unit asking why they're playing cricket with the Unit down the road.

The lack of Group loyalty found in District Crews may also prove of concern because if the Crew goes through a rough patch, there may be less incentive for members to persevere and work through it. That is not to say that Crew loyalty cannot be developed within the District Crew.

The retention of Group identity within these Crews may encourage the formation of cliques, and it may be useful for the District Crew to adopt a Crew scarf and identity. This will be a good starting point for developing the loyalty that will be crucial to the Crew's success.

Maintaining links with Venturer Scout Units

A Venturer Scout Unit attached to the Group represents a convenient source of new members with whom the Crew can have frequent contact on a both a Unit/Crew and personal level. This assumes that the Crew is one that the Venturer Scout would want to join, and that the Venturer Scout Unit is going well. Experience has found that when Group Venturer Scout Units close, the Rover Crew can follow a few years later. If this happens, the Crew needs to look to other Units and sources of recruiting to maintain its membership. However, the presence of a Venturer Scout Unit can be a double-edged sword. Crews can tend to rely upon this one Venturer Scout Unit for all their recruiting. Many Crews have a number of Units from which they could attract members. Time and effort is required to maintain links with each and every one of these units. The flow-on advantages for the Crew make it well worth the effort.

Why Crews close

Crews fold for one very simple reason: they haven't got enough members to continue operating. This might seem obvious and simplistic, but essentially that's why. The easiest way to prevent this is to recruit new members, and to hold on to the ones the Crew have. Think about what might encourage people to join the Crew, and what might cause them to leave. Try to promote and encourage those things that make people join (a sense of purpose and comradeship, fun activities, etc). At the same time, discourage those that cause people to leave, e.g. disharmony, activities that people aren't interested in. If members can do this, they're a long way towards keeping their Crew alive for the long haul.

Crews will evolve over time and a change in the direction for the Crew may be exactly what is needed to retain or attract new members – especially if the current Program is not filling the needs of the current members. Change and progress should be looked at as an opportunity to revitalise the Crew, rather than as an inconvenience.

Keep in mind, there are a number of people who can advise and assist in these troublesome times – including the Crew's Rover Adviser, Area/Region or Branch Rover Councils and Area/Region or Branch Rover Commissioners. Crews should not leave it too long before asking for help; after all these people are in their Scouting roles because they have experience and ideas to draw on in order to provide assistance. Crews should look for assistance in trying to resolve their situation if it is facing closure.

Challenges faced by individual Crew members

Managing conflict

Sooner or later, there will be a conflict between two or more members of the Crew. This will very likely be because of a personality clash or perhaps even a relationship break up. Whatever the cause of the problem, the Crew Leader will need to maintain

good relations with each member of the Crew. It is important that the Crew Leader stays out of the dispute and tries to act as a mediator. This is provided that the Crew Leader is not part of the dispute. There are a number of strategies the Crew/Crew Leader can take to resolve the problem or conflict:

- working through the problem with both parties to their mutual satisfaction
- finding a compromise solution that both parties can live with
- use of the Crew Leader's authority to impose a solution on the Crew.

Of these, the preferred strategy is to work the problem through. It may mean getting outside assistance and advice to help mediate, but it is worth the hassle if the Crew Leader really wants to keep the parties concerned as members of their Crew.

Relationships between Crew members

Rovers, being young adults, have the freedom to pursue relationships with whomever they choose. Often relationships may develop within Roving circles given that members are spending time with people who share similar interests and aims.

There is no problem with these relationships developing, and there is no point having clauses in the Crew Constitution prohibiting relationships between Crew members; it is impossible to legislate against human nature. On a positive note, if two Crew members are happily engaged in a relationship, that can be a force for stability within the Crew.

The problems begin when relationships end. Often one or both of the parties may choose to leave the Crew, or just take some time off. It is important that the leadership of the Crew keep the best interests of all of the Crew members in mind during this period.

Resolution of conflict situations

Nobody likes to be in a conflict situation, but they do occur. Communication and feedback are important during this process. If there are complaints about an individual's behaviour or attitude, it may be prudent for the Rover Adviser or Crew Leader to step in. If the complaint is about either of these two people, it is their responsibility to accept this and use the feedback to help them improve their own attitude or skills. Often getting a third party to mediate and collect anonymous feedback is the best way to get a truly honest answer. A good Leader will take the feedback on board and make changes to overcome any issues presented to them that they feel they can improve on.

Disruptive influences

Every Crew has one - the person who won't shut up, doesn't seem to understand the concept of "a time and a place" and their inappropriate behaviour can drive many in the Crew to despair. Honesty is a useful strategy. Help them to develop more appropriate behaviour, rather than just berating them all the time. Be constructive.

Setting clear guidelines for some people is a good starting point; a consistent approach can be taken if everyone is aware of these. Be careful not to do all of this behind someone's back. Be up front and honest and everyone will benefit.

If nothing else, they will make life interesting and keep members on their toes!

Alcohol

In general, most Rovers use alcohol sensibly. However, there is a minority of Rovers who over-indulge. Crew Leaders are probably aware of any members in their Crew who do overindulge on a regular basis. With this in mind, the following policy has been adopted by a number of Branch Rover Councils (in addition to their Branch Policy with respect to alcohol consumption).

- It is recognised that Rovers who are 18 years and over are legally permitted to drink alcohol and to use it in a responsible manner.
- The organisers of all Rover activities should promote the responsible use of alcohol where alcohol is either available or provided.
- The use of alcohol is defined to be a problem when it adversely affects others, or affects the safety of the Rover in question. When a Rover's use of alcohol becomes a problem, his/her Crew should take action to remedy the situation. In the absence of the Rover's own Crew, any other Rovers present should take action.
- The consumption of alcohol should always be discouraged where other Sections are involved in Rover activities.
- Rovers should be discouraged from excessively discussing or boasting about their consumption of alcohol at inappropriate times, such as in the presence of younger members of the Scout Association. This also refers to drinking songs.
- Rovers should use their best judgement when drinking, especially when in uniform.

Check with your Branch Rover Council as to the current status of their Responsible Alcohol Policy.

Looking out for one another is a key ingredient to Rovering. If a member is hosting a party or event where alcohol is to be consumed, then they have a duty of care to the people attending and need to provide water, soft drinks, food and a place to sleep for those who choose to drink.

Drugs

Drug abuse is a complex issue and if the Crew Leader suspects a member of their Crew, or in fact any of their friends is using or is addicted to drugs – be they legal or illegal - they need to act upon this knowledge very carefully. Being judgemental or denigrating the person is likely to lose their trust. With that goes the opportunity to help them. If nothing is done and the problem is ignored, they will be left “in harm's

way". In either case, the individual must be of prime consideration, but not at the expense of the feelings of the rest of the Rover Crew. The best course of action is to seek some professional help in what to do next and most states have Alcohol and Drug Information Services available to give advice and information at all hours of the day.

Having said that, illegal drug use is illegal in any terms and disregarding this goes against the Scout Promise and Law. The possession or use of any illegal substance at Rover or Scout events is strictly forbidden and is cause for disciplinary action. It must be dealt with swiftly and correctly and any actions should be considered in direct consultation with the local Scouting managers (Group Leaders, District, Area/Region or Branch Commissioners).

Suicide

A large proportion of young people consider suicide at some stage. It is not possible to predict exactly who might be at risk of suicide, but there are some indicators to watch out for:

- talking about committing suicide
- previous suicide attempts
- long periods of unemployment
- relationship difficulties with partner
- relationship difficulties with parents
- pressure to perform, e.g. exam pressures
- saying goodbye and giving possessions away
- withdrawal.

If the Crew Leader has concerns about one of their Crew members, they need to seek outside assistance; this is not something they can tackle on their own. Speak to the Crew's Rover Adviser or to a trusted friend, and if necessary seek professional help. Remember that if the person does commit suicide, it is not your fault and you and your Crew should seek counselling as soon as possible.

Death of a Crew member

In the unlikely and obviously tragic event of a Crew member dying, whatever the cause, there are a couple of things to remember. Firstly, whether they admit it or not this event is going to affect each and every member of the Crew in different ways, depending on how close they were to the person. This may mean that some or all members of the Crew will require counselling, which is often difficult to convince some people to undertake. The Crew Leader should consider reaching an agreement with the Crew that all members will do this - sometimes those who least admit that they need it are the ones most in need of counselling. This is especially important in the case of a sudden or unexpected death, and/or where other Crew members witnessed the accident that led to the death.

Another thing to consider is that the Crew may wish to have a more private memorial service apart from the funeral. If the person was a particularly dedicated Crew member, think about having a Scouts' Own or memorial service just for the Crew and

other Rovers the person may have been close to. This may be held at the Group or District campsite, at the place where the person was invested, or at a place known to be special to them. Also note that in some formations it has been the tradition to take a deceased Rover's epaulettes and place the left one either on or in the coffin (if appropriate) and present the right one to the next of kin. In either case, the wishes of the Rover's family must be considered and any such action should only be done with their approval.

Disciplinary action

At one time or another, the Crew Leader may arrive at a point where a member of their Crew has acted in such a manner that the Crew believes it appropriate to institute some sort of disciplinary action. If discussion of the matter has not already reached a satisfactory solution, it may be appropriate to take more formal action against the member – be that suspending their privileges, asking for a written apology or restitution if it is needed, or asking the member to leave the Crew. Each of these actions is a serious matter to deal with and seeking some advice from outside the Crew (i.e. from the relevant Rover Council or Commissioner) would be helpful before deciding on the action to be taken.

In making any decision it must be borne in mind that Roving is a development-focused organization, and if the individual is pushed away from Roving members no longer have the opportunity to contribute to their development.

LIFE AFTER ROVERS – BOOTING AND BEYOND

Having been involved in the Rover Section for a period of time, and often having been quite intensely involved, many Rovers look for something new to do with their time and new ways to direct their energies on reaching their boot age of 26 years. Some will take on leadership roles within Scouting, while others may like to take on a less intensive role, such as being a part of a Scouting Fellowship. In both cases, the training they have received will stand them in good stead for the challenges they choose.

There are also Rovers who decide they would like to take a break from Scouting. Often other Crew members become disappointed when someone who has been so involved in the Crew decides to break ties with Scouting for a while. What needs to be considered is that Rovers have had the opportunity to be youth members for up to 20 years – a significant commitment in any terms. They are also often in the position of establishing their homes, families and careers. This takes considerable time and effort and can leave little time for other things.

What we need to keep in mind is that we should be satisfied that these Rovers have become better people by participating in the Scout Program. This is, after all, the ultimate aim of Scouting. By creating better citizens, we create a better community. It is important for the Crew Leader to keep the Crew focused on the fact that Scouting has achieved its objective for this person and members should not become disappointed, but instead quite proud of the fact that they are living up to the Scout Law and Promise in contributing to the wider community.

Opportunities exist for booted Rovers to participate in any capacity within Scouting and they are highly sought after. Members about to be booted should be encouraged to join a Scout Fellowship, or establish one as a Section of their Group or District, to keep in touch with Rovers and Scouting. They can be a great source of advice, support and fun.



Appendix One – Sample Crew Program

ABC Rover Crew

Date	Activity	Organiser
July 5	Canoe Maintenance and Canoeing Theory	Jeff
12	Rover Ball - BRC	Emma
19	Crew Debate – Is the Rover Prayer relevant?	Tim
26	Night Canoeing	Jeff
August 2	Ramble briefing and Wine and Cheese night	Jeff and Mike
9	Ten Pin Bowling Challenge with XYZ Rovers	Sandra
16-18	(Weekend) Canoe Expedition - Ramble	Jeff
23	Clean up local park	William
30	Guest speaker – Local Member of Parliament	Julie
September 6	Table tennis challenge – ABC Venturer Scouts	Tony
13	Night navigation exercise	Rod
20	Lightweight cooking night	Rod
27-29	(Weekend) Caving Expedition	William
October 6	Hall maintenance – group service project	Terry
11	Indoor volleyball	Emma
18	Visit to radio station	Tim
26	(Saturday) Visit the new recycling depot	Terry
November 1	Murder Mystery party with MNO Rovers	Sandra
9	(Saturday) Horse riding	Dave

Business Meeting Sample Agenda

This agenda format is very basic and straightforward. It is easy to follow and modify to suit individual Crew needs. For less experienced Chairmen, it is a good idea to be as detailed as possible when writing the agenda to ensure nothing is overlooked.

The agenda for each meeting should be modified to suit the needs of the business to be considered.

XYZ Rover Crew Business Meeting Agenda

1. Open
2. Present and Apologies
3. Acceptance of previous minutes
 - 3.1. Business arising from previous minutes
4. Correspondence In and Out
5. Reports
 - 5.1. Crew Leader's Report
 - 5.2. Assistant Crew Leader's Report
 - 5.3. Treasurer's Report
 - 5.4. Quartermaster's Report
 - 5.5. Branch Rover Council/Area/Region Rover Council Business
 - 5.6. Group Council/District Council Business
6. Baden-Powell Scout Award
 - 6.1. Applications
 - 6.2. Progress Reports
7. Activities
8. General Business
9. Close

Crew Constitution 1 – Suitable for an Open Crew

The Constitution of XYZ Rover Crew

1. Name

- a) The name of the Crew shall be XYZ Rover Crew and herein after be referred to as the Crew.

2. Insignia

- a) The colours shall be blue and white.
- b) The Crew scarf shall have a blue background and white border.

3. Meetings

- a) The Crew shall meet for formal meetings at the Crew Den at a day and time most convenient to the majority of members.
- b) Special Meetings include Annual General Meetings and other meetings held expressly for considering urgent matters that cannot wait for the next Business Meeting. Crew members shall be given at least one week's notice of Special Meetings.
- c) Business Meetings shall be held once a month as per the Program. Agenda shall be posted on the Crew noticeboard at least one week before the date of the meeting.
- d) Weekly meetings shall be allocated on the Crew Program.

4. Objectives and Aims

- a) To develop self-reliant, responsible citizens, by encouraging members in Scout Training.
- b) To give general Rover Service to the public and to the Scout Movement, to the best of the Crew's ability.
- c) To provide appealing activities for Crew members for fun and fellowship.
- d) To attract and retain young adults as members of the Scout Movement.

5. Membership

- a) The Crew shall be open to young adults of Rover age as stated in Scouts Australia Policy and Rules.
- b) Conditions of Membership
 - i) Applicants must spend a four week period as the guest of the Crew before requesting membership.
 - ii) Applicants will have an invested Rover appointed to them as a Sponsor to assist in their orientation to the Crew.
 - iii) Applicants must be willing to accept the way of life set out in the Scout Law and Promise, and agree to abide by the Crew Constitution.
 - iv) Applicants must be accepted by the Crew.
 - v) A member of the Crew shall not be a member of another Crew without the permission of the Crew.

6. Subscriptions and Finance

- a) Members shall be required to pay a subscription as set at the Annual General Meeting of each year.
- b) Rover Advisers of the Crew shall not pay except by donation.
- c) The Crew is to have a bank account under the name of “Scout Association of Australia, ZZZ Branch, XYZ Rover Crew”, to be held by the Treasurer and money drawn out by two out of three signatures, being the Crew Leader, Secretary and the Treasurer.
- d) Any member who has not paid their subscription for three (3) calendar months without good excuse shall cease to be a member of the Crew.
- e) Members on Leave of Absence shall pay subscriptions at half rate, unless otherwise decided by the Crew.

7. Resignations

- a) Resignations should be sent to the Crew in writing and should give at least one months notice.
- b) Persons who resign may be readmitted to the Crew.
- c) Members shall resign on attaining their twenty-sixth (26th) birthday.
- d) The Crew may suspend from membership and privileges of the Crew any member who:
 - i) Violates this Constitution, rules, by-laws and regulations of the Crew.
 - ii) Violates any resolution of the Crew, or refuses to abide by the same.
 - iii) Is guilty of misconduct which is detrimental to the good name of the Crew.

8. Officers of the Crew

- a) The election of the following officers shall take place at the Annual General Meeting:
 - i) Crew Leader
 - ii) Assistant Crew Leader
 - iii) Secretary
 - iv) Treasurer
 - v) Quartermaster
 - vi) Program Manager
 - vii) Service Organiser
- b) All officers are responsible to the Crew Leader who may ask any officer who fails to do a good job to resign from office.
- c) Officers shall hold office for twelve (12) months.

9. Executive

- a) The Executive shall comprise of the Crew Leader, Assistant Crew Leader, Secretary, Treasurer and Rover Adviser.
- b) The duties of the Executive shall be:
 - i) To deal with all matters requiring immediate action, which cannot wait until the subsequent meeting of the Crew. Such action decided upon by the Executive is subject to the ratification of the Crew at its next formal meeting.

- ii) To perform such administrative duties as are assigned to it by the Crew, or are necessary for the efficient running of the Crew.
- c) The Executive shall meet whenever it is convened by the Crew Leader, Assistant Crew Leader and Secretary. Three shall form a quorum.
- d) No member shall hold more than one position on the Executive.

10. Voting and Elections

- a) All members of the Crew are entitled to vote.
- b) Nominations for the various offices should be in the hands of the Secretary prior to the formal opening of the Annual General Meeting. Nomination papers must be signed by at least two members of the Crew. If nominations are not received in writing for any particular office, the meeting may nominate and appoint the same. Should any nominee be defeated, they may be nominated during the meeting for another position.
- c) Office bearers shall be elected by the preferential method of voting.
- d) Voting shall be by ballot.
- e) The Returning Officer shall not be a member of the Crew.

11. Rover Advisers

- a) The Crew will select Rover Advisers who will guide and counsel the Crew and its individual members when such guidance is needed.
- b) The Rover Adviser shall have their Certificate of Adult Leadership reviewed every three (3) years.
- c) Rover Advisers shall be considered as members of the Crew and shall enjoy all rights and privileges of the Crew.
- d) Rover Advisers are eligible to attend all meeting of all bodies of the Crew.

12. Equipment

- a) No equipment or furniture shall be removed from the Crew Den without the permission of the Quartermaster who will only grant permission upon a member becoming guarantor for its safe return.
- b) All gear must be returned as soon as possible to the Quartermaster and any gear lost or damaged through neglect must be replaced or reimbursed by the member who borrowed it.
- c) Gear may only be borrowed by non-members with permission of the Quartermaster and the Executive or Crew.

13. Den

- a) Each member on becoming a Rover will be presented with a key to the Crew Den, which remains property of the Crew and must be returned on leaving the Crew. No key may be cut from a key presented to a member.
- b) A non-member shall not be permitted to enter the Den unless accompanied by a member.
- c) The Crew Den may be used by a member at any time. Misuse of the Den by a member will lead to that member being asked to return their key and to appear before the Crew to explain their actions.
- d) Any damage by a member (or their guest) will result in them being responsible for any repair.

14. Constitutional Amendments

- a) No rule, provision or stipulation of this Constitution, shall be amended, altered or rescinded, nor any rules added hereto except by the concurring vote of two-thirds (2/3) by the members of the Crew present at the Special Meeting called for the purpose of amending the Constitution.

Constitution Drafted on

____/____/____ (date)

Crew Constitution 2 – Suitable for a Traditional Rover Crew

The Constitution of ABC Rover Crew

1. Name

- 1.1. The name of the Rover Crew shall be ABC Rover Crew and shall be referred to in this Constitution as “ABC.RC”.

2. Observance of this Constitution

- 2.1. Every member of ABC.RC, by their membership thereof, agrees to submit themselves, to comply with and be bound by this Constitution.
- 2.2. No member shall be absolved from the observance of this Constitution on the pleas that they have not received a copy, or that they are ignorant of its provisions, as a copy of this Constitution shall be made available for viewing in the ABC.RC Rover Den at all times and a copy shall be made available to newly invested Rover Squires to read.
- 2.3. This Constitution must be observed in its entirety.

3. Objectives and Aims

- 3.1. The objectives and aims of ABC.RC are:
 - a) To develop self reliant, responsible citizens, by encouraging members in Scout training
 - b) To provide appealing activities for ABC.RC members
 - c) To operate as a Traditional Rover Crew where the motto of Service is upheld
 - d) To attract and retain young adults as members of the Scout Movement

4. Membership

- 4.1. ABC.RC shall be open to:
 - a) Rover Knights
 - b) Rover Squires
 - c) Young men and women who have committed to physical, social, intellectual, emotional and spiritual development in their progress to adulthood, to be known as Candidates. They shall meet the age requirements for Rovers as stated in Scouts Australia Policy and Rules.
- 4.2. ABC.RC shall consist of:

An appointed Crew Leader who has suitable training

Rover Adviser/s
Rovers invested as Knights of ABC.RC
Rover Squires invested into ABC.RC
Candidates
Associate Members
Honorary Members

- 4.3. An Associate Member is a previously invested Rover Squire or Rover Knight having not reached their twenty-sixth (26) birthday who through work or personal commitments or geographical distance is unable to commit themselves fully to ABC.RC.
Associate Members have the rights and privileges of an ABC.RC Rover Squire.
- 4.4. In instances where ABC.RC does not have a warranted Crew Leader or a warranted Rover Adviser, ABC.RC shall nominate and approach another Rover Crew to be a Sponsor Crew, till such time as an ABC.RC member can complete relevant training.

5. Conditions of Membership

- 5.1. Before young adults are admitted into ABC.RC, the following conditions must be observed:
- a) Applications for membership shall be made to the Crew Leader for consideration by ABC.RC,
 - b) Venturer Scouts must be recommended by a Venturer Scout Leader as trying to live up to their Scouting obligations,
 - c) Applicants not previously members of the Scout or Guiding Movements shall be recommended by a member of ABC.RC as a person worthy of membership and be willing to undertake the Scout Promise and Law,
 - d) All new members shall obtain and wear, whenever required, full Scout Uniform.
- 5.2. All members shall organise at least one (1) ABC.RC activity and participate in one (1) service activity each calendar year.
- 5.3. Without reasonable excuse, all members shall participate in fundraising activities of ABC.RC.

6. Sponsors and Squires

- 6.1. Rover Squires are to be sponsored by two (2) Rover Knights of ABC.RC. The candidate to be invested as a Rover Squire shall nominate a sponsor, to be known as their “ Personal Sponsor”; and the second appointed by ABC.RC as “Crew Sponsor”. Both should be experienced Rover Knights.
- 6.2. Responsibilities – A Sponsor’s responsibilities are for the training, as laid down in this Constitution, of any Rover Squire put in their charge, and assist the Rover Squire in recording Squire Training progress. It is further the responsibility of the Sponsor to present the Rover Squire as having completed all training and being in readiness for investiture as a Rover Knight.
- 6.3. Squires shall undertake and complete the Squire training tasks as detailed in the appendix to this Constitution, to the satisfaction of their Sponsor(s).

7. Subscriptions and Finances

- 7.1. In consideration to Subscriptions and Finances the following must be observed:
- a) Members shall be required to pay an annual subscription as determined by ABC.RC at the Annual General Meeting.
 - b) ABC.RC fees may be paid in regular installments, and this qualifies the member to full voting entitlements.
 - c) Members of the Crew on Leave of Absence at half the agreed pro-rata rate.
 - d) Rover Advisers of ABC.RC shall not pay except by donation.
 - e) ABC.RC is to have a bank account under the name of Scout Association of Australia, XXX Branch, 1st ABC Rover Crew; it is to be held by the Treasurer and money drawn by two of the following signatories: Crew Leader, Secretary, Treasurer.
 - f) Any member who has not paid their subscription fees for three calendar months without good cause shall be relieved of authority to vote on ABC.RC matters.
 - g) Where accepted and minuted at a formal meeting of ABC.RC, member subscriptions may be paid by their participation in fundraising activities of the Crew.

8. Resignations and Terminations

- 8.1 Resignations are to be received by ABC.RC in writing. Resignations will:
- a) become effective immediately unless dated otherwise,
 - b) hold a one (1) month “cooling off” period during which time the resignation may be withdrawn.
- 8.2 Withdrawals of resignations are to be received to ABC.RC in writing.
- 8.3 Each member of ABC.RC shall resign on their twenty-sixth (26) birthday.
- 8.4 Membership and privileges of any member of ABC.RC may be suspended if that person:
- a) violates the Constitution, rules, By Laws or regulations of ABC.RC,
 - b) violates any resolution of ABC.RC, or refuses to abide by the same,
 - c) is guilty of misconduct which is detrimental to the good name of ABC.RC.

9. Meetings

- 9.1 ABC.RC shall meet on a weekly basis, Thursday evenings, at the 1st/2nd ABC Scout premises.
- 9.2 Quorum
A quorum will be at least two-thirds (2/3) of invested Rover Knight in attendance.
- 9.3 Formal Meeting
Formal Meeting shall require attendance of all ABC.RC members and shall be known as a “Roundtable Meeting”. The formal meeting shall be held on the second (2nd) Thursday of each second month commencing in April.
Meeting agenda will be finalised before the commencement of each meeting, and closing time for acceptance of mail, correspondence or other shall be at the beginning of such meeting.
- 9.4 Executive Meeting

Executive Meetings shall require attendance of only those members of the Crew appointed to the Executive. The Executive Meeting shall be held on the first (1st) Thursday of each month opposing a Formal Meeting.

9.5 Special Meetings

Special Meetings include Annual General Meetings and other meetings held expressly for consideration of urgent matters that cannot wait for the next formal meeting.

9.6 Annual General Meetings

The Annual General Meeting of ABC.RC shall be held on the second (2nd) Thursday of each February. At this meeting the Rover Adviser/s shall conduct an election for each of the offices of ABC.RC. Where Rover Advisers are unavailable, a person nominated by ABC.RC shall act as the Returning Officer.

10. Positions of Office

10.1 The Crew shall have the following Positions of Office:

- a) Crew Leader
- b) Assistant Crew Leader/Squire Trainer
- c) Treasurer
- d) Secretary
- e) Quartermaster/Den Warden
- f) Area/Region Rover Council/Branch Rover Council Delegates
- g) Venturer Scout Liaison Officer
- h) Activities and PR coordinator
- i) Such other offices as the Executive deems fit.

10.2 The duties of each office are described in the following Section, as required by ABC.RC.

10.3 All positions of office shall be for twelve (12) months.

10.4 All positions of office will be vacated immediately before elections.

10.5 Offices shall be elected by simple majority, each financial ABC.RC member in attendance at that meeting having a deliberate vote. Rover Adviser/s shall have a casting vote. Voting shall be by secret ballot.

10.6 Any casual vacancy in any office may be filled by election at any Formal Meeting of ABC.RC and provision 10.5 shall apply.

All invested Rover Knights must be prepared to hold a position of office and whilst holding that office, execute the work that is necessary to keep that office functioning efficiently.

11. Responsibilities of Positions of Office

Office bearers shall perform their required duties in accordance with the duty statements attached as an appendix to this Constitution.

12. Rover Advisers

12.1 ABC.RC shall select Rover Advisers who will guide and counsel ABC.RC as a whole and its individual members when such guidance is required.

12.2 Rover Advisers, who shall be no less than thirty years of age, may not hold Certificates of Leadership in any other Section of Scouts Australia.

12.3 Rover Advisers of ABC.RC shall be in possession of, or in the act of obtaining, a Certificate of Adult Leadership.

- 12.4 ABC.RC may have one (1) Rover Adviser but no more than two (2) Rover Advisers. Such positions shall be reviewed every three (3) years.
- 12.5 Rover Advisers shall be considered as members of ABC.RC and shall enjoy all rights and privileges of an ABC.RC Rover Knight unless otherwise stated in this Constitution.

13. Voting

- 13.1 It is ABC.RC's objective to include every member in the decision making processes of the Crew, and to take into consideration all of the issues and all of the opinions of a matter requiring vote to be the deciding factor.
Where possible, before any decision is put to vote, an "open floor" policy will be adopted, making it possible for every person to make their contribution.
- 13.2 Final decision will lay in the voting of invested Rover Knights only, unless previously agreed otherwise or elsewhere stated in this Constitution.
- 13.3 All motions put to the floor shall be carried with a concurring vote greater than two thirds (2/3) of the invested Rover Knights present at the meeting, unless otherwise stated in this Constitution or previously agreed by ABC.RC.

14. Dismissal of ABC.RC Officers

- 14.1 ABC.RC may dismiss any member holding position of office, or any council of ABC.RC, if it is felt by ABC.RC that they are not fulfilling the responsibilities of their position, or due to other circumstance as set out in this Constitution.
- 14.2 A dismissal motion put to the floor shall be carried with a concurring vote of greater than seventy-five percent (75%) of invested Rover Knights present at the meeting by secret ballot.
- 14.3 The member/s concerned are not permitted to vote in such a ballot.
- 14.4 It will be the duty of the Crew Leader to inform a member concerned about the outcome of the ballot.

15. Court of Honour

- 15.1 The Court of Honour shall only be held in circumstance of extreme severity concerning misconduct of any member of ABC.RC.
- 15.2 The Court of Honour will comprise of:
 - a) ABC.RC Executive members,
 - b) ABC.RC Rover Adviser/s,
 - c) A fair and impartial member who is not a member of, or directly associated with, ABC.RC,
 - d) Both Crew and Personal Sponsors where applicable to a Rover Squire.
- 15.3 The fair and impartial party is to provide an unbiased opinion without prejudice, and is to be selected by the ABC.RC Executive.
- 15.4 There shall be at least one (1) week's notice given to each person associated with this Council before any such hearing can take place.

16. Equipment

- 16.1 No equipment or furniture shall be removed from ABC.RC premises without the permission of the Quartermaster.
- 16.2 Any equipment removed from ABC.RC premises must have a nominated member of ABC.RC assume responsibility for its safe return.

16.3 All equipment must be returned as soon as possible to the Quartermaster. Equipment lost or damaged through neglect must be replaced or reimbursed immediately.

17. Affiliation

17.1 ABC.RC shall be affiliated with the GHI Area/Region Rover Council.

17.2 ABC.RC shall appoint a delegate, who may be the Rover Adviser, to attend Group Council meetings of the 1st ABC Scout Group.

17.3 ABC.RC may be represented on any bodies considered to be in the interest of ABC.RC.

18. General

18.1 ABC.RC or the ABC.RC Crew Council may set down the minimum number and types of activities in which ABC.RC members are expected to participate.

18.2 Any person who is not a Rover of this or any other Rover Crew will not be permitted to attend organised Crew weekend activities, except where by invitation as a guest or as meeting Candidature requirements. The Rover inviting, or requesting the invitation of the guest, will be responsible for their guest's actions during the activity.

19. Distribution of this Constitution

19.1 Each person admitted into ABC.RC shall be provided with a copy of this Constitution, and each person wishing admittance to ABC.RC shall be loaned a copy of this Constitution prior to investiture as a Rover Squire.

19.2 A copy of this Constitution, and any amended version of, shall be submitted to the QRS Area/Region Rover Council for their safekeeping and record.

19.3 Any other person, group or institution requesting a copy of this Constitution must have approval of ABC.RC before a copy shall be provided.

20. Constitutional Amendments

20.1 All motions for notice shall be forwarded in writing to the Secretary not less than fourteen (14) days prior to the commencement of a Roundtable meeting.

20.2 No rule, provision or stipulation of this Constitution shall be amended, altered or rescinded, nor any rule added hereto except by the concurring vote of two thirds ($\frac{2}{3}$) of invested Rover Knights present at the meeting.

Constitution Drafted on

___/___/___

AUSTRALIAN SCOUT PUBLICATIONS

Following are a list of publications to assist members of the Crew in the application of Rovering:

- *Guidelines for Rovering*
- *The Rover Award Scheme*
- *The Rover Record Book*

General Scouts Australia resource material

- *Exploring our Environment*
- *ROC – on Help Save the World*
- *Expeditions and Campcraft*
- *Scouting: Action for the Environment*
- *Camp Planning Book*
- *Fieldbook for Australian Scouting.*

Other resource publications are also available from Scouting outlets.