



Scouts

South & South East London

Transitioning from Executive Committees to Trustee Boards

 South & South East London Scouts



Transforming the Volunteer Journey

VERSION 3

We are transforming your volunteer experience



Welcome



Learning



Teams



Digital Tools

We are transforming your volunteer experience

We're moving from appointment panel meetings to welcome conversations that will take place in your group.



We are transforming your volunteer experience

We're moving from training to learning and development. There's some learning for everyone but completing your wood badge will be optional.



We are transforming your volunteer experience

We are moving to teams-based volunteering.

Each team has a clear purpose and shared tasks.



We are transforming your volunteer experience

We will have new digital tools for recruitment, welcoming, learning and adult membership management. These will all be accessed from scouts.org.uk.



Find out more about all areas of our volunteer journey transformation at:

tinyurl.com/vol-journey





Transitioning from Executive Committees to Trustee Boards

Good governance is a key factor to our success at group, district and county level, it enables our teams to ensure that local scouting is complying with our policies, organisation and rules, UK law, and the Charity Commission's regulations. It also supports everyone to providing exciting programmes and experiences for our members.

Each Group, District and County must operate as a charity. This applies whether or not they are registered with a charity regulator.



Executive Committees are now known as Trustee Boards. This came into effect from April 2023.

'Executive Committee' and associated wording will still be visible on Compass and the website as we move to our new way of volunteering.

What's new in this edition...?

This edition adds information on:

- Trustee board membership
- An update to the changes to trustee learning & Development
- Developing a trustee selection process
- Trustee meeting agenda prompts

Need it digitally?

You can download this guide, and all the documents in the appendix, from our transition web pages.

Scan the QR Code with your phone's camera or visit:
www.tinyurl.com/trustee-boards



How volunteers work together in teams in your group

To make flexible volunteering a reality, we need to make it easy for people to volunteer in a way that suits their skills, their interests, and their availability. To help this happen, we're no longer working to role descriptions, and instead are sharing a set of tasks amongst a team of volunteers. It's down to the team of volunteers to agree who does which tasks, and it'll change over time as people join and leave the team.

In each Scout Group, there are three types of teams:

The Section Team...

The section team consists of a team for each section in the group (squirrels, beavers, cubs & scouts). Each section team plans and delivers safe high-quality programmes for their section. They make sure all young people can take part in the programme and gain skills for life. They also help young people work towards their top awards.

The Group Leadership Team...

The group leadership team helps all adults in the group (including young leaders), feel motivated and work well together to plan and run high-quality programmes. They also make sure the group is respected and supported in their local community.

The Group Trustee Board...

Together, trustees make sure that your group is well managed, risks are assessed and mitigated, buildings and equipment are in good working order, and everyone follows legal requirements and Policy, Organisation and Rules (POR). Their support helps your section teams run a fantastic programme that gives young people skills for life (and experiences they'll remember forever).

Team Descriptions

Each team has a team description. A team description has two types of tasks listed:

- **Tasks for the whole team** – All team members take part in these tasks and must have, or develop, the skills associated with these tasks
- **Allocated tasks** – The team leader ensures that one or more team members has the responsibility and skills for these tasks

Here's an example:

- Hannah is a Team Leader. They do whole team tasks 1-3 and allocated task 1
- Arnold is a Team Member. They do whole team tasks 1-3 and allocated tasks 2 and 5
- Jess is also a Team Member (previously they were a Section Assistant) and does allocated task 6

		Hannah Team Leader	Tom Team Member	Mita Team Member	Jamal Team Member	Arnold Team Member	Jess Team Member
Tasks for the Whole team	Task 1 Whole team						
	Task 2 Whole team						
	Task 3 Whole team						
Allocated tasks	Task 1 Allocated						
	Task 2 Allocated						
	Task 3 Allocated						
	Task 4 Allocated						
	Task 5 Allocated						
	Task 6 Allocated						

What we call our volunteer roles

As part of these changes, what we call our volunteer roles will change. Our role titles will be updated to reflect how we volunteer now. Most people will be team members although some named roles will be retained – where these serve clear purpose such as Treasurer or Permit Assessor.

The Lead Volunteer for the Scout Group

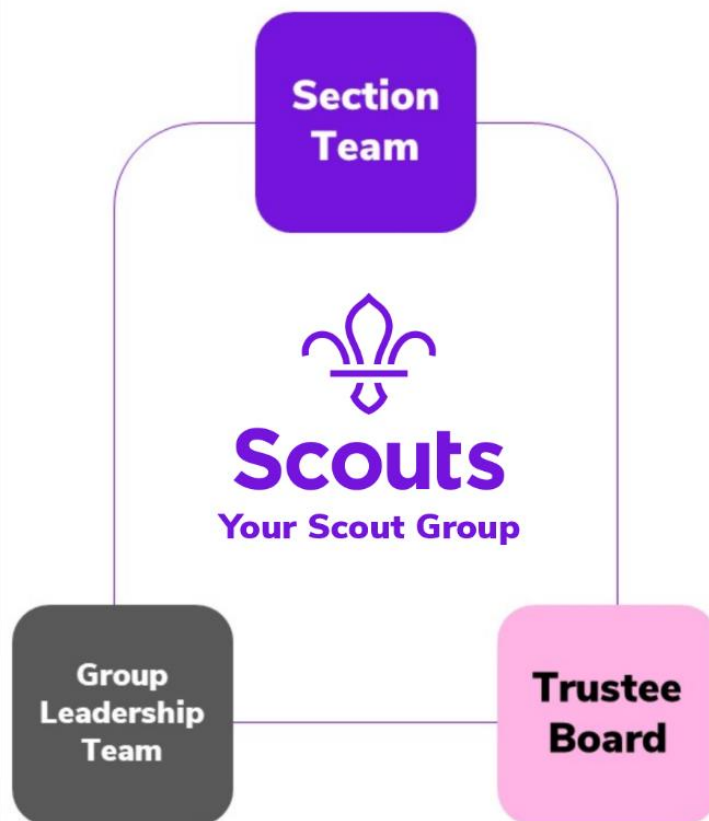
Within our new approach, instead of a Group Scout Leader, Group Lead Volunteers will lead the **group leadership team**. The Group's Lead Volunteers and Section Team Leaders (that's the (squirrels, beavers, cubs & scouts team leaders), are part of the group leadership team.

There can also be leadership team members, and/or group leadership team sub-teams to support with particular tasks such as hall maintenance, fundraising, looking after the waiting lists, or authorising expense payments.

This makes it easier for tasks to be shared amongst a wider group of people, rather than it all resting with the Group Scout Leader role.

What this means for our volunteers in sections

Most volunteers will now be called Team Members. section teams will usually have at least one Team Leader (this can be a shared role). Team leaders will help guide, support, and facilitate their team of adult volunteers to agree who'll do what within the team. Of course, volunteers can still use their own choice of name when speaking to young people, parents and caregivers – for example, you can still be called a 'Beaver Leader' or 'Akela' or 'Skip'.



What's changing...

Your group trustee board members play an important part in the day to day running of your group but can often be the invisible volunteers in scouting. But, this said, they are trustees and are responsible for the management and governance of scouting within your scout group.

Our trustees work on our trustee boards at every level (in groups, districts, counties and nationally), to support the delivery of exciting, safe programmes. It might not be the most glamorous or visible role – but that doesn't make it any less essential.

Over the past few years, the good practice and regulations set by the Charity Commission has been significantly changed and in order to be compliant we need to change too. To achieve this, we are moving from Executive Committees to Trustee Boards. But this isn't just a name change, it also changes the team's purpose, responsibilities and how your group will function. There's a need to make several changes including changes to your group constitution.

To bring our current structure in line with the good practice guidance set out by the charity regulators there are three key areas of change:



Name

Executive Committees will be renamed Trustee Boards, and Executive Members will be called Trustees.



Purpose

Trustee Boards have a new clearer purpose statement, which focuses on governance, making sure the scout groups are well managed, and everyone follows legal requirements, and POR.



Membership

Trustee Boards are the right size and of the appropriate membership to deliver their purpose.





Renaming as Trustee Boards

Being clear about trusteeship

Every member of an Executive Committee already acts as a charity trustee. The renaming gives greater clarity on this.

Making the change aligns with guidance from charity regulators and helps Trustee Boards meet their governance responsibilities as charity trustees.

It also aims to help us recruit new volunteers by making roles and responsibilities easier to understand, and helping people to get involved in a way that works for their skills, interests and availability.

From April 2023, we'll rename Executive Committees Trustee Boards and Executive Committee Members as Trustees.



Trustee roles in Compass

Until we launch the new membership system, Compass will continue to show volunteers as Executive Committee Members.

Why is this changing?

- To align with good practice guidance from the Charity Commission for England & Wales
- To help reinforce the purpose of trustee boards and focus on the role and responsibilities of being a charity trustee

When is this changing?

- From publication of Policy, Organisation & Rules (POR) in mid-April 2023 onwards

This renaming happens from the release of POR and does not need to be adopted or approved through AGMs.

- You don't have to wait for your AGM to start using the new names. For example, you can start re-labelling meetings and agendas as 'Trustee Board Meetings'.

What has changed in POR?

- The April 2023 edition of POR references Trustee Boards and Trustees instead of Executive Committees and Executive Committee members respectively, in all chapters

Being clear about the purpose of Trustee Boards

Being clear about Trustee Boards' governance purpose helps trustees to understand their responsibilities and carry these out in an effective way.

From April 2023, following your next annual general meeting the purpose and responsibilities of your Trustee Boards will change to...

The Trustee Board must act in the charity's best interests, acting with reasonable care and skill and take steps to be confident that:

The scout group is:

- well managed
- carrying out its purposes for the public benefit
- complying with the charity's governing document and the law
- managing the charity's resources responsibly

And that the scout group:

1. is operating compliant with the current edition of Policy, Organisation & Rules (POR), including effective management of the key policies listed in chapter 2 - equal opportunities, privacy and data protection, religious, safeguarding, safety, vetting, youth member anti-bullying policies
2. ensures that young people are meaningfully involved in decision making at all levels
3. plan so that there are sufficient resources (funds, people, property and equipment) available to meet the planned work of each of the sections in the group to enable the delivery of high quality programmes and the youth training programme
4. has a positive image in the local community

The Trustee Board members must themselves collectively:

1. develop and maintain a risk register, including putting in place appropriate mitigations
2. ensure that the group's finances are properly managed, including development and maintenance of appropriate budgets to support the work of the group
3. maintain and manage:
 - a reserves policy (including a plan for use of reserves outside the 'minimum')
 - an investment policy
 - a public benefit statement for the group
4. ensure that people, property and equipment are appropriately insured, and that any property and equipment owned or used by the group is properly protected and maintained
5. promote and support the development of scouting in the local area

6. ensure the appointment and management and operation of any sub-committees, including appointing a chair to lead the sub-committee
7. ensure that effective administration is in place to support the work of the Trustee Board
8. appoint any Administrators, Advisers and co-opted members of the Trustee Board
9. ensure transparency of operation, including:
 - prepare and approve the annual accounts and arrange that they are signed-off by an auditor, independent examiner or scrutineer as appropriate and as appointed by the Scout Council at their Annual General Meeting (AGM)
 - prepare and approve the Trustees' annual report (which must include the annual accounts)
 - present the approved Trustees' annual report and annual accounts to the scout council at the AGM
 - following the AGM, ensure that a copy of the trustee annual report and accounts is sent to the District Trustee Board administration and, if a registered charity, is filed with the Charity Commission for England & Wales
 - take responsibility for adherence to data protection legislation (GDPR), recognising that, dependent on circumstances, it will at different times act as a data controller and as a data processor
 - individually and collectively maintain confidentiality regarding appropriate trustee board business
10. where staff are employed:
 - act as a responsible employer in accordance with scouting's values and relevant legislation
 - ensure that effective line management is in place for each employed staff member and that these are clearly established and communicated
 - ensure that appropriate specific personnel insurance is in place

Why is this changing?

- To align with good practice guidance from the Charity Commission for England & Wales
- To focus on ensuring effective governance. This is the core of any charity Trustee Board's responsibility and an important part of ensuring that the charity focusses on meeting its objectives

What are the changes in POR?

The purpose and responsibilities of your Trustee Boards changes (as listed above).

Every Scout Group (charity) must have an agreed constitution. Although every charity can agree its own constitution, it is very strongly encouraged that each group adopts the constitution that is shown in POR, chapter 5, rule 5.4. The model constitution describes the role, membership and operation of the Scout Council, and the Trustee Board.

Whilst the requirement to agree a constitution is not a change in POR (it's been a requirement of AGMs since 2011), it continues to be a requirement for Trustee Boards so need adopting or readopting, and it is important that this is done.

The April 2023 edition of POR, contains the updated 'Trustee Board Purpose' statement in chapter 5 (You can also download our model constitution template, it's a MSWord document so you can edit it as you want, from our website!)

When is this changing?

From publication of POR in mid-April 2023...

a. Those who have already adopted the constitution as set out in POR

- This change can happen from the release of POR and does not need to be adopted or approved through AGMs

Note: In the interest of good practice and openness, especially for new members of the Group Scout Council, the Scout Council should re-adopt the constitution and record the re-adoption in the minutes at each Annual General Meeting.

b. For those who have not adopted the POR constitution

- This change can be informally adopted and worked towards from the release of POR and will then need to be confirmed at your next AGM

When should this be done?

- It is important that the model AGM agenda outlined below (and in the April 2023 edition of POR Chapter 5), is followed from your next AGM where possible
- If additional time is needed, then you should consider delaying your 2023 AGM (though it must still take place within six months of the end of your financial year)

“Effective governance support helps others run fantastic programmes that gives young people skills for life”

Trustee Boards membership and appointments

From 1 April 2024, Trustee Boards are making changes to their membership. These include how Trustees are appointed, term limits, who can be a Trustee and how many Trustees they have. Trustee Board should have a minimum of 5 and a maximum of 12 members, allowing for lots of different viewpoints without making decision-making difficult.

Why is this changing?

- To align with good practice guidance from the Charity Commission for England & Wales
- This also follows the Charity Governance Code's recommendation.

When is this changing?

- From your next Annual General Meeting (in 2024)
- The change to membership requirements happens from the release of the March 2024 edition POR and does not need to be adopted or approved by your current trustees or through an AGM

What has changed in POR?

These changes will be included in the March 2024 edition of POR, which will be effective from 1 April.

Trustee Board Membership

From your next Annual General Meeting you Trustee Board should have a minimum of 5 and a maximum of 12 members.

There are three classifications of Trustee:

1. Ex officio

These people are Trustees by virtue of their role in the Scouts. They are a vital part of the Trustee Board, providing a clear link with the leadership and operation of scouting by the charity.

Ex officio Trustees hold their trustee responsibilities for as long as they hold their role that includes trustee responsibility. Their Trustee membership of the Trustee Board ceases as soon as they are no longer in role.

With our new teams structures there are a number of Ex-officio changes, these are:

Group

Ex-officio: Group Lead Volunteer

This removes: Deputy Group Scout Leader(s), Sponsoring authority, Group Secretary, Section Leaders (if they opted in)

District

Ex-officio: District Lead Volunteer and District Youth Lead

This removes: District Explorer Scout Commissioner, District Scout Network Commissioner, District Secretary

County

Ex-officio: County Lead Volunteer and County Youth Lead

This removes: County Secretary

Anyone that currently holds any of the removed Ex-officio positions at the time of the March 2024 POR becoming 'live', on 1st April 2024, then their role as a Trustee will continue until your next AGM, or until 31st December 2024, whichever is sooner.

Where more than one person holds the same ex officio role, both need to be eligible to be a Trustee. Both role holders need to complete Trustee learning, but only one will be the ex officio Trustee. This will be agreed and decided by the joint role holders and the Chair of the Trustee Board. If the current ex officio Trustee role holder steps down, the other role holder will then become the Trustee. , but only one will use the ex-officio position

2. Appointed by the Scout Council

These Trustees are appointed by the Scout Council at your Annual General Meeting and replaces our previous 'Nominated' and 'Elected' categories.

Appointed Trustees are appointed following a rigorous and transparent selection process agreed by the members of your Trustee Board.

Your Trustee Board will need to agree on the open selection process you are going to use to appoint new Trustees. This selection process may include nominations and/or an election process and/or other locally appropriate procedures. It may include selection of persons with specific skills from outside scouting.

The Trustee vacancies should be advertised widely, so that it is clear that it is an open process. This may include to members of the Scout Council, the wider scouting family, and people that are not members of the Scouts, provided that there is no conflict of interest.

The maximum number of appointed members will be determined by the agreed size of your board minus your ex-officio members. Your appointed Trustees also includes the appointment of your Chair and Treasurer.

3. Co-opted by the Trustee Board

Trustee Boards can co-opt members throughout the year. Co-opted Trustees may be chosen to do a particular task, or to bring new skills to the mix, or to introduce potential new Trustees mid-year.

Care must be taken by the Trustee Board to ensure that co-opted appointments follow an appropriate selection process, similar to that described for appointed Trustees. The number of co-opted Trustees on your Trustee Board cannot be more than the number of appointed Trustees, excluding the Chair and Treasurer, and must stay within your maximum board size of 12 members in total (ex-officio, appointed, and co-opted).

All members of Trustee Boards are charity trustees, whether they're ex officio, appointed, or co-opted. As Trustees, they all have the same rights and responsibilities. All Trustees should be recorded on Compass (and the new digital system when it's live in our county). If a registered charity, Trustees should also be recorded with the appropriate regulator.

Certain people are disqualified from being charity trustees by virtue of the Charities Acts. This must be determined during the appointment process through the Trustee's declaration and by Trustee eligibility checks as detailed in Chapter 16 of POR.

Attending Members

- The Board also has an appointed Board Secretary, who is not a trustee and therefore does not have the right to vote
- From time to time other members of the Group, District, Or County wider team or subject experts may be invited to attend to provide updates, advice and guidance to the board

Trustee Board administration and organisation

Trustee Boards need good administration and organisation. Your Trustees are collectively responsible for making sure this is in place.

For Group Trustee Boards, this administration is part of the Group Leadership Team's responsibility. For District and County Trustee Boards, it's part of the responsibility of the respective Support Teams.

Trustee Board administration tasks include:

- Working with the Chair to prepare meeting agendas
- Distributing agendas and meeting documents
- Preparing meeting logistics, including booking meeting place(s)
- Taking minutes
- Maintaining records
- Supporting the completion of the annual census return
- Administering the Trustee selection process agreed by the Trustee Board
- Preparing and advertising the Annual General meeting
- Coordinating and collating the Trustees' Annual Report and Accounts

To bring Scouts in line with charity sector good practice, the Trustee role of Secretary as the administrator will cease. At the point of migration to the new system, if still in role, existing Secretaries will be recorded as Trustees and will be expected to continue with Trustee responsibilities and not focus on administration. Ahead of then, Trustee Boards should consider how they arrange their administration support.

Administration may be done by one person, or multiple people, whatever suits individual Trustee Board's needs. For example:

- The existing Secretary could continue as a Trustee, while a member of the Group Leadership Team or District / County Support Team takes responsibility for minute-taking - so that the Trustee (former Secretary) can focus on their Trustee responsibilities rather than administration.
- The current Secretary may prefer the administration role rather than holding the Trustee responsibilities, and so can stand down as Trustee at the next AGM but continue providing administration support as a member of the Group Leadership Team or District / County Support Team.
- An existing administrator in the Group, District or County may be interested in taking on some or all of the Trustee Board administration tasks.

Please note that if a supporting Team Member takes the minutes, it's important they understand what the Trustee Board do, and they work well with the Chair. If a Trustee Board member takes minutes, they're unlikely to fully contribute to the meeting if they're focusing on minute-taking.

Open selection process for appointing Trustees

In an open selection process, Trustee vacancies are advertised publicly to try and reach a wider range of potential applicants. This gives more people the chance to consider the opportunities and express interest, while increasing the mix of skills and experiences on a Trustee Board.

Using an open selection process to find Trustees is very common in the charity sector. Open selection can increase the diversity of a Trustee Board by making other people aware, keeping the process transparent, and removing potential conflict of interests such as where Lead Volunteers previously nominated a Chair.

Who makes the decision

It's the responsibility of each Trustee Board to decide what the open selection process will look like in their local area.

All Trustees have equal responsibility for these decisions. Although a Chair or Lead Volunteer may make recommendations, the Trustee Board as a whole needs to agree on the process.

How to recruit Trustees using an open selection process

Here are some different ways you could run an open selection process. Feel free to use all, some, or none of these options.

Advertising for nominations – This might encourage people to nominate themselves, or other people who'd make a great addition to a Trustee Board. You could advertise on social media, websites, newsletters and so on.

Running elections – If holding an election, try and be transparent around local governance.

Run a search group – This can help to 'head hunt' someone with specific skills or experience to join the Trustee Board.

Advertise roles for applications – Share information both inside and outside of Scouts. This could include advertising at local volunteer centres or on local social media groups to widen your reach.

Trustee Boards and Lead Volunteers can also make nominations. Please note how this is different to the first option where anyone may nominate. However, we wouldn't recommend using this option too much, as it's not as open and fair as the other suggestions above.

Remember, everyone on the Trustee Board needs to agree on what approaches to go with and make sure it follows POR.

Timings:

The changes to membership of the Trustee Board come into effect at your 2024 Annual General Meeting.

Trustee Board 'membership' changes must be considered in the planning for the 2024 Annual General Meeting, so that the correct Trustee appointments can be made at the AGM.

Further support

There are many resources available for recruiting Trustees, some you can find through the Scout brand centre. There's also some helpful external guidance on finding and recruiting Trustees: www.tinyurl.com/findingtrustees

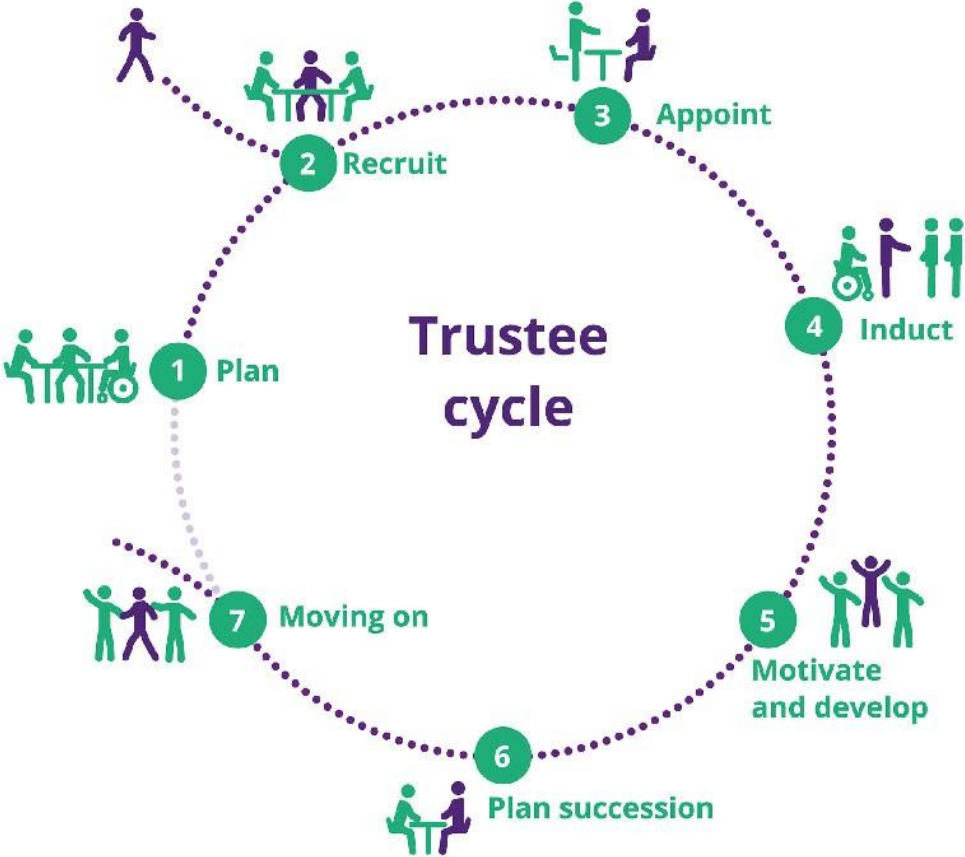
Trustee term periods

Trustee Board membership will refresh as of your 2024 AGM. New term limits won't include any previous service as a Trustee. Your current trustees, regardless of how long they have been a member of an Executive Committee already, will start a new term (of a maximum of up to 9 years), at your next AGM in 2024.

Appointed Trustees are appointed for up to three years and can be re-appointed (by the Scout Council at the AGM for a maximum of three, three year terms).

Co-opted Trustees are appointed for an initial period of one year (by the Trustee Board). They can stay on longer if agreed by the Trustee Board, but it's a good idea for co-opted Trustees to move onto being appointed Trustees at the next AGM.

Trustees may only be on the same Trustee Board for a maximum of nine years, before taking a break of at least three years. This applies to any role, but not ex officio Trustees (Lead Volunteers or Youth Leads).



Trustee Learning & Development

The parents, guardians and families of our members put unmeasurable trust in us as volunteers. This is because of their resounding belief in the benefits scouting brings to young people to help them develop skills and succeed, in hand with the professionalism and commitment of our leaders, managers, supporter, and trustees, and the exciting programmes and opportunities they work together to provide.

Without question, they assume that the adults they are entrusting with their children have the appropriate skills and knowledge to enable them to run safe programmes and support the needs of young people.

To support trustees, develop the skills and knowledge they need to feel confident and help keep young people safe whilst taking part in exciting events and activities, that help them gain skills for life. The Scouts provides a series of short online learning topics – currently called Getting Started Learning. These are very easy to complete over a period of time. This learning not only supports trustees in their team roll but it's also a great addition to their own personal development and looks great on their C.V.

As well as the changes we are making to the way we structure and appoint our Trustee Boards, we are also changing the learning and development that we provide to all adults.

New learning...

Our new 'mandatory' core learning is called Growing Roots and will launch later this year (2024). This is the learning that everyone needs to do. Trustees will also have the option to complete a Wood Badge (which is totally optional). This means that learning will be split into three areas, or categories, these are called **Growing Roots learning**, **Branching out learning** and **Ongoing learning**.



is the mandatory learning that everyone needs to complete. All this learning is completed online at a time that suits and at their own pace.

The great news is that if trustees have already completed the required modules in our current Getting Started learning there will be nothing to currently do.

Growing Roots learning for trustees has five parts:

- Who we are and what we do
- Creating inclusion
- Data protection
- Safe scouting
- Being a Trustee in Scouts



is optional learning Trustees can access to further develop their skills and knowledge and spans across a wide range of areas. Trustees can choose the learning they want to complete.

Once the chosen Branching out learning has been completed, they will be awarded their Wood Badge.



is the learning that everyone needs to complete every three years. This is Safe Scouting (Safety & Safeguarding) and if needed first aid*.

* First aid is required by those that work directly with young people on a regular basis; or might reasonably be required to step in and work directly with young people.

It is important to note, most of this learning only needs to be completed once. If trustees have already completed Essential information, An introduction to General Data Protection Regulations (GDPR), and Introduction to being a Trustee in the Scouts, or they have a Wood Badge they do not need to complete them again.

Safety and Safeguarding learning needs to be completed every three years so if they have completed these within the last three years there is currently nothing to complete.

Next time they need to complete this learning they will either complete the current safety of Safeguarding online learning or will complete the Safe Scouting which is part of the new Growing Roots learning when it goes live.

Current learning...

Our current learning is called Getting Started and is designed to support trustees in their role, they can be completed at their own pace and in any order.

The topics covered provide the support, essential information, and skills needed to be an effective trustee in the Scouts.

Getting started learning consists of five topics:

- Essential information
- An introduction to General Data Protection Regulations (GDPR)
- Safety
- Safeguarding
- Introduction to being a Trustee in the Scouts

This online learning can be completed in any order. Each topic will take you around 30 to 45 minutes to complete.

To enable trustees to cover all the learning units in the new **Growing Roots learning** they must also complete...

- Module 7 - Scouting for all

It is important to note, most of this learning only needs to be completed once. If trustees have already completed Essential information, An introduction to General Data Protection Regulations (GDPR), Introduction to being a Trustee in the Scouts, and/or Module 7 – Scouting For All. or they have a Wood Badge they do not need to complete them again.

Safety and Safeguarding learning needs to be completed every three years so if they have completed these within the last three years there is currently nothing to complete.

Next time they need to complete this learning they will either complete the current safety of Safeguarding online learning or will complete the Safe Scouting which is part of the new Growing Roots learning when it goes live.



Getting Started learning can be accessed at:
www.tinyurl.com/scoutsgettingstarted

If Trustees are in the process of completing Getting Started learning at the point of transition to the new Growing Roots learning, topics will be mapped across as follows and they will need to finish their outstanding learning using the new scheme...

Validated 'Getting Started' Training	Will sign off 'Growing Roots' Learning
Module 1 – Essentials of Scouting	Who we are & What we do
Safety	Safe Scouting (Safety)
Safeguarding	Safe Scouting (Safeguarding)
Trustee Introduction	Being a Trustee in Scouts
GDPR	Data Protection in Scouts
Module 7 – Scouting for All	Creating Inclusion

Getting Started or Growing Roots learning needs to be completed within 6 months of appointment to the Trustee Board.



Trustee Board team description

This is an almost final version. A finalised version will be shared later in 2023.

Purpose

The Trustee Board is a team of volunteers who work together to make sure Scouts is run safely and legally.

Together, Trustees make sure the charity is well managed, risks are assessed and mitigated, buildings and equipment are in good working order, and everyone follows legal requirements and Policy, Organisation and Rules (POR). Their support helps other volunteers run a fantastic programme that gives young people skills for life (and experiences they'll remember forever).

Who's in the team

- Chair
- Treasurer
- Appointed Trustees
- Co-opted Trustees
- Group Lead Volunteer (officio Trustee)

Your trustee board should have at least two young people (18-25 year olds) on them.

A person under the age of 18 cannot act as a charity trustee. However, they can have a full role in any sub-committee of the Trustee Board. Some thought should be given as to the requirements of the role they take on and whether it is the most suitable way to engage with young people.

If an under-18 wishes to be involved at the Trustee Board, they must be registered as 'in attendance' at a meeting (rather than as a trustee) and cannot have a vote.

All trustees are equally responsible, but they might decide to split the tasks between them.

Team Tasks

Tasks for the whole team

Trustees work together to make sure the Group:

Manage money well

- Have enough money for now and in the future. This means having a reserves policy and making sure fundraising takes place, if it's needed
- Have a budget in place. trustees then agree how to manage the budget with other volunteer teams

Follow Scouts policies and relevant legislation

- Follow POR, key policies and charity regulations
- Put measures in place to make sure Scouts' safety policy is followed
- If staff are employed, follow employment law
- Create trustees annual report and statement of accounts, and get it checked by an appropriate person. If they're a registered charity, they'll need to share it with the Charity Commission for England and Wales
- Hold an Annual General Meeting (AGM)

Look after buildings, insurance and property

- Look after records of ownership of property and equipment
- Have the right insurance for people, buildings, and equipment
- Make sure buildings and equipment are working well

Manage risks

- Carry out regular risk assessments and put the right risk mitigations in place

Help the charity to operate well, today and in the future

- Work with lead volunteers to meet their charity aims
- Champion our volunteering culture, and make sure volunteers are aware of it, reflect on it, commit to it, and apply it in their teams

In carrying out the above, Trustees also:

- Keep a record of trustee board meetings, and complete any actions that are agreed
- Recruit new trustees
- Co-opt trustees onto the board if they need people with particular skills or knowledge
- Get expert advice, if needed. This could be on health and safety, managing money, buildings, equipment, or employees
- Network with other scouts trustees to share knowledge and experience
- Create sub-teams for specific activities, such as finances, if needed

Allocated tasks

Chair

- Lead the trustee board
- Plan when trustee board meetings should take place, and decide what to talk about at each meeting
- Lead trustee board meetings and the annual general meeting (AGM)
- Liaise with lead volunteers
- Lead recruitment for new trustees
- Support other trustees by organising inductions, checking in to see how they're getting on, and carrying out annual reviews

Treasurer

- Look after finances, such as making sure all membership fees are collected and all payments are made
- Share details about income and spend with other trustees
- Make sure Gift Aid is being claimed
- Make sure proper accounts are kept and draw up policies on finance and investment

High level overview of the Group Leadership team description

Purpose

The Group Leadership Team helps volunteers across all Sections to work well together and feel motivated. They make sure the Group is respected and supported in their local community.

Who's in the team

- Group Lead Volunteers
- Team Leaders of each Section Team
- Other volunteers in the team – These are called Leadership Team Members

Tasks for the whole team

- Support the Group's Sections
- Develop our volunteers

Allocated tasks

- Support the Group's Sections
- Develop our volunteers
- Engage with the community
- Open new provision
- Manage incidents
- Support effective day-to-day processes

You might find it helpful to use sub-teams of your group leadership team. Sub-teams have a specific area of focus such as building maintenance or fundraising within the overall scope of the Group Leadership Team.

High level overview of the Group Leadership team description

Purpose

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What will this look like in practice?

Trustee Boards will focus on governance activities. Support activities (such as fundraising, premises management or administration), currently led by Executive Committees will move to other teams in the Group.

Some areas will be for trustees **to be confident** that they are being done. This is different from doing it themselves!

Some areas will be for trustees **themselves collectively** to do. These are the core governance tasks.

This means that 'operational' tasks such as maintaining the scout hut, or the day-to-day management of finances, or fundraising and similar are managed through the Group Leadership Team.

These operational tasks can be carried out by people who are also trustees, however, they will be managed as a member of the relevant team rather than in their trustee role.

Separating governance and operational tasks will also help as we recruit new volunteers - and to retain those already part of our teams. For example, the person who's great at managing the hall or running fundraising events might not have the skills, interests, or time to be a trustee - but they can still be involved, as a team member on the group leadership team or a sub-team of the group leadership team.

Examples of governance and operational tasks...

Governance tasks:	Support or operational:
<ul style="list-style-type: none"> • Make sure sufficient resources (funds, people, property and equipment) are available for the delivery of a high quality programme • Make sure the charity's finances are properly managed, including appropriate budgets • Make sure there's effective administration in place to support the work of the trustee board • Take responsibility for following Data Protection legislation • Make sure employed staff are managed effectively 	<ul style="list-style-type: none"> • Fundraising activities • Premises management • Equipment maintenance • Bookkeeping, banking, paying invoices and expenses • Distribute agendas, minutes, etc. for meetings and AGMs; • Manage appointments to the Board • Manage websites, email systems, or document storage • Act as line manager, supporting staff in their work

Try out the **governance?** or **support?** activity with your board members. This will help you explore together which tasks are part of a trustee board's responsibilities, and which are responsibilities that will be carried out by the group leadership team or sub-teams of the group leadership team.

Outcomes

The outcome of these changes should be that:

- Prior to our move to our new digital tools, every executive committee recognises that they are now a trustee board
- Trustee boards are using the new purpose statements to shape their future trustee board meeting agendas and their governance support
- All trustee boards have adopted a constitution

6 main duties



Actions for Trustee Board

Understand the changes to Trustee Boards and Trustees

- Read and understand the [Trustee Board team description](#)
- Read [chapter 5](#) of the March 2024 edition of [Policy, Organisation & Rules \(POR\)](#)
- Use the [Trustee Board team description](#) to reflect on your current team's focus
- Try out the [Governance? or Support? activity](#) to explore which tasks are part of a Trustee Board's responsibilities, and which will be carried out by your Group Leadership Team or a Sub-team of your group Leadership Team

Use the new names

- Use the new names: Trustee Board and Trustees
Remember - Compass will continue to show volunteers as Executive Committee Members. This will change when the new membership system launches
- Before we move to the new membership system, make sure your trustees and their personal details are correct on Compass. If your trustee board is registered with the Charity Commission, make sure this list of trustees is up to date also.

Prepare for your next AGM

Review and revised your [constitution](#) (There is a model constitution in POR, you can also download our [model constitution template](#), from our website, it's a MSWord document so you can edit it as you want)

- Review and consider using our [2024 AGM agenda template](#) and [script](#) to help you prepare for your AGM



Business that needs to happen at your 2024 annual general meeting

Your 2024 annual general meeting should:

1. Undertake governance oversight

- approve the minutes of the previous AGM
- adopt (or re-adopt) the constitution
- note the dates of group's/District's (the charity's) financial year
- approve appointed and community members of the Scout Council
- agree the maximum total number of members of the Trustee Board
- agree the quorum for future meetings of the Scout Council

2. Review the previous year

- receive from the Lead Volunteer an overview of the past 12 months of scouting activity
- receive and consider the Trustees' Annual Report and the annual statement of accounts approved by the Trustee Board

4. Make appointments

- (initially and then annually if required), appoint a Chair of the Trustee Board, following recommendations from the selection process initiated by the Trustee Board
- (initially and then annually if required), appoint a Treasurer of the Trustee Board, following recommendations from the selection process initiated by the Trustee Board
- (initially and then annually if required), appoint other members of the Trustee Board, following recommendations from the selection process initiated by the Trustee Board
- (If required), approve the appointment of any Presidents and Vice Presidents, and note current appointees (if any)
- appoint (or re-appoint) an auditor, independent examiner or scrutineer as required

Need more support - See our AGM agenda template

Visit our transition web pages to download a suggested Group AGM script and aide-mémoire.

Scan the QR Code with your phone's camera or visit:
www.tinyurl.com/trustee-boards



Trustee Board Meeting Agenda Prompts

Throughout the year there will be lots of different topics your Trustee Board will need to discuss. To help you plan your trustee board responsibilities and meeting cycle here's an overview of some of the topics you may need to discuss at your meetings, and suggestions of how often to have these discussions. Depending on your Group's or District's size, structure, and needs, you might want to include other topics with different frequencies. The order you approach the topics might vary depending on your local situation.

Remember, your Trustee Board should focus on governance, while wider teams and sub-teams focus on support and operational tasks. At Trustee Board meetings, you may talk about the day-to-day running of scouts, but your focus should be on making sure things are going to plan, the budget is well-managed, and there's support in place.

Trustee Boards need to feel confident and be competent when carrying out their responsibilities, especially with safeguarding and safety compliance. To make sure this happens, it's important that Trustee Boards look for technical help when they need it, such as by networking with other Trustee Boards.

Every meeting

Topics to discuss at every Trustee Board meeting.

Manage money well

Annual budget

- How are you following up with your spending?
- Are you spending what you expect to, based on your annual budget?
- Are you receiving the income you expected? If not, you might want to discuss actions to resolve this (such as fundraising or changing your planned activities).
- Grants and funds. Are there any grants or funds available you could apply for? [Discover grants and funds resources.](#)

Follow Scouts policies and relevant legislation

Policies review.

- Were there any changes on charity law, POR, or other Scouts policies since your last meeting? If there were, you may need to take actions to make sure you're compliant with these.

Look after premises, safety, and insurance

Safety.

- Are there any recent updates, incidents, or concerns?
- Do your Section Teams make sure that risk assessments for the activities taking place?
- Is all your equipment in good working order?
- You may also want to review progress against any improvement plans. [Find resources on Safety.](#)

Documentation.

- How is the Group retaining important compliance documents in a secured way that future Trustees and other relevant members can access them?
- Make sure the documents are compliant with data retention requirements. Example documents could include accounts, building servicing and safety records, asbestos, fire and gas records.

Manage risks

Risk management.

- Are there any risks that need your attention? You might have some risks with a high severity rating that you'd like to discuss at every meeting. You might also want to discuss any risks that've changed since your last meeting. [Find out more about Risk Registers.](#)

Monitoring safety.

- Review all incidents and near misses recorded by the Group in the accident book. Check they're [all being recorded](#). Do volunteers need information and confidence to carry that out effectively? After reviewing, what remedial actions need to be carried out or supported?

Help the charity operate well, today and in the future

Succession planning.

- Does your Trustee Board have enough people to run effectively? Are they due to finish their term/expectation for being a volunteer? Think about the [open selection process for appointing trustees](#) in preparation for [your AGM](#).

Annual plan.

- Are you on track for your annual plan? Are there any decisions you need to make? Do you need any further information to inform yourself of where things are at?

Safeguarding.

- Are there any recent updates, incidents, or concerns? You may also want to review progress against any improvement plans. [Find resources on Safeguarding.](#)

Learning compliance.

- Are your local volunteers compliant with mandatory learning? What support and resources do they need? Do volunteers have the training they need to operate activities safely, such as specific activity permits or support to gain appropriate experience?

Disclosures compliance.

- Are your local volunteers compliant disclosures? What support and resources do they need?

[Districts only] - Working with your Group Trustee Boards in the District.

- How are your Groups getting on?
- Do they need further support?
You may find it helpful to arrange networking meetings a few times a year to share good practice between trustees.

[Counties only] - Working with your District Trustee Boards in the County.

- How are your Districts getting on?
- Do they need any further support?

You may find it helpful to arrange networking meetings a few times a year to share good practice between trustees.

Every 6 months

These topics may not need to be discussed all together, and could be spread across the year.

Manage money well

Review budget.

- Make sure spending is prioritised and consider Group growth and safety matters (such as essential servicing, remedial actions, and safe equipment for Sections).

Look after premises, safety and insurance

Premises considerations.

- Are you making sure that required checks relating to your asbestos or legionella management plans are carried out? What remedial works need completing and what's the desired timescale?

Help the charity operate well, today and in the future

Growth and inclusion.

- What is the status and progress of your development plan? Do you need any further information to inform yourself of where things are at? [Find out more about development planning.](#)

Trustee Board recruitment and skills.

- Are there any Trustees coming to the end of their term?
- Are there any skills missing from your Board?

If there are, you'll need to agree a plan to fill those skills gaps with appointed or co-opted Trustees. [Discover resources to help you recruit Trustees.](#)

Saying thank you and celebrating success.

When and how can you say thank you and well done to your Trustees, volunteer teams and local community? [Discover resources to thank volunteers](#) and [read tips on celebrating success.](#)

Every year

These topics may not need to be discussed all together, and could be spread across the year.

Manage money well

Annual budget.

- Based on your expected income and the annual plan, agree the budget for the year, as well as how you'll keep track of this. Prioritise the regular outgoings you're aware of, including membership subscription, insurance, and safety compliance.

Reserves policy.

- Decide on how much money you'll keep aside for unexpected costs. NCVO has guidance on [how to set a reserves policy.](#)

Follow Scouts policies and relevant legislation

Policies review.

- Were there any changes on local charity law or Scouts policies since your last review? Do you need to agree any new policy for your charity?

Annual accounts and reporting.

- When do you need your annual accounts and reporting by?
- Do you need to share it with a Scrutineer, Independent Examiner or Auditor prior to the AGM?
- Do you need to send a copy to the charity regulator? [Find out more about annual accounts and reporting.](#)

Preparation for the Annual General meeting.

- How will you organise the appointments and nominations processes?
- What documents and reports do you need to prepare for the AGM, and when do you need to share them with the Scout Council?
- What conversations do you need to have prior to the AGM? [Find out more about the AGM.](#)

Look after premises, safety and insurance

Safety.

- Review the [premises audit](#) to cover the majority of compliance and safety needs for the premises (whether you're the owner or tenant).
- Make sure that a [fire risk assessment](#) is completed and maintained. What remedial actions need to be carried out, and by whom?

Insurance.

- Do you have the right insurance in place?
If not, you may want to discuss how you'll get this in place. [Find out more about insurance here.](#) Check whether the additional activities or activity equipment you have need special coverage.

Manage risks

Risk management.

- Is your risk register up to date?
- Are the risks being monitored? [Find out more about Risk Registers.](#)

Help the charity operate well, today and in the future

Annual plan.

- What will you deliver over the next year?
As part of this plan, you need to make sure you have enough money and volunteers to deliver the plan. It's best to do this with your annual budget planning.

Administration of the Board.

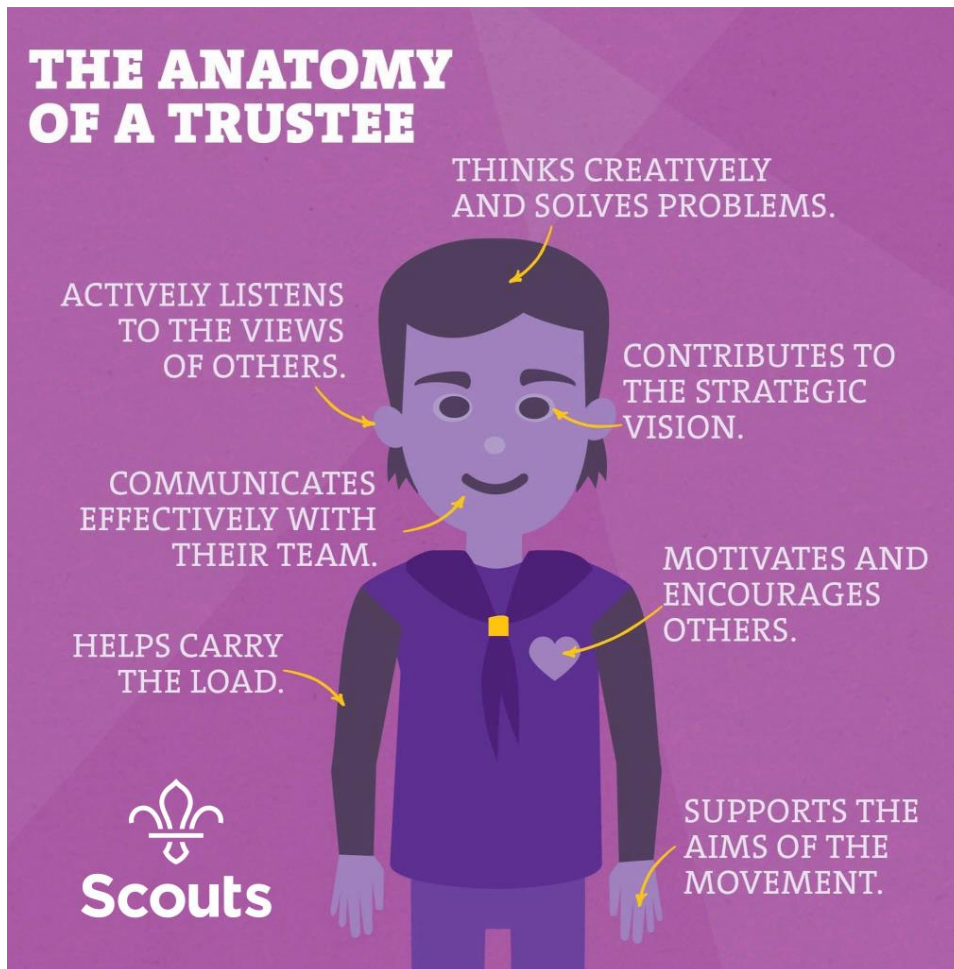
- Does your Board have arrangements for its administration?
- Do all Trustees understand what their [individual and collective tasks and responsibilities](#) are?
- Have you agreed who'll look after records of ownership of property and equipment?
- Do you need to set up any sub-teams?

Growth and inclusion.

- How is the development plan progressing?
- Is the direction still right or are any changes needed?
- Are there any decisions the Leadership Team needs to make?
- Does the plan have the support and resources needed. Find out more about development planning.

Welcoming and inducting new Trustees after AGM.

- What information do you need to give to your new Trustees?
- What documents and processes do they need to be aware of or sign?
- Have they been added to the Board's communication channels?
- Have they started the Trustee Introduction training? [Discover resources to support new Trustees.](#)



Group constitution

Good governance focusses on oversight and strategy and maintains focus on supporting and assuring the organisation's strategic goals. (This is further explained in the team description for Trustee Boards).

Every charity must adopt a governing document. In our federation of, Scout Group, Scout District, and County, charities we refer to the governing document as a 'constitution'.



What is a constitution?

A constitution explains what your scout group is set up to do, and how it should operate. It sets out the rules and procedures to be followed in the governance of the group. All your trustees must understand your constitution, and make sure it is kept up to date.

Why do we need a constitution?

There are a number of reasons for having a constitution, these include:

- Having a clear statement of the aims of the group (known as public benefit). It is important that the people involved with the group, and other people and organisations, understand what the group has been set up to do
- Having a set of guidelines or rules about how the group should be run, who can be a member of the group, how finances should be managed etc.
- Groups applying for funding from other organisations will almost always need a constitution. Many funders will ask to see a copy of a group's constitution before they will give them funding
- A group wishing to become a registered charity will need a constitution to submit to the Charity Commission.

There are several reasons why it is worthwhile spending some time working on a constitution for your group. If it is done properly, it can:

- Strengthen your group, by setting out clear aims
- Help you to get funding, by showing that your group is organised
- Save any disagreements about how the group is run
- Help to prepare your group to apply for charitable status should you wish to do so in the future

Some important things to remember!

- When you have decided on a constitution that you are happy with, your group trustee board must vote to approve it. A copy of the constitution should be signed and dated by at least two of the board members present
- It then needs to be formally adopted at your next AGM (and this must be recorded in the minutes of the meeting)
- Make sure that your constitution is written in clear, plain language that is understandable to everyone in the group. Avoid constitutions that are full of legal jargon, Latin phrases etc.; it is not necessary to use this sort of language. Remember that a constitution is intended to help you run your group, not confuse you and cause arguments!

There's no need to start from scratch!

Download, edit and use our model constitution...



Governance? or support? activity

This activity will help your trustees understand how moving from Executive Committees to Trustee Boards will change how they do things.

Activity outcomes

- Trustees feel confident on some of the key activities and tasks that form part of effective governance
- Trustees identify wider support activities and tasks that are beyond the focus and purpose of Trustee Boards

Activity details

- Duration: 14-30 minutes
- Location: Indoors, outdoors, in person or online

Audience

- Trustees

You'll need

- Activity cards and answers table (one set of cards for each discussion group)
- Trustee Board team description
- Pens
- Scissors

Before you begin

- Print and cut out the activity cards. You might consider printing more copies if you have a larger group.
- Print the answers table.
- You might consider asking someone outside of your usual teams to join the activity (e.g. someone from a nearby Group, District or County team) who can help lead the activity, share a different perspective or provide some guidance or support.
- To help you get prepared for the discussion, read the Trustee Board and Group Leadership team descriptions and understand how we're transforming our volunteer experience.

The activity

1. Explain that moving from Executive Committees to Trustee Boards will change how we do things.

Trustees are responsible for governance tasks. Support tasks will be the responsibility of wider teams, usually either the Group Leadership Team or the District/County Support Team (as appropriate). Trustees might want to 'volunteer twice' to do support tasks as well as their governance tasks, but they're not expected to. As such, it's important that we have a shared understanding about what is a 'governance task' and what is a 'support task'.

2. Split your team into groups of ideally 4-6 people for the card sort activity. Smaller groups are better to give everyone a chance to be involved and to raise comments and questions. These can be fed into the bigger group discussion.
3. Once in small groups, give each a pile of the task cards. They should sort them so that 'governance tasks' are on one side and 'support tasks' are in the other side. Allow 10 minutes for this, which will involve some questions or discussion time in the small groups.
4. After each small group has sorted their cards, bring the whole team back together. Some questions to consider together are:
 - Why were some of the tasks easier to sort?
 - Were there any tasks which the groups put in different places?
 - What do the 'governance tasks' have in common?
 - What opportunities are there to organise how the 'support tasks' are done differently now or in the future?

Activity variations

- This can be done as a short reflection activity, to start off a team meeting or as a longer team review exercise. The duration of the activity depends on the size of your team and the time given over to reflection.
- If done online, the facilitator can either display the prompt cards on the shared screen or email to the Team Members beforehand.
- This activity can also be done on your own, for self-reflection.

Reflection

This activity asks us to reflect on what activities are the key focus of an effective Trustee Board.

It also invites us to think about how we can best share both governance and support activities across our teams in the future.

For trustees who've been used to doing support work in the past, is it easy or difficult to focus on governance? Why's that? And where it's a challenge, what'll it take to make it easier?

Change the level of challenge

- Add in additional examples of activities or tasks based on your own team's experiences and responsibilities to extend the challenge
- To simplify the challenge, share the cards in pairs or smaller groups

Make it accessible

- Discuss first some of the language used in relation to governance and ways you might break this down for volunteers new to being a trustee

Take it further

- The next steps following this activity are likely to include some actions for your Trustee Board or for your Chair and Lead Volunteer / Commissioner to discuss how to share tasks and activities between Trustees and wider teams

<p>Create and look after relationships with other organisations that can help Scouts grow locally.</p>	<p>Develop and maintain a risk register, including putting in place appropriate mitigations.</p>
<p>Ensure finances are properly managed, including development and maintenance of appropriate budgets.</p>	<p>Create a positive image of Scouts in the local community. For example, through local media.</p>
<p>Plan and run fundraising events when they're needed.</p>	<p>Maintain and manage a reserves policy, investment policy and public benefit statement.</p>
<p>Ensure that people, property and equipment are appropriately insured, and that any property and equipment owned or used by the charity is properly protected and maintained.</p>	<p>Help with finance admin to keep an eye on income and spend, if asked to by the Trustee Board. This could include bookkeeping, paying expenses/invoices, and tracking income/expenditure against the budget.</p>

Set up and look after email, web, social media, and web meeting systems.	Ensure that effective administration is in place to support the work of the Trustee Board.
Prepare and approve an Annual Report and Statement of Accounts.	Pay invoices and volunteer expenses.
Maintain any equipment, property and vehicles.	Buy flowers for a retiring volunteer.
Arrange for an asbestos survey of the building.	Maintain collective responsibility regarding appropriate business.
Take responsibility for adherence to data protection legislation.	Where staff are employed, act as a responsible employer in accordance with legislation and Scouts values.

Download, these cards from our web pages

Click on the link to Change 3: Simplifying our roles and structures and then the link to Trustee Boards!



Cards sorted into governance and support tasks

Governance tasks	Support tasks
Develop and maintain a risk register, including putting in place appropriate mitigations.	Create and look after relationships with other organisations that can help Scouts grow locally.
Ensure finances are properly managed, including development and maintenance of appropriate budgets.	Create a positive image of Scouts in the local community. For example, through local media.
Maintain and manage a reserves policy, investment policy and public benefit statement.	Help with finance admin to keep an eye on income and spend, if asked to by the Trustee Board. This could include bookkeeping, paying expenses/invoices, and tracking income/expenditure against the budget.
Ensure that people, property and equipment are appropriately insured, and that any property and equipment owned or used by the charity is properly protected and maintained.	Plan and run fundraising events when they're needed.
Ensure that effective administration is in place to support the work of the Trustee Board.	Set up and look after email, web, social media, and web meeting systems.
Prepare and approve an Annual Report and Statement of Accounts.	Pay invoices and volunteer expenses.
Maintain collective responsibility regarding appropriate business.	Maintain any equipment, property and vehicles.
Take responsibility for adherence to data protection legislation.	Buy flowers for a retiring volunteer.
Where staff are employed, act as a responsible employer in accordance with legislation and Scouts values.	Arrange for an asbestos survey of the building.

Tools to help you run your trustee board

There's no need to start from scratch!

Our trustee board toolkit will help you define the role of your group trustee board and its members.

It provides lots of practical guidance and reference material on the different responsibilities of the board, and downloadable and editable tools and templates.



Scan the QR code or visit www.tinyurl.com/group-tools

The toolkit covers:

Introduction

- An overview of the group trustee board
- Helpful hints for kick starting an effective trust board

Group Officers

- Getting involved as a group chair
- Chairing meetings
- Getting involved as a group secretary
- Taking minutes
- getting involved as a group treasurer

Good Practice

- Governance code
- 6 points of good governance
- A guide for trustees

Policy & Rules

- Policy organisation & rules

Group Assets Register

- Group assets register – what's it all about?
- Group assets register template

Group Risk Register

- Group risk policy template
- Risk register tracking template

Banking and Accounts

- Managing day to day finance
- A guide to group finances and accounts
- Creating a group finance policy
- Internal financial controls for charities (your group)
- Internal financial controls for charities (your group) checklist
- Funds and collecting money in
- Facts about UK VAT for scout groups

Annual Accounting

- Guidance on the accounting and audit requirements
- Independent examination of accounts
- Scrouter's report to the trustees
- Independent examiners report (to trustees)
- Receipts and payments (single fund)
- Receipts and payments (multiple fund)
- Trustee's annual report
- CC15 – charity reporting and accounting

Insurance

- Insurance
- Safety checklist
- A rough guide to insurance
- Insurance for insomniacs
- Insurance where do I start?

Claiming Gift Aid

- A complete toolkit for claiming gift aid

Group assets register

- Group assets register – what's it all about?
- Group assets register template

Group Constitution

- Your group's public benefit and charitable purposes
- Group constitution
- Model constitution template

Annual General Meetings

- Effect AGMs
- Another annual general meeting
- AGM checklist
- Trustee's annual report
- Sample agenda for a Group AGM

Community Sponsorship

- Community sponsorship

Committee Meetings

- Points to consider when planning a meeting
- How to create an effective agenda
- Chairing meetings
- Taking minutes
- Example of (possible) meeting rules

Sub Committees

- Sub committees

Young people on committees

- A guide to supporting young people on committees

Data protection

- 12 practical steps to help your scout group achieve General Data Protection Regulation compliance

Scan the QR code or visit
www.tinyurl.com/group-tools



Please note – this section of the web site is currently being updated.
Some items may still refer to executive committees.

Being a trustee

Every group, district and county in England and Wales is a separate charity, whether or not they are registered with the Charity Commission for England and Wales.

All members of trustee boards are charity trustees which hold important legal responsibilities and requirements. It is important that your board members are aware of their responsibilities.

The Charity Commission for England & Wales outlines the main responsibilities and duties of charity trustees as follows:

- Ensure your charity is carrying out its purposes for the public benefit
- Comply with your charities' governing document (in the scouts this is POR) and the law
- Act in your charity's best interests
- Ensure your charity is accountable
- Manage your charity's resources responsibly
- Act with reasonable care and skill

Charity Trustees must collectively:

- ensure that the charity is carrying out its purposes for the public benefit
- comply with the charity's governing document and the law
- act in the charity's best interests
- manage the charity's resources responsibly
- act with reasonable care and skill

Trustee status

Because of their status as charity trustees, only people aged 18 and over may be full voting members of the trustee boards.

Some people will be disqualified from being a charity trustee. This is detailed in the Charities Acts. If they are disqualified, they are not able to be a member of your trustee board.

POR sets out who may not act as a charity trustee. Subject to regulatory waiver provisions this includes anyone who:

- has an unspent conviction for an offence involving dishonesty, deception, offences of misconduct in a public office, for bribery, money laundering, perjury or perverting the course of justice or terrorism
- is found guilty of attempting, aiding or abetting the above offences
- has been found in contempt of court
- is designated under terrorist asset-freezing legislation
- is on the sex offenders' register
- is currently declared bankrupt (or is subject to bankruptcy restrictions or an interim order or sequestration in Scotland) or has an individual voluntary arrangement (IVA) with creditors
- is disqualified from being a company director
- has previously been removed as a trustee from any charity by any charity regulator in the UK (or a court) due to misconduct or mismanagement
- is disqualified from being a trustee by an order of the Charity Commission for England & Wales, the Office of the Scottish Charity Regulator or the Charity Commission for Northern Ireland

Policy, Organisation and Rules – March 2024 edition

Scouting's Policy Organisation and Rules (POR), provides support and guidance to help us all run scouting.

POR Amendments March 2024

This new March 24 edition of POR reflects a number of changes and improvements. A complete list of the amendments can be found in the **full PDF of POR** which can be downloaded from scouts.org.uk/por.

The amendments include:

Minor changes in all chapters to reflect recent style guide updates.

Key policies

- Some clarified wording related to the Privacy and Data Protection Policy.

Membership

- Minor updates to reflect recent questions asked of the Support Centre (see 3.3.2.4, 3.6.2.3, 3.8.1.4)
- Clarification that rules for suspension or dismissal of Explorers includes the suspension or dismissal of Young Leaders.

Local organisation of sections, Groups, Districts, Counties

- There are a few minor changes to improve wording in Chapter 4.
- A new rule 4.4.1.7 has been added to address occasions when there is nobody on the Section Leadership Team with a full appointment.
- A new rule 4.9.4.2 has been added concerning joint Scout and Guide Groups (4.9.4). The rules in 4.9.4 are renumbered but otherwise unchanged.

Local scouting governance and finance – Groups, Districts, Counties

- Chapter 5 contains changes required to reflect the change to the membership and appointment requirements of Scout Councils and Trustee Boards.
- 5.3.1.6, 5.3.1.7 and 5.3.1.8 have been added to reflect the transition arrangements for current ex officio Trustees who will no longer be ex officio members of the Trustee Board.
- In sections 5.4, 5.5, 5.6, new details have been added concerning the conduct of Group, District and County Scout Council meetings in 5.4.8, 5.5.8 and 5.6.8 respectively.
- A key change in this chapter is that the model constitution (previously covering all Scout charities as section 5.4 in the July edition of POR) has been replaced by sections 5.4, 5.5, 5.6 for Group, District, County model constitutions respectively.
- Section 5.7 (previously section 5.5) is now renamed as Finance and commercial matters.
- Based on feedback received on the previous version, some other small improvements and clarifications have been made.

UK HQ structure

- There are no rule changes but there are a few minor changes to improve wording in Chapter 6.

Emergency procedures

- There are no rule changes but there are a few minor changes to improve wording in Chapter 7.

Insurance

- A description of the Scouts' Trustee Indemnity insurance has been added.
- There are a few additional minor changes to improve wording in Chapter 8.

Activities

- There are no rule changes but there are a few minor changes to improve wording in Chapter 9.

Uniform, badges and emblems

- There are no rule changes but there are a few minor changes to improve wording in Chapter 10.
- The linked 'positioning on uniforms' diagrams (10.36) have been updated.

Awards and recognition of service

- The Commissioner's Commendation Award is renamed as the Commendation Award,
- Additionally, there are a few changes to improve and clarify wording in Chapter 11.

Flags and ceremonial

- There are a minor changes to improve wording in Chapter 12.

Trusteeship, property and equipment

- 13.1.2.2 Words added to clarify 'excepted charities' in England and Wales.
- 13.3.4 Rewording to reflect the Trustee Board changes introduced from April 2023.
- There are a minor changes to improve wording in Chapter 13.

Adult roles

- There are a few minor changes to improve wording in Chapter 16.
- The changes to Chapter 16 primarily relate to improved wording of mutually agreed restrictions, suspensions and role ending.

Safeguarding and vetting decision guidance

- Small improvements at the request of the Safeguarding Committee to clarify wording based on feedback received from users.

Trustee Board Meeting Agenda Prompts

Here's an overview of some of the topics you may need to discuss at your meetings, and suggestions of how often to have these discussions. Depending on your Group's size, structure, and needs, you might want to include other topics with different frequencies. The order you approach the topics might vary depending on your local situation.

Remember, Trustee Boards should focus on governance, while your Group Leadership Team and sub-teams focus on support and operational tasks. At Trustee Board meetings, you may talk about the day-to-day running of Scouts, but your focus should be on making sure things are going to plan, the budget is well-managed, and there's support in place.

Trustees Boards need to feel confident and be competent when carrying out their responsibilities, especially with safeguarding and safety compliance. To make sure this happens, it's important that Trustee Boards look for technical help when they need it, such as by networking with other Trustee Boards.

Theme	Discussion topic and frequency		
	Every meeting	Every 6 months	Annually: these can be spread across the year, unless otherwise stated
Manage money well	<p>Annual budget. How are you following up with your spending? Are you spending what you expect to, based on your annual budget? Are you receiving the income you expected? If not, you might want to discuss actions to resolve this (such as fundraising or changing your planned activities).</p> <p>Grants and funds. Are there any grants or funds available you could apply for? Discover grants and funds resources.</p>	<p>Review budget. Make sure spending is prioritised and consider Group growth and safety matters (such as essential servicing, remedial actions, and safe equipment for Sections).</p>	<p>Annual budget. Based on your expected income and the annual plan, agree the budget for the year, as well as how you'll keep track of this. Prioritise the regular outgoings you're aware of, including membership subscription, insurance, and safety compliance.</p> <p>Reserves policy. Decide on how much money you'll keep aside for unexpected costs. NCVO has guidance on how to set a reserves policy.</p>
Follow Scouts policies and relevant legislation	<p>Policies review. Were there any changes on charity law, POR, or other Scouts policies since your last meeting? If there were, you may need to take actions to make sure you're compliant with these.</p>		<p>Policies review. Were there any changes on local charity law or Scouts policies since your last review? Do you need to agree any new policy for your charity?</p> <p>Annual accounts and reporting. When do you need your annual accounts and reporting by? Do you need to share it with a Scrutineer, Independent Examiner or Auditor prior to the AGM? Do you need to send a copy to the charity regulator?</p>

Theme	Discussion topic and frequency		
	Every meeting	Every 6 months	Annually: these can be spread across the year, unless otherwise stated
			<p>Find out more about annual accounts and reporting.</p> <p>Preparation for the Annual General meeting. How will you organise the appointments and nominations processes? What documents and reports do you need to prepare for the AGM, and when do you need to share them with the Scout Council? What conversations do you need to have prior to the AGM? Find out more about the AGM.</p>
Look after premises, safety and insurance	<p>Safety. Are there any recent updates, incidents, or concerns? Do your Section Teams make sure that risk assessments for the activities taking place? Is all your equipment in good working order? You may also want to review progress against any improvement plans. Find resources on Safety.</p> <p>Documentation. How is the Group retaining important compliance documents in a secured way that future Trustees and other relevant members can access them?</p> <p>Make sure the documents are compliant with data retention requirements. Example documents could include accounts, building servicing and safety records, asbestos, fire and gas records.</p>	<p>Premises considerations. Are you making sure that required checks relating to your asbestos or legionella management plans are carried out? What remedial works need completing and what's the desired timescale?</p>	<p>Safety. Review the premises audit to cover the majority of compliance and safety needs for the premises (whether you're the owner or tenant).</p> <p>Make sure that a fire risk assessment is completed and maintained. What remedial actions need to be carried out, and by whom?</p> <p>Insurance. Do you have the right insurance in place? If not, you may want to discuss how you'll get this in place. Find out more about insurance here. Check whether the additional activities or activity equipment you have need special coverage.</p>

Theme	Discussion topic and frequency		
	Every meeting	Every 6 months	Annually: these can be spread across the year, unless otherwise stated
Manage risks	<p>Risk management. Are there any risks that need your attention? You might have some risks with a high severity rating that you'd like to discuss at every meeting. You might also want to discuss any risks that've changed since your last meeting. Find out more about Risk Registers.</p> <p>Monitoring safety. Review all incidents and near misses recorded by the Group in the accident book. Check they're all being recorded. Do volunteers need information and confidence to carry that out effectively? After reviewing, what remedial actions need to be carried out or supported?</p>		<p>Risk management. Is your risk register up to date? Are the risks being monitored? Find out more about Risk Registers.</p>
Help the charity operate well, today and in the future		<p>Growth and inclusion: What is the status and progress of your development plan? Do you need any further information to inform yourself of where things are at? Find out more about development planning.</p> <p>Trustee Board recruitment and skills. Are there any Trustees coming to the end of their term? Are there any skills missing from your Board? If there are, you'll need to agree a plan to fill those skills gaps with appointed or co-opted Trustees. Discover resources to help you recruit Trustees.</p> <p>Saying thank you and celebrating success. When and how can you say thank you and well done to your Trustees, volunteer teams and local community? Discover resources to thank volunteers</p>	<p>Annual plan. What will you deliver over the next year? As part of this plan, you need to make sure you have enough money and volunteers to deliver the plan. It's best to do this with your annual budget planning.</p> <p>Administration of the Board. Does your Board have arrangements for its administration? Do all Trustees understand what their individual and collective tasks and responsibilities are? Have you agreed who'll look after records of ownership of property and equipment? Do you need to set up any sub-teams?</p> <p>Growth and inclusion: How is the development plan progressing? Is the direction still right or are any changes needed? Are there any</p>

Theme	Discussion topic and frequency		
	Every meeting	Every 6 months	Annually: these can be spread across the year, unless otherwise stated
	<p>Succession planning. Does your Trustee Board have enough people to run effectively? Are they due to finish their term/expectation for being a volunteer? Think about the open selection process for appointing trustees in preparation for your AGM.</p> <p>Are there enough local volunteers to run your operations effectively? Make sure the Lead Volunteer has the support and resources needed in succession planning for team and sections.</p> <p>Annual plan. Are you on track for your annual plan? Are there any decisions you need to make? Do you need any further information to inform yourself of where things are at?</p> <p>Safeguarding. Are there any recent updates, incidents, or concerns? You may also want to review progress against any improvement plans. Find resources on Safeguarding.</p> <p>Learning compliance. Are your local volunteers compliant with mandatory learning? What support and resources do they need? Do volunteers have the training they need to operate activities safely, such as specific activity permits or support to gain appropriate experience?</p> <p>Disclosures compliance. Are your local volunteers compliant disclosures? What support and resources do they need?</p>	<p>and read tips on celebrating success.</p>	<p>decisions the Leadership Team needs to make? Does the plan have the support and resources needed. Find out more about development planning.</p> <p>Welcoming and inducting new Trustees after AGM. What information do you need to give to your new Trustees? What documents and processes do they need to be aware of or sign? Have they been added to the Board's communication channels? Have they started the Trustee Introduction training? Discover resources to support new Trustees.</p>

Trustee recruitment hooks...

Our Trustees are a team of volunteers who see the big picture, make decisions, and work together to help our Scout Group run smoothly.

Being a trustee is flexible, and the amount of time you'll need to give will depend on what you're helping out with. It's usual for trustees to meet 5-7 times a year, as well as a few additional hours a month when needed. It's a team effort, so you'll be working with other friendly trustees to get things done.

Give it a go! If you're interested, but you're not sure it's for you, have a chat with a with one of our team. You could join a meeting to see what it's all about. There's so many opportunities for you when you become a trustee – we'll help you find what you enjoy doing the most. We know you've got a lot on your plate, whether you're studying, working, looking after your kids, or doing other hobbies. Being a trustee is flexible and can easily fit around your schedule.

Trustees are a team of volunteers who see the big picture, make decisions, and work together to help Scouts run smoothly.



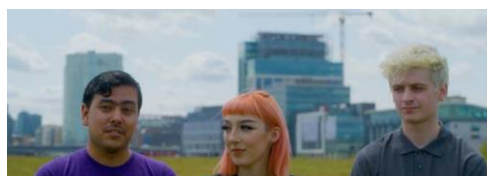
You don't have to work with young people to give them skills for life

Our current trustees

Our trustees are a wonderfully diverse bunch – we welcome anyone from all different backgrounds, experiences and generations. Some have been in Scouts before, and others are completely new.

Many of our trustees are...

- **People looking to build their CVs**
You'll gain vital experience to make your job or university application shine
- **People established in their careers**
You'll put your valuable skills into practice and share your knowledge with your team
- **People getting back into work or changing careers**
You'll gain transferable skills and experience for your next challenge
- **People wishing to keep themselves busy**
You'll share your life experience that'll be most welcome and beneficial



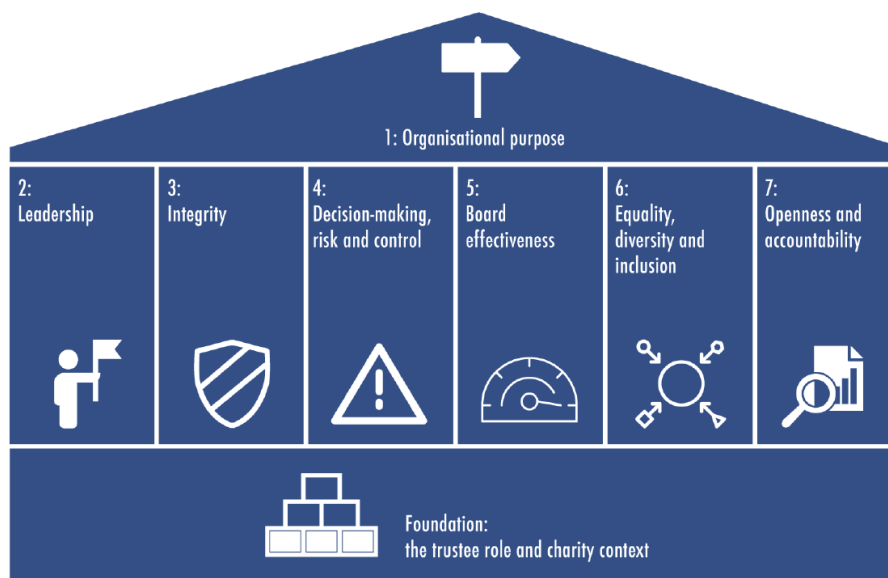
Trustees play a key part in Scouts, and keep an eye on our vision. They make sure young people have the best experience at Scouts, and check things are being done safely and legally.

Charity Governance Code

www.charitygovernancecode.org

The Good Governance Code is a practical tool designed to help charities and their trustees develop high standards of governance.

It's not a legal or regulatory requirement. It draws upon, but is fundamentally different to, the Charity Commission's guidance. Instead, the Code sets the principles and recommended practice for good governance and is deliberately aspirational: some elements of the Code will be a stretch for many charities to achieve. This is intentional as the Code is designed to be a tool for continuous improvement towards the highest standards.



1. Organisational purpose

The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.

2. Leadership

The charity is led by an effective board that provides strategic leadership in line with the charity's aims and values.

3. Integrity

The board acts with integrity, adopting values and creating a culture which help achieve the organisation's charitable purposes. The board is aware of the importance of the public's confidence and trust in charities, and trustees undertake their duties accordingly.

4. Decision-making, risk and control

The board makes sure that its decision-making processes are informed, rigorous and timely and that effective delegation, control and risk assessment and management systems are set up and monitored.

5. Board effectiveness

The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.

6. Equality, diversity and inclusion

The board's approach to diversity supports its effectiveness, leadership and decision-making.

7. Openness and accountability

The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

 **South & South East London Scouts**



Transforming the Volunteer Journey



Scouts

South and South East London

Version 3 – May 2024

This guide and templates are issued to support scout groups to facilitate, administer, and manage transition to Group trustee boards and their governance. It is published as part of a suite of guidance, intended to provide support to group trustee boards to meet their legal duties, by putting in place systems, processes and policies which ensure groups are managed in an effective, efficient, accountable, and transparent way.

This document and templates is a guide only, it does not, nor is it intended to be, a definitive statement of charity law and it does not constitute legal advice. Group trustee board members are recommended to consult the policy, organisation, and rules of the scout association (www.scouts.org.uk/por) and their groups governing documents or to obtain their own independent legal advice where necessary. The Development Service, our transformation team, or GLSE & GLS Scout Counties accepts no responsibility or liability for any errors, inaccuracies, or omissions in this document.

Details are correct at the time of publication – any updates to this guide can be found on our transition web pages at: www.tinyurl.com/vol-journey