

## Frequently Asked Questions

### **Why is this review exercise being carried out? Why is it being carried out now?**

An extensive consultation with leaders was carried out during the strategic review in 2019. With over 60% of respondents expressing the view that the Brigade's support structures were no longer fit for purpose, a review of the role and structure of the different organisational layers was recommended. Some changes have already been made to the way that the Regions and HQ operate and now, in the fourth year of our five year strategic plan, we are re-engaging with leaders to consider how Battalions and Districts/Areas (the volunteer led support layer) could operate more effectively.

### **What problem are we trying to solve?**

The 2019 strategic review identified a number of factors that have contributed to the continued decline in membership (over 50% in the last 20 years). These included inconsistency in the quality of experience for young people, inconsistencies in the support provided to Companies by Battalions and Districts/Areas, difficulties in recruiting and retaining new leaders, limited sharing of best practice across the organisation, and failures to implement changes proposed during previous reviews.

### **Do the Brigade Executive already have a view of what they want the volunteer-led support layer to look like?**

The Brigade Executive have an open mind about the role of the volunteer-led support layer and what it might look like going forward. We are committed to giving careful consideration to any proposed changes that might improve the sustainability of the organisation, and thereby improve the experience of young people. This exercise is aimed at gathering views from across the Brigade with that aim in mind.

### **Has a decision already been made?**

No decisions will be taken until the review exercise has been completed and the recommendations are given due consideration. To ensure that the process is not tainted by any suggestion of pre-determined outcomes, an independent, external consultant has been engaged to undertake the review and to gather as wide a range of views as possible from across the Brigade. Using a variety of research tools, the exercise will gather views from stakeholders in Companies, Battalions, Districts/Areas, and HQ before making any recommendations.



## **How quickly will any changes be implemented?**

Once the review has been completed, we will take time to consider the recommendations and how these might be implemented. We will then be in a position to communicate further with Companies, Districts/Areas and Battalions to share the recommendations, any proposed changes and a possible timeline. In considering how best to implement any changes, we will seek to strike an appropriate balance between the need to act with some urgency and the practical considerations that may need to be taken into account.