



Scouts

South & South East London

Our simplified roles & structures

 South & South East London Scouts



Transforming the Volunteer Journey

Version 2

October 2023

We are transforming your volunteer experience



Welcome



Learning



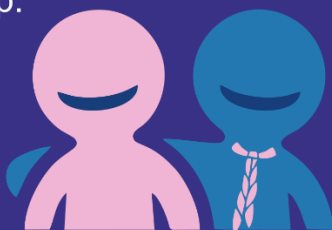
Teams



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



Simplifying our roles and structures

We know that asking people to become leaders (or other specific roles) doesn't suit everyone. People need to be able to volunteer in whichever way they can and want to do, focusing on the areas they have skills or interest in – and without having to take on the world.

**Our volunteering roles need to be...
clear, manageable, and flexible!**

So, we are moving....

From	To
Individual, inflexible fixed roles	Volunteers working in teams on tasks with a clear purpose
Unclear expectations of volunteers	Clearer roles with titles the everyone can understand
A small number of people with lots of responsibility (and stress)	Clear expectations on both sides, with a commitment to building a positive volunteering culture
Feels like work	Individuals contributing in a way that matches their skills, interests and availability





Why we have an urgent need for change...

We need to make sure how we volunteer is right for current and new volunteers, as well as for young people.

At the moment:

- We have too many roles (over 400!), which can be unmanageable, fixed and too often feel like work
- Our range of roles can be hard to understand, and expectations when someone joins or moves role are often unclear. They can put people off from joining - 'I couldn't do what you do'
- We have a small number of people with lots of responsibility (and stress) placed on them. This can often make volunteering tip into feeling like work

Picture a volunteering world:

-  **Focusing on tasks rather than roles**
-  **Making flexible volunteering normal, and available to everyone**
-  **Ensuring we allow individuals to contribute in a way that matches their skills, interests and availability**
-  **Making sure each team has a clear and distinct purpose**

A teams-based approach

Teams thrive when they share a purpose, share tasks, and support each other to make the most of their different skills, experiences, and available time.

We want to make it normal for responsibilities to be shared across teams. To do this we are removing our current role descriptions, (where one volunteer takes on a specific list of responsibilities) and replacing them with new team descriptions. This approach means we can share the load among the team and provide an attractive volunteering offering that people will want to be part of.

So, going forwards, the way we volunteer will be structured around these key principles:

- everyone will volunteer as part of a **flexible team** structure
- each team will have a **clear purpose**, team description and set of team tasks
- We will describe our teams and roles in **plain English** to ensure they are easily understood by everyone

We know that some district, county, group, and section teams already approach volunteering in this way and it really works for them. Some teams might start off with only one or two people. But by being flexible about how we ask people to volunteer, we'll make it easier for new people to join in.

Team descriptions have two types of tasks:

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

Beyond that, it's down to the team to decide how they organise themselves, based on their skills, interests, and availability.

Our new approach makes it easier for our current teams, as volunteers can give their time in a more sustainable way. It helps volunteers build knowledge, experience, and confidence. And it makes it easier for them to change their involvement when their circumstances change. As such, they stay volunteering for longer. And in the future, more volunteers will want to join Scouts and give their time as part of a flexible team.

Here's an example:

Hannah is the Team Leader. They do whole team tasks 1-3 and allocated task 1

Arnold is a Team Member. He does whole team tasks 1-3 and allocated tasks 2 and 5

Jess is a Team Member (she was previously a Section Assistant), and she does whole team tasks 1-3 and allocated task 6 which she can easily carry out at home

Jamel is a Team Member (he was previously a Section Assistant too), and he does whole team tasks 1-3. He hasn't taken on any allocated tasks, at the moment, but will see what he may be able to help out with when he has more time available.

		Hannah Team Leader	Tom Team Member	Mita Team Member	Jamal Team Member	Arnold Team Member	Jess Helper
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						



We want to make it easier for a more diverse range of people to contribute to Scouts in a way that reflects their skills, interests, and availability.

Changing the focus from role to team tasks is one way we can make flexible volunteering normal, and available to everyone.

What will stay the same?

Our structure is still arranged in Sections, Groups, Districts and Counties, as well as broadly the tasks that happen at each level. For example, Section Teams will still deliver programmes to young people.

Even if our structures look different, people should still be able to volunteer in the area that is of most interest to them, such as working with young people, delivering excellent governance or giving support to other volunteers.

Keeping the programme at the core of all that we do

Our programme is mostly designed and run by Section Teams and shaped by young people. All our adults either help in a section team and plan and run the programme, or work in a support team, supporting the people who do.

Our programme (what our members do each week), is predominantly designed and delivered by Section Teams in partnership with young people. All our adults either deliver the programme, or support those who deliver the programme. Either way everyone plays a part in the delivery of a safe, fun, enjoyable and high-quality programme for young people.

Who is affected...

- All volunteers will move into updated teams. For some, volunteering in a team may be a big change and for others, it may be closer to what they're doing already
- For most volunteers, their role title will also change
- For some volunteers in District and County teams, there may be a bigger change in what their role does, due to other changes that are coming too, such as those who are involved in training and appointments and welcome

The Lead Volunteer for the Scout Group

Within our new approach, instead of a Group Scout Leader, Lead Volunteers will lead the Group Leadership Team to provide support for the teams in the Group. 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

The team structure means it's clearer for people to understand how they can get involved with running a section, in a way that works for them. It also helps when existing volunteers' circumstances change - they don't need to go through a formal change of role process but can instead flex their involvement in the team.

Most people will now be called Team Members (typically our current assistant section leaders and section leaders although this can be a shared role). Team Leaders will help guide, support, and facilitate their team to agree who'll do what tasks 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'.

Helpers and who they are

In our new teams approach to volunteering, we'll continue to have helpers who'll give informal support to help deliver Scouts, in line with our current POR.

However, as we're making volunteering easier and more fun, now might be a great time to encourage some of your existing helpers to join your teams.

Although helping out is a great way of trying Scouts, we're always looking for more volunteers to join our teams. This'll mean they can get the benefits of being a Team Member, and we can support even more young people to gain skills for life.

Understanding the differences between Team Members and helpers

Team Members

Team Members are volunteers who plan, deliver, and support an amazing programme for young people.

They can volunteer flexibly. Some may give their time every week, while others may give as much or as little time as they want.

To become a Team Member, a volunteer completes the necessary steps in the volunteer joining journey, these are the steps to be taken to ensure the safe, but welcoming, recruitment of new volunteers into the Scouts, to make sure Scouts is right for them, and they're right for Scouts.



Welcome Conversations

As part of the joining process a welcome conversation takes place. This is where a new volunteer meets with their volunteer 'line manager' and one other independent person. More information on welcome conversations can be found on our web site at: www.tinyurl.com/local-wel-conv

Disclosure check / Criminal records check

A DBS criminal records check will identify any spent and unspent convictions, cautions, reprimands and final warnings together with any information held by local Police that's considered relevant to the role.

For England and Wales, the criminal records check process is conducted by the Disclosure and Barring Service (DBS). A criminal records check undertaken by the DBS will generate a DBS certificate as an official record.

Internal check

This is the process used by the UK Headquarters vetting team to check volunteers and staff (and helpers who will support regulated activities- see below), against records held at UK Headquarters. Previously known as a Confidential Enquiry or CE check.

Sometimes these combine processes may be referred to as a personal enquiry.

Declaration

Adults become members by accepting the Promise and agreeing a set of member's declarations. Adult members may make the Promise at an appropriate occasion when they first join.

Helpers

Helpers are people, 18 or over, who are not members of the scouts but provide informal support, normally to help deliver the programme. They may be, for example, parents or local subject matter experts.

Many helpers do not need to be recorded on the membership management system at scouts.org.uk as they aren't undertaking regulated activity (see below), and therefore they don't need a criminal record check or internal check.

If a helper undertakes regulated activity (other than as a trustee), they must have a satisfactory criminal records check and a satisfactory internal check, and they must be recorded in the adult membership system to enable those checks to take place.

Understanding regulated activity

Scouts is a regulated activity provider and must comply with the law in respect to adults engaging with children. Regulated activity with children refers to work that a barred person must not do.

Regulated Activity is defined in the Safeguarding Vulnerable Groups Act 2006 and amended by the Protection of Freedoms Act 2012. Regulated activity in Scouts means where a person aged 18 or over meets any of these criteria:

- will be a member of a Trustee Board
- will be assisting with overnight activities (including nights away)
- will or may be helping out once a week on four or more occasions in a thirty-day period
- will have unsupervised access to young people*
- will handle money

Any adult or helper delivering or likely to participate in Regulated Activity must hold a satisfactory DBS and Personal Enquiry.

* Unsupervised access - When around youth members, an adult must have a valid criminal records check or be within sight and hearing of another adult who holds a valid criminal records check.

Some examples of what helpers that aren't undertaking regulated activity can and can't do

Since they do not have a DBS check:

- the maximum they can volunteer is three times in any thirty day period
- they are not members of our sections or wider teams
- they'll always be supervised by team members or team leaders

They can:

- be put on an adult rota. This could be any adult, parent or caregiver
- run an activity with a group of young people under supervision of a member of the section team
- attend a session or event, walk young people down the road as part of a group, or prepare squash and biscuits
- be a valued extra pair of hands, eyes and ears to help run weekly meetings

They cannot:

- attend overnight events
- have access to personal data about young people or adults
- handle money
- have unsupervised access to young people
- volunteer more than three times in any thirty day period
- be a Trustee

Some people who help us will need a disclosure check and an internal check, as their support involves regulated activity. They'll be registered on scouts.org.uk as 'Non member – needs disclosure'. We've previously called these people 'Occasional Helper' (this will also apply to family members, over 18 that are attending a residential experience).

Some examples of what 'Non member – needs disclosure' can and can't do

Since they have a DBS checks, they can:

- support a section occasionally without needing supervision
- help out once a week (or on four occasions in a thirty-day period) or more frequently
- attend a residential experiences

As 'Non member – needs disclosure' don't get membership status with Scouts, they will not:

- get the usual benefits members receive, such as personal accident insurance
- their time with us also won't count as volunteering time towards 'length of service' awards
- they won't have access to personal data about young people or adults

Talking to your helpers about join your teams

If you think a helper might be a great fit to join your team:

- have a conversation with them
- Tell them about all the benefits of being a Team Member

Remind them they'll still be able to volunteer flexibly and in a way that suits them.

What we expect from our helpers

Anyone helping out at Scouts must read, understand and commit to following the Yellow Card. This is our code of practice for all adults in Scouts, where we commit to making the safety of young people our priority.

Sticking to the rules outlined in POR is really important. It's key for everyone to understand who can and can't have unsupervised access to young people, and how often they can volunteer.

Following Our Volunteering Culture will guide helpers on what we do and say, how we support each other, following our values and being at our best.

What helpers can expect from us

Team Leaders and Team Members should make sure any helper knows who their main point of contact is.

They should make sure all helpers have read and understood the Yellow Card, given them basic health and safety information, and told them about basic safeguarding procedures, including who to report safeguarding concerns to.

They should also brief the helper to make sure they know what they can do to help (and what they can't).



Team Leaders

Within our new volunteering structure, Team Leaders work with Team Members to share tasks out and make sure the team runs smoothly. Each team Has at least one Team Leader.

Create a positive team environment

- Agree how team description tasks are shared among Team Members by considering their skills, interests, and availability
- Make sure the team puts young people at the heart of what they do, so they can create inspiring teams and brilliant programmes
- Make sure the team is open and inclusive and adapt team activities and tasks to be accessible to everyone
- Make sure everyone in the team is safe and following safety and safeguarding procedures

Help volunteers find what they need

- Help Team Members find learning and networking opportunities
- Encourage Team Members to share what's happening in the team and find out where they might need support

Attract and welcome new volunteers

- Promote volunteering opportunities to the families of youth members and to ensure continuous volunteer recruitment so there's always enough people in the team
- Help ensure new volunteers are warmly welcomed and complete their learning

Reflect and review

- Schedule regular team self-reviews (at least once a year), to give everyone a chance to reflect on successes, and plan for the future
- Arrange informal catch-ups (as required), with each team member to give them the chance to reflect on successes, identify any support or development they may need, and plan for the future



Each team leader is a member of the group leadership team and are supported by the group lead volunteer.

Group Lead Volunteers

The group lead volunteer leads the group leadership team to inspire volunteers in all the groups teams to give young people great experiences and skills for life.

The group leadership team works together to make sure the all the teams in the group are organised, have enough volunteers, and help deliver a great programme and/or programme support in the group.

Group Leadership

- Work with group leadership team members to share tasks out and make sure the team runs smoothly
- Work with the group trustee board, make sure all teams have the resources, skills and enthusiasm to support and deliver scouting locally (and the Scouts skills for life strategy)

Create a positive team environment

- Agree how the group leadership team tasks are shared among the group leadership team members
- Make sure the team puts young people at the heart of what they do, so they can create inspiring teams and brilliant programmes
- Make sure the team is open and inclusive, and adapt team activities and tasks to be accessible to everyone
- Make sure everyone in the team is safe and following safety and safeguarding procedures

Help volunteers find what they need

- Help group leadership team members find learning and networking opportunities
- Encourage group leadership team members to share what's happening in their teams and find out where they might need support
- Make sure volunteers have the permits or accreditations they need to carry out specific, allocated tasks (where relevant)

Attract and welcome new volunteers

- Help recruit new volunteers (in partnership with the group leadership team, the district volunteering development team and the county development service), so there's always enough people in the group's teams
- Make sure new members of the group's teams are warmly welcomed and complete their required learning

Reflect and review

- Set up regular team self-reviews (at least once a year), with each of the group's teams to give everyone a chance to reflect on successes, and plan for the future
- Carry out individual reviews with each member of the group leadership team

Incident Management

- Make sure that safeguarding, safety and data incidents and concerns procedures are followed and managed well

Group Lead Volunteers also provide direction for the Group and help their teams see the bigger scouting picture through effective leadership using an approach that combines the skills of good leadership and management.

County and District Lead Volunteers

The County or District lead volunteer leads the County/District Leadership Team to inspire volunteers at all levels of the county/district to give young people great experiences and skills for life.

The County/District Leadership Team works together to make sure the all the teams in the County/District are organised, have enough volunteers, and help deliver a great programme and/or programme support across the district.

Leadership

- Work with County or District Leadership Team members to share tasks out and make sure the team runs smoothly
- Work with the County or District Board of Trustees, make sure all teams have the resources, skills and enthusiasm to support and deliver scouting locally (and the Scouts skills for life strategy)

Create a positive team environment

- Agree how the County or District Leadership Team tasks are shared among the County/District (level) team members
- Make sure the team puts young people at the heart of what they do, so they can create inspiring teams and brilliant programmes
- Make sure the team is open and inclusive, and adapt team activities and tasks to be accessible to everyone
- Make sure everyone in the team is safe and following safety and safeguarding procedures

Help volunteers find what they need

- Help County or District Leadership Team members find learning and networking opportunities
- Encourage County or District Leadership Team members to share what's happening in their teams and find out where they might need support
- Make sure volunteers have the permits or accreditations they need to carry out specific, allocated tasks (where relevant)

Attract and welcome new volunteers

- Help recruit new volunteers (with the County or District Leadership Team and County or District Volunteering Development Team) so there's always enough people in the different district teams
- Make sure new members of the wider county or district team are warmly welcomed and complete their required learning

Reflect and review

- Set up regular team self-reviews (at least once a year) with each team in the county or district to give everyone a chance to reflect on successes, and plan for the future
- Carry out individual reviews with each member of the county or district leadership team

Incident Management

- Make sure safeguarding, safety and data incidents and complaints are managed well
- Respond to these, or appoint someone else in the County or District to do this (case by case)

County and District Lead Volunteers also provide direction for the county/district and help their teams, districts, groups and units see the bigger scouting picture through effective leadership using an approach that combines the skills of good leadership and management.

Youth Lead (in Districts and Counties)

Purpose:

Our Youth Leads make sure Scouts is shaped by young people aged 4-25. They champion, encourage and lead work in their area, supporting volunteers to empower young people and embed their ideas and decisions into Scouts locally.

Youth Leads play a key role in the leadership and management of their District, County, or Area.

Tasks:

Develop young people aged 4-25 within Scouts

- Make sure young people have regular opportunities to take the lead, such as promoting peer leadership and the Young Leaders' Scheme.
- Inspire and motivate young people. Make sure they know about the opportunities available to them in Scouts, including options when they turn 18.
- Champion and encourage participation in the YouShape award and other top awards.

Embed young people aged 4-25 in decision making locally.

- Support and encourage volunteers to put the views and ideas of young people at the core of programmes.
- Make sure young people are at the heart of Trustee Board decisions.
- Create opportunities for young people to provide feedback.

Work with other volunteers

- Work with other Youth Leads and wider volunteers in Leadership Teams, Programme Teams, Volunteering Development Teams, Support Teams, and Section Teams to support each other, share ideas, and work towards a shared vision.

Who can have this role:

A Youth Lead can start the role between their 18th and 25th birthdays.

What learning is needed:

- Complete Growing Roots within the first 6 months in the role, including both core and manager learning.
- Trustee Induction
- First Aid training (minimum of First Response) within the first year

Who can appoint this role:

District / County (or equivalent) / Region / Nations / UKHQ Lead Volunteers

President & Vice President (in Groups, Districts and Counties)

Purpose:

Our Presidents / Vice Presidents promote the perception of Scouts in the wider community.

Tasks:

- Work to encourage the positive perception of Scouts in the community.
- Help foster relationships between Scouts and other key organisations and institutions, further connecting Scouts with the local community.
- Attend events.

Where Presidents and Vice Presidents attend Scouts events they must be chaperoned by a full member that holds a current DBS check. (except Trustees).

Who can have this role:

This is an honorary role. It does not automatically make them a member of a team or a Trustee Board.

What learning is needed:

None

Who can appoint this role:

Scout Council

Structure of our volunteer teams

The tables below shows how each part of our structure supports our volunteers and contributes towards providing brilliant programmes for young people.

Scout Groups	
<p>Scout Groups maintain an effective and motivated group of volunteers across the group's sections, whilst ensuring the group is well regarded in their local community.</p>	
<p>Within each Scout Group are three types of teams:</p> <ul style="list-style-type: none"> • The Section Team deliver safe programmes. • The Group Leadership Team helps all volunteers (including Young Leaders) within the group to work together to plan and deliver high-quality programmes. • The Group Trustee Board provides charity governance for the Group <p>Some Groups will find it helpful to use sub-teams to give specific focus to a collection of the team (e.g. a equipment maintenance sub-team of the Group Leadership Team, or a finance sub-team of the Group Trustee Board).</p>	<p>The diagram shows a central purple box labeled 'Group'. Above it is a smaller purple box labeled 'Sections'. To the left is a grey box labeled 'Group Leadership Team' and to the right is a pink box labeled 'Trustee Board'. Lines connect 'Sections' to 'Group', 'Group Leadership Team' to 'Group', and 'Trustee Board' to 'Group'. There are also lines connecting 'Group Leadership Team' and 'Trustee Board' to each other.</p>
<p>The Section Team</p> <p>The Section Team consists of a team for each section in the group: Squirrels, Beavers, Cubs & Scouts.</p> <p>The Section Team plans, delivers, and runs high-quality programmes safely. 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.</p> <p>With a brilliant programme, each young person can make a positive impact in society as they step up, speak up, and find their place in the world.</p>	<p>The diagram shows a central purple box labeled 'Section Team'. Above it is a purple box labeled 'Team Leader(s)'. To the left and right are blue boxes labeled 'Team Member'. Below are two grey boxes labeled 'Young Leader'. Lines connect 'Team Leader(s)' to 'Section Team', 'Team Member' to 'Section Team', and 'Young Leader' to 'Section Team'. Below the diagram are four colored circles representing age groups: a red circle for 'Squirrels 4 to 6 years', a blue circle for 'BEAVERS 6 to 8 years', a green circle for 'cubs 8 to 10½ years', and a dark blue circle for 'scouts 10½ to 14 years'.</p>

Group Leadership Team

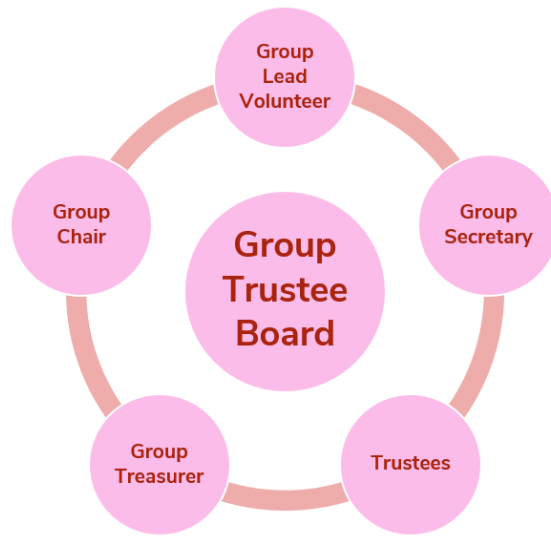
The Group Leadership Team helps volunteers across all sections of the group to work well together and feel motivated. They make sure the group is valued, respected, and supported in their local community.



Group Trustee Board

The Group Trustee Board provides effective governance to the Group.

The structure of the Trustee Board follows the traditional structure of governance and still has recognised positions (e.g. Chair, Secretary, Treasure etc.)



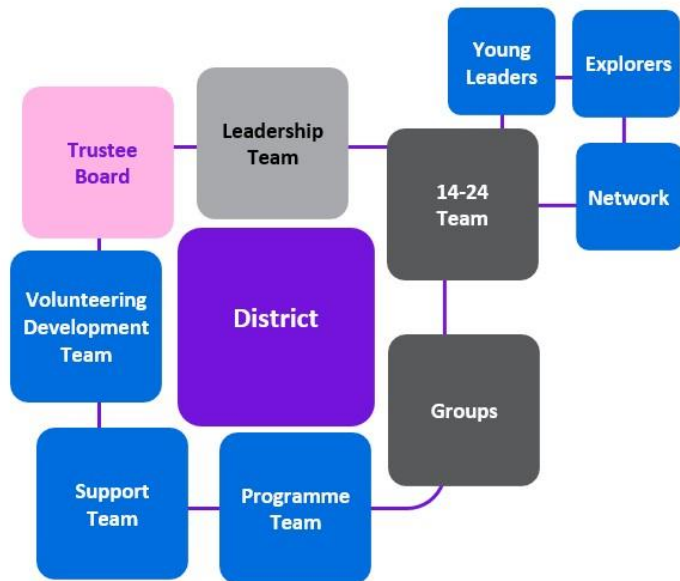
Scout Districts

Scout Districts lead and support scouting across the district, enabling volunteers' development, enhancing sections' programmes and providing operational support.

Districts also maintain an effective and motivated group of volunteers across the explorer and network sections, whilst ensuring the 14-24 provision is well regarded in their local community.

In the District, the teams are split into 6 areas. These are:

- **District Leadership Team**
Leads, inspires and motivates
- **District Trustee Board**
Provide effective governance
- **District Programme Team**
Brings section roles together with other activity experts and provides a programme of district events.
- **District Volunteer Development Team**
Ensures our volunteers (in groups, units and the district team), are well supported
- **District Support Team**
Helps to keeps things running smoothly by **providing** tools and resources such as communications, badge supplies and incident management.
- **14 to 24 Team**
Supporting the Explorer and Network section



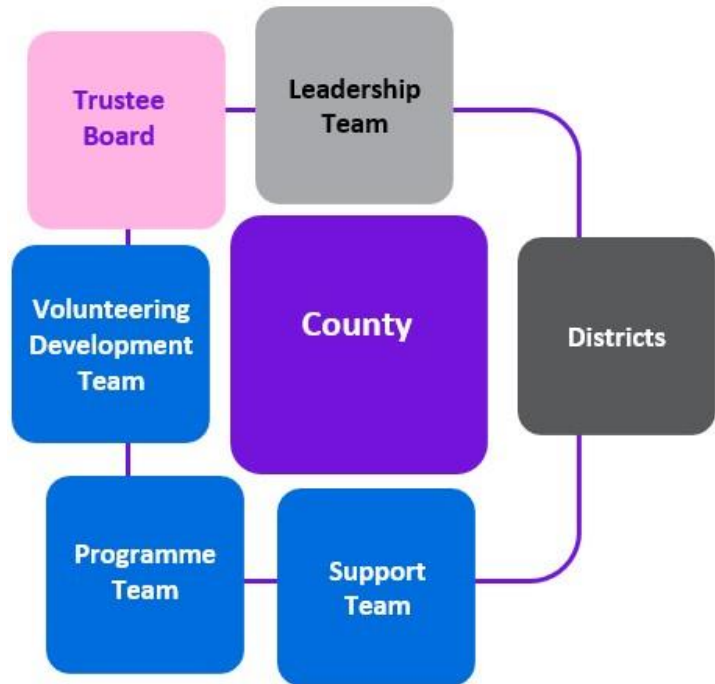
Scout Counties

Scout Counties lead and support scouting across the county, enabling volunteers' development (with focus on those in the County teams, including District Lead Volunteers), enhancing sections' programmes in ways which are better delivered at scale and providing operational support.

Within the County, the teams are split into 5 areas. These are:

- **County Leadership Team**
Leads, inspires and motivates
- **County Trustee Board**
Provide effective governance
- **County Programme Team**
Brings Programme Team Leader and Section roles together with other activity experts and provides a programme of county events.
- **County Volunteer Development Team**
Ensures our volunteers (at county level), are well supported
- **County Support Team**
Helps to keeps things running smoothly by **providing** tools and resources such as the County Development Service and the South London Scout Centre

The remits of each of these teams at County level with be distinct from but compliment the purposes of the teams at District level.



Sub-teams

Sub-teams are a great way of organising our amazing volunteers. These are teams of volunteers that sit within another team. For example, a Hillwalking Team within the District or County Programme Team. The sub-team has a specific area of focus within the overall scope of that larger team.

Within our new approach, we can use sub-teams to:

- Increase a sense of identity and belonging within our valued volunteers
- Make better use of our volunteers' time and resources
- Help make it clearer what people do, and what they're responsible for

For example, you might set up an Archery Team within the District or County Programme Team. The volunteers in this team could be Archery Team Leaders and Archery Team Members. Doing this will make it easier to find and reach the right people on the new membership system.

How we can use sub-teams

At Scouts, we volunteer in teams, and this does mean that some teams, particularly at District or County level could be quite large, with multiple volunteers doing similar, but focussed, tasks. In these cases, it might be helpful to use sub-teams.

It's important to remember that sub-teams are optional and that all teams, except Section Teams, can have their own sub-teams. You can decide locally if sub-teams are needed and what they are called. Sub-teams can also be shared across Districts or Counties. Sub-teams can be set-up at any time by the main team, so can be created if they are needed in the future.

Here are some examples of sub-teams that may be useful in your Group, District or County:

District or County Programme Team

- Adventurous Activities Teams – for climbing, paddle Sports, hillwalking, shooting, archery
- Nights Away Team - helping our volunteers introduce nights away into their section's programme, including assistance in gaining their nights away permits
- Top Awards Team – to support young people across the District or County gain their Top Award (including DofE Awards)
- International Team - organising trips and activities
- Events Team – taking the lead in organising a large event
- Local programme delivery sub-teams - such as the Hospital Scouting Team

District or County Volunteering Development Team

- Awards and Recognition Team - working to recognise and appreciate our volunteers for their brilliant work
- Learning and Development Team - helping our volunteers with their learning
- Young Leaders Training Team – to provide learning opportunities for Young Leaders

District or County Support Team

- Growth and New Provision Team - helping Scouts to grow locally.
- Communications Team - working to engage with local media.
- Community Engagement Team - cultivating our relationships with other organisations.
- Property and Equipment Team - checking bookings and ongoing maintenance.
- IT and Digital Team - supporting IT, website, social media, email and technical aspects of wider communications

Group Leadership Team

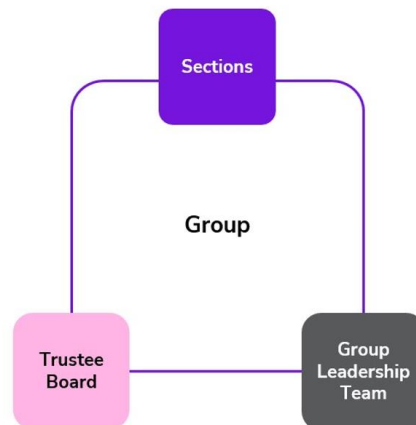
- Equipment Team - to manage and maintain group equipment
- Fundraising Team – to raise funds for the group
- Community Engagement Team – to promote the groups opportunities to join and volunteer

Examples for Groups

Remember sub-teams are optional so Groups may choose not to set up sub-teams for a number of reasons. They may be a smaller group that has fewer volunteers. Or they may not have the need for specific tasks. For example, if they rent venues, instead of owning their own building, they may not need to carry out meeting place maintenance.

The Group Leadership Team will carry out its tasks as outlined on the team description, including support and operational tasks, which may have previously been done by the Group's Executive Committee.

Here's an example of a Group that has not set up any sub-teams.



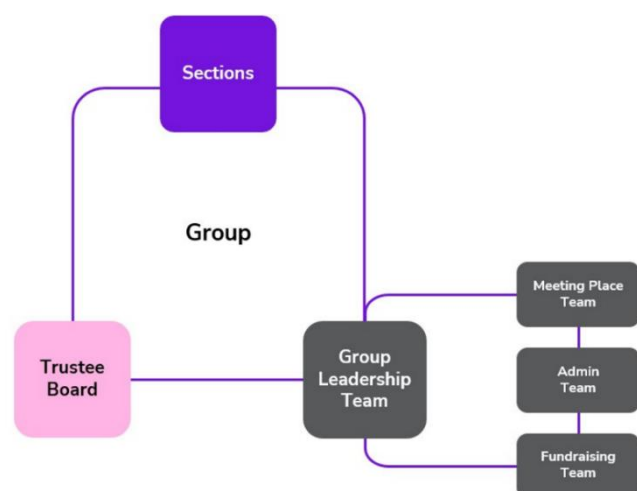
Groups with sub-teams

These could be larger Scout Groups with a lot of members and volunteers. They have specific tasks that require attention. For instance, if they own their own building, they are responsible for meeting place maintenance.

The Group Leadership Team will carry out its tasks as outlined on the team description, which includes providing support and handling operational tasks, tasks that were previously managed by the Group's Executive Committee but delegates some of its responsibilities to sub-teams to carry out and manage.

These could include:

- **Meeting Place Team** - looking after the Group's meeting place and camping equipment.
- **Admin Team** - overseeing day-to-day finances, communications, and supporting with member administration so that young people and adults can move seamlessly through the Group.
- **Fundraising Team** - engaging with the community, working with local businesses and other charities to secure fundraising and make the most of fundraising opportunities.



The Group Leadership Team remains overall responsible for the tasks that they delegate to the sub-teams, and they also carry out the remaining tasks on their team description.

What this means for members of Scout Active Support Units

Scout Active Support Units (SASU), won't continue in their current form. Instead, we'll be using sub-teams to organise our volunteers clearly within our new team structure.

When building new teams, some volunteers could move from a SASU to a sub-team. Many of the sub-team examples above might reflect what our current Scout Active Support Units focus on. For example, a volunteer in a Hillwalking SASU could move to a Hillwalking Team (a sub-team) within a Programme Team. But you might also find that new sub-teams are needed.

Other volunteers, currently Scout Active Support Members, may see these changes as the end of their active journey with Scouts. We thank them for their dedication, and hope they consider taking on a Retired Member role.



Retired Member role

From January 2022, line managers have the option to offer the role of Retired Member to those who are no longer able (for any reason) to continue their active service but want to retain an attachment to the movement.

The purpose of this role is to recognise the value of those volunteers who have given the movement fantastic service over many years and allow them to continue to attend events such as AGMs, leader gatherings and awards ceremonies.

Who can be offered the Retired Member role?

Line managers can offer the Retired Member role to volunteers who follow ALL these conditions:

- Have had a minimum of 10 years of service
- Wish to retire from all other Scouting roles - the Retired Member role must be the person's ONLY role in the organisation
- Do not expect to be active at any point in the future

What this means for our volunteers in Districts and Counties

County Training Teams

Supporting learning for adult volunteers will become a function of District and County Volunteering Development Teams. They will provide all volunteers with a positive and enjoyable experience when learning the skills they need for their volunteering.

District and County Programme Teams

These can be set up in a more flexible way. Typically, at the moment, we have section-specific roles (such as Assistant District Commissioner Beavers), but in our new approach we'll have the chance to help people contribute in a way that works for them and the needs of the local area and young people. For example, giving support to different or multiple sections, or providing wider programme support.

District and County Appointments Advisory Committees and Appointment Panels

As part of our new approach, these committees and panels won't continue in their current form. Instead, we'll be welcoming our new volunteers with a welcome conversation which will take place a group, unit or district and county team level. This will mean that some screening functions become the responsibility of the Group Leadership Team and some responsibilities belong to the District or County Volunteer Development Team.

Moving to our new teams base structure - Volunteer roles

As part of our new approach, we're changing from a complex system of over 400 volunteer roles to a new simpler system that will mean less, clearer roles and responsibilities for everyone.

We also have some additional roles. Some of these may already exist, but as we're making significant changes to how we volunteer together, and we are introducing new digital systems, the purpose and tasks associated with change to become accreditations.

As we make the changes and move to our new teams, it's important for all Lead Volunteers to help their teams work out what the changes mean for them. It's also important to understand that not all current roles can change as easily or in the same way.

Don't worry, you don't need to have every role filled. Just keep these positions in mind as you're making changes to your teams. The important things are to make sure new volunteers understand their new role, and to help existing volunteers grasp how their role will change under our new approach.

During the data migration process the records for all volunteers will move from Compass to our new digital tools. During the transition process, around 85% of volunteers in roles can automatically become part of a new team. But 15% of current roles can't automatically transfer to a new team, because we'll need to make individual decisions based on how those roles work locally.

Talk about the changes with your team

Lead Volunteers should talk with their team to make sure everyone understands what's changing and what's staying the same.

Some volunteers might want to be in a team where they can carry on doing their current tasks, while others might see this as an opportunity to change and do something different.

For roles that won't automatically be changed, it's especially important that Lead Volunteers have conversations with the volunteers to understand their skills, interests and availability, and agree on how they can best contribute in their new teams.

Opportunities from role changes

Examples of roles that can automatically change:

Section Leaders	Become part of their Section Team. Section Teams have Team Leader(s), Team Members (and Young Leaders).
Assistant Section Leaders	They'll still deliver great programmes to young people, but they'll share tasks between them (according to their skills, interests and availability), rather than using fixed role descriptions and a hierarchy that determines who does what.
Section Assistants	
Group Scout Leaders,	Become Lead Volunteers.
District Commissioners	They lead their Leadership Team to inspire the volunteers in their teams to give young people great experiences and skills for life.
County Commissioners	They'll become more able to share their tasks with other people.

Examples of roles that can't change without a conversation

- **Current role: Assistant District Commissioner (Section) – Beaver Scouts**

Based on what the volunteer is good at, what they enjoy, and what we'd like them to do, they might go to:

Programme Team Leader / Programme Team Member

If their strength is helping volunteers with programme changes, such as new badges and activities.

Volunteering Development Team Leader / Volunteering Development Team Member

If their strength is helping volunteers connect across the District and beyond to learn, share best practices, and overcome shared challenges.

Support Team Leader / Support Team Member

If their strength is supporting recruitment across the District, and working with Groups and other District teams to open Sections.

- **Current role: Deputy Commissioner**

There are various opportunities for different forms of leadership skills, such as:

- Having more than one Team Leader
- Leadership Team Member
- Having more than one Lead Volunteer

How we'll move each role

The lists below show how each role on Compass will show on the new membership system.

Current roles that can change automatically

Most of these roles will largely be the same, even where the role title changes. What will be different is how we work together.

The main activities of these roles are in a particular team, or as an accreditation.

An accreditation is how our new digital tools will allow a Team Leader or Lead Volunteer to delegate specific tasks or responsibilities.

If you're a Lead Volunteer, we encourage you to have conversations with your team before the roles change, even if a volunteer's role is changing automatically and may not be entirely different.

New Roles and teams:

Current Role	New Role	Team
Assistant Section Leader	Section Team Member	of the Squirrel, Beaver, Cub, Scout, Explorer (including Young Leader), or Scout Network Team
Section Assistant		
Chair	Chair (Trustee)	Board of Trustees
County Commissioner	County Lead Volunteer (Trustee)	County Leadership Team County Board of Trustees
County Safeguarding Adviser	Safeguarding Adviser	Volunteering Development Team
County Safety Adviser	Safety Adviser	Volunteering Development Team
Deputy Chair	Deputy Chair (Trustee)	Board of Trustees
Deputy Group Scout Leader or Assistant Group Scout Leader	Team Member	Group Leadership Team

Current Role	New Role	Team
District Commissioner	District Lead Volunteer (Trustee)	District Leadership Team District Board of Trustees
District or County Communications Manager	Team Member	Support Team (or Comms Sub-team)
District or County Skills Instructor	Team Member	Programme Team (in the District Programme Team)
Executive Committee Member	Trustee	Board of Trustees
Explorer Scout Administrator	Team Member	14-24 Team Member
Group Communications Manager	Group Supporter	Could be a member of a sub-team of the Group Leadership Team
Group Scout Leader	Group Lead Volunteer (Trustee)	Group Leadership Team Group Board of Trustees
Group Skills Instructor	Group Supporter	No team or the relevant Group Leadership Support Team
Scout Network Member	Scout Network Member	District Scout Network only
Section Leader	Section Team Leader	of the Squirrel, Beaver, Cub, Scout, Explorer (including Young Leader), or Scout Network Team
Secretary	Secretary (with or without trustee status)	Board of Trustees and/or Leadership Team
Treasurer	Treasurer (Trustee)	Board of Trustees
Youth Commissioner	Youth Lead	District or County Leadership Team And Team Leader of Youth Sub-Team

Roles that will be recorded but will not be part of a team:

Current Role	New Role
Chaplain	Chaplain
Occasional Helper	Non-member (disclosure only)
President	President
Vice President	Vice President

Roles that can't be automatically changed, and where you'll need to have a conversation:

There are different reasons why we can't change some roles automatically. This is why it's so important to have conversations with your teams to work out the new fit, taking into consideration the skills, interests and availability of the volunteer and how they could best fit into the new teams structure.

Current role is too diverse/undefined:

Current Role
Administrator
Adviser (other than Nights Away Adviser)
Project Manager
Scouter
Supporter

The role could vary locally and not be consistent enough to be changed across the board. Here, your conversation could focus on what the volunteer specifically does in their role, before suggesting a

new role or team. Some tasks may be done very differently going forward, so find out if you need a different focus to help them stay engaged with Scouts.

Some volunteers may choose to switch between a County Team and a District Team, depending on their interests or how the District/County chooses to organise their activities

For example, our learning and the way we deliver our learning will be different, and therefore training roles will not be the same. In a few cases, it might make sense for a volunteer to move between a District role and a County/Area/Region (Scotland) role.

Current Role	New Role	Team
Training Administrator	Sub-Team Member	Volunteer Development Team – Learning Sub-Team
Deputy Training Manager	Sub-Team Leader	Volunteer Development Team – Learning Sub-Team
Trainer	Team Member	Volunteer Development Team – Learning Sub-Team
Local Training Manager	Sub-Team Leader	Volunteer Development Team – Learning Sub-Team
Training Manager	Sub-Team Leader	Volunteer Development Team – Learning Sub-Team
Training Adviser	Team Member	Volunteer Development Team – Learning Sub-Team

Some of our new learning activities will need face-to-face delivery. You'll also need mentors to help people understand what they need to learn and how to go about it. Some of this could be organised at the District level, while Counties may wish to put learning support in place.

Current roles that can change into various teams (as a member of either the main team or a sub-team)

The formats of the following roles are changing. The responsibilities may be split between different teams (or accreditations), so there may be more than one option for change. The volunteers might like to do something similar, or something completely different. The key is to focus on what really interests the volunteers and keep them focused on what they enjoy.

Current Role	New Role	Team
Explorer Scout Commissioner	Team Leader (or joint Team Leader)	District 14-24 Team
Scout Network Commissioner	Team Leader (or joint Team Leader)	District 14-24 Team
Assistant Commissioner (Support)	Team Member	District or County Leadership Team
Assistant Commissioner (Section)	Team Member	District or County Programme Team
Appointments Advisory Committee Member	Sub-Team Member	Volunteer Development Team – Welcome Sub-Team
Appointments Chair	Sub Team Leader	Volunteer Development Team – Welcome Sub-Team
Deputy Youth Commissioner	Sub-Team Member	District or County Leadership Team - Youth Sub-Team
Appointments Secretary	Sub-Team Member	Volunteer Development Team – Welcome Sub-Team
Assistant Appointments Secretary	Sub-Team Member	Volunteer Development Team – Welcome Sub-Team

Current Role	New Role	Team
Deputy Commissioner	Team Member	District or County Leadership Team
Assistant Commissioner (International)	Team Member	County Programme Team
Awards Advisory Group Member	Sub-Team Member	Volunteer Development Team – Awards and Recognition Sub-Team
Scout Active Support Manager	Team Leader (or relevant Programme Sub-Team Leader)	Support Team (or relevant Programme Sub-Team)
Scout Active Support Member	Team Member (or relevant Programme Sub-Team Member)	Support Team (or relevant Programme Sub-Team)
Scout Active Support Coordinator	Team Member (or relevant Programme Sub-Team Member)	Support Team (or relevant Programme Sub-Team)
Badge Secretary	Team Member	Support Team
Local Development Officer	Team Member	Leadership Team
Staff	Team Member	Support Team
Assistant Camp Warden	Team Member	Support Team – Camp Site / Premises Sub-Team
Camp Warden	Sub-Team Leader	Support Team – Camp Site / Premises Sub-Team
Centre Manager	Sub-Team Leader	Support Team – Camp Site / Premises Sub-Team
Committee Member	Team Member	Relevant Team or Sub-Team

Roles that will not be recorded in the membership system:

Current Role
Scout Council Member

What you can do now

If you're a Lead Volunteer, you'll now need to learn about the new structure and teams. This'll help you start thinking about good fits for your volunteers, and help you answer questions from other volunteers impacted by the changes.

This'll be especially important when the change to a new team isn't immediately obvious, either because the current role is disappearing, or the function of the role is changing. We recommend leaving enough time for people to understand, consider, and discuss new opportunities.

There's useful information and guidance in the 'making changes to your teams' section later on in this this guide There is also a tool to help finding the right team and a guide to constructive conversations on our web pages. Theses give you the understanding you need to start thinking about and designing your new teams.

A month or so before our County's actual transition, UKHQ will share details about how some of these roles will be pre-mapped and recorded in the new membership system that will replace Compass. For volunteers who are changing their role titles/teams, it will be important – where possible – to update the role title on Compass so that the automatic transition of role titles has the best chance to create the current new team/role on the new system.

Other ways of sharing tasks

For some tasks and responsibilities, we need to make sure people have the right skills, experience, learning or qualifications. We can give someone permission to do these tasks by giving them an 'accreditation' on the new membership management system.

What are accreditations?

Accreditations are a way of sharing tasks and responsibilities, where a volunteer needs to be given certain permissions to take these on.

Example tasks

- A task that needs to be done by someone with specific skills or qualifications. For example, making sure a kayak permit assessor is appropriately qualified.
- A task where someone needs to find and contact a specific person. For example, if the UKHQ Awards Team needs to know who to post awards to.

Benefits of sharing accreditations in this way

Lead Volunteers can share their responsibilities and tasks with others by giving them an accreditation. This means they can divide up their workload and focus on supporting others to grow, develop skills, and deliver amazing programmes for young people.

If volunteers want to take on more tasks, they don't have to take on a whole new role or join a new team, they can simply have an accreditation and take on those specific tasks.

Team Leaders and Lead Volunteers should make sure the right people are doing the right tasks. This could be members from their own teams, or volunteers from across the wider movement. They'll be able to see clearly on the membership system who's doing what.

Who can have an accreditation?

To get an accreditation, a volunteer needs to be a 'full member.' This means they have completed all the steps on their volunteer joining journey, including their Growing Roots learning, and they are also a member of a team.

They may also need to meet other criteria for their accreditation. For example, completing relevant learning, having a specific qualification, or holding a particular role. For more details about criteria, see the accreditations table which will be listed in the October 2023 edition of POR.

How to give an accreditation

Relevant Lead Volunteers or Team Leaders give accreditations. Ideally, they will have the best overview of how tasks and accreditations are shared in their teams, so ideally they will approach suitable volunteers and ask them to take on accreditations. However, volunteers, in their team or in wider teams, may also approach the Lead Volunteer or Team Leader if they're interested in taking on specific tasks.

Lead Volunteers or Team Leaders are responsible for checking that the volunteer has met the criteria, is suitable to take on these responsibilities, and they've done the relevant learning.

Accreditations are given by logging into the membership system and give the accreditation to the volunteer. This will give the volunteer the right permissions to do their tasks and it will also record who's doing what on the membership system.

How long someone can have an accreditation?

Many accreditations will expire after a certain date or if the volunteer no longer meets the criteria. Lead Volunteers and Team Leaders will be able to see when an accreditation will expire, and the volunteer holding the accreditation will get a notification when it expires.

Accreditations can be renewed if the volunteer still meets the criteria. For some accreditations, volunteers will need to complete the relevant learning again to make sure they're up to date with any

changes. A renewed accreditation begins the day it's issued – even if the previous one hasn't expired yet. See the accreditations table listed in the October edition of POR for more detail about expiry dates.

As with any team task, it's important the Team Leader or Lead Volunteer checks in with the person who has the accreditation to see how they're getting on and what support they need.

Accreditations are different to roles

To take on a role, our volunteers need to go through the joining process. They'll complete all the relevant steps, such as disclosure checks, references, and Growing Roots learning, in their first six months. Whereas accreditations are a simple way of taking on specific tasks, volunteers still need to meet the criteria, which may involve some learning, but they'll already be a 'full member'.

How accreditations link to teams

Accreditations are responsibilities linked to certain teams. If a volunteer takes on an accreditation task, they might already be part of that team, but they don't have to be. If they're in another team and they take on the accreditation, they don't join that team, nor do they take on whole team tasks. Instead, they'll simply show up on the membership system as someone who's taking on a task linked to that team. There can be real benefits to this, as it makes it more flexible about who can do what tasks.

For example, a Beaver Team Member receives an Adventurous Activity Assessor accreditation, as they're qualified to assess kayaking permits. This task is linked to the County Programme Team, so the County Programme Team Leader gives them the accreditation. The Beaver Team Member remains part of the Beaver Section Team, and they don't join the County Programme Team just because they've taken on these tasks. However, they now have the right permissions to be an Adventurous Activity Assessor.

How to see who has an accreditation

All accreditations will be recorded and accessed on our membership system. Those who need to know who has which accreditation will be able to see it on the membership system. For example, a Team Leader will be able to see who has accreditations linked to their team.

Accreditations can be given to multiple people

Tasks can be shared depending on who's in the team and your local needs. This might change over time. Accreditations will help volunteers give their time flexibly.

For example, in a large District with plenty of volunteers, there might be multiple volunteers with the same accreditation. In a small District, the Lead Volunteer(s) may find it more practical to keep some responsibilities, rather than sharing them with others.

The only exceptions are Awards Parcel Recipient and the King's Scout Award Parcel Recipient. These accreditations are used for sending certificates and other award materials in the post, so there should only be one person with these accreditations in each location to avoid confusion.

Can volunteers have more than one accreditation?

It's also possible for volunteers to take on more than one accreditation. There's no limit to the number of accreditations a volunteer can have. However, it's worth checking in with volunteers to make sure they understand the size and nature of the responsibilities that come with each accreditation, and how it'll fit in with their overall commitment to volunteering.

How accreditations are removed

Lead Volunteers or Team Leaders usually remove accreditations. It won't affect any role(s) or team membership(s) of the volunteer. The membership system will keep a record of past accreditations in the volunteer's personal profile.

Some accreditations will expire (for example, after a certain time or after an event). These can be renewed, except for a small number, which are specific to an event, such as the International Service Team Member accreditation.

When to start using accreditations

Remember, you won't be able to officially use accreditations until the new digital systems go live. However, you can start thinking about them as you begin making changes to your teams:

When you're recruiting new volunteers or talking to current volunteers about their skills and interests, try to decide who might take on extra responsibilities that require an accreditation.

What accreditations are there?

Accreditations can be shared by the following teams:

- Leadership Teams
- Programme Teams
- Volunteering Development Teams
- UKHQ

Below are the responsibilities shared by each team:

Leadership Team Accreditations

Many tasks for Leadership Teams can be organised flexibly, based on volunteers' skills, interests, and availability.

For others, a volunteer needs permission (an accreditation), to do specific tasks or take on certain responsibilities.

County and District Lead Volunteers can also share some of their leadership responsibilities through accreditations, including:

- Award Nominations Supporter
- Permit Approver
- Visits Abroad Recommender
- Data Lead
- Recruiter
- Volunteer Safeguarding Lead
- Suspension Lead
- Resolutions Lead
- Safety Lead
- Nights Away Approver

Lead Volunteers make sure volunteers with the right skills and experience take on these responsibilities through accreditations. These are outlined in the descriptions below.

The following tasks do not apply to Group Leadership Teams; these accreditations exist only for District, County, Region, Nation and UKHQ Leadership Teams.

Award Nominations Supporter

Award Nominations Supporters review award nominations. They decide if the nominated person should get the award, then support or approve it.

District Award Nominations Supporters can approve nominations for these Good Service Awards:

- The Chief Scout's Commendation for Good Service
- The Award for Merit

County Award Nominations Supporters can approve nominations for these Good Service Awards:

- The Bar to the Award for Merit
- The Silver Acorn

County Award Nominations Supporters can support nominations for the following Good Service Awards. The National Award Advisory Group can then approve the nominations:

- The Bar to Silver Acorn
- The Silver Wolf
- Meritorious Conduct Awards (includes Youth)
- Gallantry Awards (includes Youth)
- The Cornwell Scout Badge (includes Youth)
- The Chief Scout's Personal Award (includes Youth)

Tasks:

- Go through submitted nomination forms
- Make sure the nominee's completed the right service for this award:
 - Criteria - [Good Service Awards](#), [Meritorious Conduct and Gallantry Awards](#)
 - Example citations - [Good Service Awards](#), [Meritorious Conduct Awards](#), [Gallantry Awards](#), [Other Awards](#)
 - [Support with citation writing](#)
- Make decisions on nominations
- Liaise with others to make sure those receiving awards are recognised in appropriate

Who can have this accreditation:

These tasks can be done by the Lead Volunteer as default. They can also be shared as an accreditation with any full member.

What learning is needed:

- None

Who can give or remove this accreditation:

County & District Lead Volunteers

Data Lead

Data Leads oversee issues, cases and enquiries to do with our Data Protection Policies.

Tasks:

- Oversee issues, cases, enquiries and compliance and support volunteers to:
- Report, respond to and resolve data incidents and breaches appropriately and in good time, as required by the law and Scouts policies.
- Follow current UK data protection laws and regulations.
- Respond to data subject rights requests which include subject access requests (where a person ask an organisation for access to the data they hold about them)
- Support best practice
- Promote a culture of good data protection practice.
- Keep up a good knowledge of data protection law and best practice.
- Come up with tools and practices to support their local area.
- Offer general advice to Groups and signpost to the Scouts or ICO websites if there's a data issue.
- Let the Trustee Board know when there are data issues.
- Be the main point of contact on all data issues.
- Provide guidance and support around protecting data
- Support the local area to use secure software and appropriate hardware (known as technical controls).
- Support the local area to only give access to data that volunteers need, and to remove access if people leave their roles or teams (known as organisational controls)

Who can have this accreditation:

These tasks can be done by the District or County Lead Volunteer as default. They can also be shared as an accreditation with any full member.

What learning is needed:

- Data Lead introduction
- Read and understand key TSA guidance - [GDPR Toolkit](#) and [Subject Access Requests](#)

Who can give or remove this accreditation:

District & County Lead Volunteers

Suspension Lead

Suspension Leads oversee the suspension process at local levels. They'll recommend and/or approve suspensions of volunteers, where necessary. They don't cover suspensions or stay-aways set by the UKHQ Safeguarding Team.

Tasks:

- Oversee the suspension process at a local level
- Understand the rules in POR Chapter 16 (rules 16.4 and 16.5), and carry out key actions that're needed before, during and after the suspension
- Make suspensions (as the 'recommender') or approve suspensions (as the 'approver'), depending on the level of the volunteer
- Make sure the suspension process is communicated clearly
- Remain as neutral as possible to protect Scouts and everyone involved
- Offer a 'liaison person' to support the suspended volunteer
- Contact the UKHQ Safeguarding team if there's doubt about whether a case relates to safeguarding (this'll be dealt with by UKHQ), or if it can be managed locally

Who can have this accreditation:

These tasks can be done by the District and County Lead Volunteer by default. They can also be shared as an accreditation with any full member (except anyone whose only role is Trustee, and any roles that do not have a criminal records check).

What learning needs to be completed:

- Read and understand the suspensions process
- Read and understand Constructive Conversations
- Resolving Conflict

Who can give or remove this accreditation:

District & County Lead Volunteers

Nights Away Approver

Nights Away Approvers review Nights Away Notification (NAN) forms, as part of the process needed for adult volunteers to take young people on memorable residential and camping experiences.

Tasks:

- Carefully review 'NAN' forms
- Check all information meets the requirements laid out in Scouts' Policy, Organisation and Rules (POR) Chapter 9.2 and the nights away permit scheme. This includes reviewing the risk assessment and contingency plans for the trip
- Support the event leaders in making any changes needed
- Approve the event

Who can have this accreditation:

These tasks can be done by the Lead Volunteer as a default. Additionally, they can be shared as an accreditation with any full member, except Trustees and roles that do not have a criminal records check.

What learning is needed:

- Safety Learning for Managers (in the future this will become Nights Away Approver Learning)

Who can give or remove this accreditation:

District and County Lead Volunteers.

Permit Approver

Permit Approvers have the important responsibility of issuing adventurous activity permits and nights away permits, following the recommendations given by the Adventurous Activity Assessor and Nights Away Assessor.

The purpose of the [Activity Permit Scheme](#) is to make sure someone has the right skills and experience to safely lead an adventurous activity with a group of young people in Scouts.

The purpose of the [Nights Away Permit Scheme](#) is to make sure someone has the right skills, experience and personable suitability to lead nights away events for young people.

Tasks:

- Approve permits using Scouts' recognised process.
- Feedback to members detailing any restrictions placed on permits, making sure they fully understand them.
- Take away permits where volunteers haven't followed our rules and put people's safety at risk.
- Work alongside the Manager of the Activity Permit Scheme (MAPS) in carrying out an annual moderation process.
- Work with the relevant Programme Team to support nights away.

While others (for example, Adventurous Activity Assessor, Nights Away Approver, Team Leaders, or Team Members) can provide support, only the Permit Approver can grant a permit.

Who can have this accreditation:

These tasks can be done by the Lead Volunteer as a default. Additionally, they can be shared as an accreditation with any full member, except Trustees and roles that do not have a criminal records check.

Please note, the Permit Approver who grants a permit must be a different person to the Adventurous Activity Assessor and Nights Away Approver making a recommendation (for that specific permit).

What learning is needed:

- Safety Learning for Managers (content will be developed for Permit Approver learning).

Who can give or remove this accreditation:

District and County Lead Volunteers.

Recruiter

Recruiters advertise volunteering opportunities and support those interested in volunteering with Scouts.

Tasks:

- Identify potential recruitment opportunities and run recruitment processes
- Spot gaps in local teams to determine which roles to advertise for
- Align with Scouts' local and national recruitment campaigns where possible
- Use the advertising feature in the membership system to post adverts for volunteers (We anticipate this being available from February 2024 onwards).
- Respond to general expressions of interest
- Support potential volunteers by letting them know where they're up to in the joining process and what their next steps are

Who can receive this accreditation:

These tasks can be done by Lead Volunteers and Team Leaders (except Section Team Leaders and Team Leaders of Sub-Teams) as default. Additionally, they can be shared as an accreditation with any full member.

What learning do they need:

- Read and follow [Our Brand](#) (including our brand guidelines, style guide and how we talk)
- Read [Growing Scouts](#) guidance

Who can give or remove this accreditation:

- District & County Lead Volunteers
- All Volunteering Development Team Leaders
- All Support Team Leaders
- All Chairs (except Group Chair)
- 14-24 Team Leaders

Resolutions Lead

Resolutions Leads oversee concerns raised under our Scouts' Complaints Policy.

Tasks:

- Make sure all incidents are reported, recorded, responded to and closed, as required by the law and Scouts policies in good time
- Try and resolve any problems and issues raised by our adult and youth members, and by parents/carers of young people
- Think of ways, like good communication, to try and stop conflict before it happens and from happening again
- Keep up to date with policies and best practice
- Share knowledge from previous cases with the wider network of Resolution Leads (or Lead Volunteers where there's not a Resolution Lead) and the Resolutions UKHQ Team.
- Work with other Lead Volunteers, Volunteer Safeguarding Leads, Safety Leads, Data Leads and Local Suspension Leads, where needed.

Who can have this accreditation:

These tasks can be done by the Lead Volunteer as a default. Additionally, they can be shared as an accreditation with any full member, except Trustees and roles that do not have a criminal records check.

What learning is needed:

- Read and understand the Scouts' Complaints Policy
- Read and understand Constructive Conversations
- It'll also be useful to learn about Resolving Conflict (content is being developed).

Who can give or remove this accreditation:

- District & County Lead Volunteers

Safety Lead

Safety Leads support their local areas to make sure the safety of everyone involved in Scouts is being looked after.

Tasks:

- Promote a culture of Safe Scouting in their local area
- Carry out and review risk assessments
- Support the reporting of safety-related incidents to UKHQ
- Learn from previous incidents or safety concerns raised in the local area
- Support and advise Leadership Teams and Trustee Boards on safety matters. For example, a District Safety Lead would support Group Leadership Teams and Group Trustee Boards. A County Safety Lead would support District Leadership Teams and District Trustee Boards
- Collaborate with the County Safety Adviser and UKHQ to share safety trends, lessons learned, and best practice

Who can have this accreditation:

These tasks can be done by the Lead Volunteer as a default. Additionally, they can be shared as an accreditation with any full member, except Trustees and roles that do not have a criminal records check.

What learning is needed:

- Safety Learning for Managers

Who can give or remove this accreditation:

Group & District Lead Volunteers.

Visits Abroad Recommender

Visits Abroad Recommenders support adult volunteers through the (often complex) foreign visit process. They make sure volunteers have everything in place for a trip, assisting an application so it meets the criteria to be a valuable and safe experience for young people in Scouts.

Tasks:

- Provide advice to Team Leaders and support them in completing the 5-step [Visits Abroad Process](#)
- Assess potential visits to help decide if they should go ahead as planned. If a trip is declined, recommenders offer support to adult volunteers encouraging them to reapply with an updated proposal
- Make sure the relevant Lead Volunteer approves the visit
- Once approved by the relevant Lead Volunteer, notify UKHQ about the trip
- Inform Scouts in the host country that a group will be arriving and issue letters of introduction

Who can have this accreditation:

These tasks can be done by County Lead Volunteers as default. Additionally, they can be shared as an accreditation with any full member.

What learning is needed:

- Read and understand the [Visits Abroad Process](#).

Who can give or remove this accreditation:

- County Lead Volunteers.
- County Programme Team Leaders

Volunteer Safeguarding Lead

Volunteer Safeguarding Leads respond to safeguarding concerns in their local area in line with the Grey Card.

Tasks:

- Follow the procedures in the [Grey Card](#)
- Be the main point of contact (known as Situation Manager) for the UKHQ Safeguarding Team. Assist with the handling of any safeguarding concerns, following the advice of the Safeguarding Team
- Report all safeguarding concerns to the UKHQ Safeguarding Team. This applies to all concerns, no matter how small they might seem, when they happened or whether they happened inside or outside of Scouts
- Agree an action plan with the Safeguarding Team. This could include assisting with HQ's suspension process, providing local support, sharing information, making enquiries, and speaking to parents/ carers
- Respond to safeguarding concerns during the appointments process, including:
 - Before, during or after welcome conversations
 - Disclosures
 - Adverse disclosures
 - Confidential Enquiry checks
 - Unsatisfactory references
- Work with other volunteers to:
 - Promote a culture of safeguarding in the local area
 - Make sure volunteers are following the [Yellow Card \(Young People First Code of Practice\)](#) and reporting any concerns they may have
 - Work with the Safeguarding Adviser and Volunteering Development Team Leader to share learnings and trends to identify what support and information is needed for volunteers

Who can have this accreditation:

These tasks can be done by the Lead Volunteer as default. Additionally, they can be shared as an accreditation with any full member, except anyone whose only role is Trustee, and any roles that do not have a criminal records check).

The person with this accreditation should be committed to following the [Grey Card](#) and have experience and knowledge of safeguarding within Scouts. Qualifications aren't needed, but they should have a keen interest in safeguarding.

What learning needs to be completed:

Read and understand:

- [Yellow Card \(Young People First Code of Practice\)](#)
- [Safeguarding Policy and Procedures](#)
- Guidance for Situation Managers (content is being developed)
- We also recommend completing the [Lead Volunteer Safeguarding Learning](#).

Who can give or remove this accreditation:

All District & County Lead Volunteers.

Nominated Person

Nominated Person accreditation allows a volunteer, with the appropriate professional training, to carry out intimate or personal care for young people.

This accreditation is a responsibility within Sections and can be given by Group Lead Volunteers (for Group Sections) or 14-24 Team Leaders (for 14-24 Sections).

Tasks:

- Understand and follow our [Intimate and Personal Care Policy and Procedures](#)
- Help plan and create Individual Support Plans for young people
- Provide intimate or personal care for young people only
- Work with other volunteers (including Section Team Leaders, Team Members and Designated Carers) to make adjustments and support wider learning if needed.
- As well as the Nominated Person, a second adult volunteer must also be present during all intimate or personal care. This could be a Designated Carer, where relevant

Who can have this accreditation:

Any full member, except Trustees and any roles that do not have a criminal records check.

They must have professional training or experience outside of Scouts to give intimate and personal care. This needs to be verified by the County Lead Volunteer (or their nominated representative) once the Individual Support Plan is created. See [Guidance for Appointments](#).

The Nominated Person should be agreed by everyone involved, particularly by the young person receiving care.

What learning is needed:

- Read and understand the Scouts [Safeguarding Policy and Procedures](#)
- Read and understand the [code of conduct \(Yellow Card\)](#)

Who can give or remove this accreditation:

- Group Lead Volunteer (for Group Sections)
- 14-24 Team Leader (for 14-24 Sections)
- Volunteering Development Teams

District and County Volunteering Development Team Accreditations

Volunteering Development Teams make sure all our volunteers have a positive and enjoyable volunteering experience. They make it easy for new volunteers to join and for all volunteers to learn new skills.

Many tasks for Volunteering Development Teams can be organised flexibly, based on volunteers' skills, interests, and availability.

For other areas in supporting our volunteers' experience, a volunteer needs permission to do specific tasks or take on certain responsibilities.

Lead Volunteers and Volunteering Development Team Leaders make sure volunteers with the right skills and experience take on these responsibilities through accreditations. These are outlined in the descriptions below.

Awards Parcel Recipient

- Awards Parcel Recipients receive parcels from UKHQ containing awards for their location. They may include any of these awards:
 - Good Service Awards
 - Length of Service Awards
 - Wood Badges
 - Meritorious Conduct Awards (includes Youth)
 - Gallantry Awards (includes Youth)
 - Cornwell Scout Badge Awards (includes Youth)
 - Chief Scout's Personal Awards (includes Youth)

Tasks:

- Receive the awards parcels, and check the contents are correct
- Let UKHQ know if there's anything incorrect or missing from the parcel
- Let the relevant Lead Volunteer know when the parcel arrives and what awards it contains
- Communicate with the Lead Volunteer to make sure the award items (for example, badges, certificates, and medals) are presented to award recipients:
 - In good time
 - At a suitable occasion
 - Following the relevant local procedure

Who can have this accreditation:

These tasks can be done by the Lead Volunteer as default. They can also be shared as an accreditation with any full member.

It's best to only have one Awards Parcel Recipient per location, so UKHQ know where to send the awards parcel to.

What learning is needed:

- None

Who can give or remove this accreditation:

- All District & County Lead Volunteers
- All Volunteering Development Team Leaders

First Response Trainer

First Response Trainers deliver the First Response course (first aid training at Scouts) to volunteers.

Tasks:

- Deliver First Response training to volunteers (online or in person), following the First Response syllabus and instructions
- Confirm learners have paid attention and successfully completed the course
- Support volunteers who've previously completed external first aid training on parts of the syllabus they didn't cover before
- Keep up to date on first aid practices and Scouts training requirements
- Make sure Scouts first aid training is up to local and national standards

Who can have this accreditation:

Any full member who:

- Holds a current first aid qualification provided by a regulated body (this should confirm their attendance at a minimum 16 hours first aid course).
- Has completed any additional learning to meet the Scouts first aid syllabus
- Holds a recognised training / teaching qualification (level 3 award or above) or has validated the Scouts Presenting and Facilitating Skills modules

Volunteers can't be counted as a First Response Trainer for courses until they hold the accreditation. Before that, they can only help with first aid delivery, alongside accredited trainers.

What learning is needed:

- None

Who can give or remove this accreditation:

- All Lead Volunteers (except Group Lead Volunteers)
- All Volunteering Development Team Leaders

Learning Assessor

Learning Assessors support and assess volunteers as they learn.

These responsibilities may change over time as new learning content is developed between 2023 and 2025.

Tasks:

- Approve completed modules for learners (some modules may be approved by other people with specialist experience).
- Check completed workbooks and record learning in the learning system for volunteers without access to digital technology and/or for those who need an alternative to e-learning.

Who can have this accreditation:

- Any full member

What learning is needed:

- Module 25 Assessing Learning

This'll be replaced in the future with relevant Learning Assessor Accreditation Learning.

Who can give or remove this accreditation:

- All Volunteering Development Team Leaders.
- District & County Lead Volunteers can also give or remove this accreditation. However, they should agree the decision first with the Volunteering Development Team Leaders.

Trainer

Trainers deliver valuable learning experiences to our volunteers. This includes both current modules and new content.

These responsibilities may change between 2023 and 2025 as new learning content is developed.

Tasks:

- Facilitate appropriate learning to volunteers
- Deliver current Scouts' modules, as well as newly devised learning content
- Facilitate learning and run workshops in line with Scouts' methods and expectations
- Find specialists to lead volunteer learning. For example, expert-led learning around practical skills or adventurous activities
- Help test and deliver new learning as it's created, providing feedback on what works in practice

Who can receive this accreditation:

- Any full member

What learning is needed:

- Module 28 Facilitating
- Module 29 Presenting

This'll be replaced in the future with relevant Assessor Accreditation Learning.

Who can give or remove this accreditation:

- All Volunteering Development Team Leaders
- District & County Lead Volunteers can also give or remove this accreditation. However, they should agree the decision first with the Volunteering Development Team Leaders.

Welcome Conversation Volunteer

Welcome Conversation Volunteers give new volunteers a warm welcome, engaging them in a meaningful conversation. They'll answer any questions they have at the start of their Scouts' journey, making sure Scouts is right for them.

Tasks:

- Prepare for a welcome conversation, together with the relevant Team Leader, Lead Volunteer or local volunteer (or their delegate)
- Arrange a time and place that works for the new volunteer
- Hold the welcome conversation, using the welcome conversation checklist
- Inform the new volunteer's team leader about the outcome of the conversation
- Report any concerns to the Volunteer Safeguarding Lead (or Lead Volunteer if there isn't a Volunteer Safeguarding Lead)

Who can have this accreditation:

These tasks can be done by all Lead Volunteers and Team Leaders as default (except Section Team Leaders and Team Leaders of a sub-team). However, they can be shared as an accreditation with any full member, except Trustees and roles that don't have a criminal records check.

What learning do they need:

- [Welcome Conversation e-learning](#)

Who can give or remove this accreditation:

- District & County Lead Volunteers
- All Volunteering Development Team Leaders

Programme Team Accreditations

Programme Teams support every section to run a safe, enjoyable and high-quality programme. Many tasks for Programme Teams can be organised flexibly, based on our volunteers' skills, interests, and availability.

For other programme activities, a volunteer needs permission to do specific tasks or take on certain responsibilities. For example, tasks around adventurous activities or nights away.

Lead Volunteers and Programme Team Leaders make sure volunteers with the right skills and experience take on these responsibilities by giving them accreditations. These are outlined in the descriptions below.

Adventurous Activity Assessor

Adventurous Activity Assessors make sure volunteers have the skills, experience, and qualifications needed to safely lead an adventurous activity for young people in Scouts.

Assessors can be specialists in certain activities. For example, a windsurfing Adventurous Activity Assessor can judge if a volunteer has the abilities needed to safely conduct windsurfing activities for young people in Scouts.

Tasks:

- Organise assessments
- Work alongside the Manager of the Activity Permit Scheme (MAPS) to organise and promote permit assessment courses
- Respond to volunteers who've requested assessments and help organise relevant assessment opportunities
- Assess applicants
- Offer support to volunteers to understand their abilities before issuing a permit - Adventurous Activity Assessors can only assess activities they have an accreditation for
- Give feedback to volunteers and support their development
- Make recommendations to the County / District Permit Approver once an assessment is complete. The Permit Approver (always a different person) or Lead Volunteer then approves the Adventurous Activity Permit
- Review assessments
- Share and review previous assessments with other assessors to make sure everyone's on the same page
- Shadow other assessors
- Work with and learn from other assessors to improve the scheme across the UK

Who can have this accreditation:

Any full member, except anyone whose only role is Trustee, and any roles that do not have a criminal records check.

What learning is needed:

- Module 25 Assessing Learning – Adventurous Activities.
This'll be replaced in the future with Adventurous Activity Assessor Accreditation Learning
- A relevant National Governing Body qualification to make sure the person with the accreditation has the correct technical knowledge. This qualification must be equivalent (or superior) to those outlined in the Adventurous Activity Assessor Prerequisites sheet
- Attend minimum two days of continued personal development in the last five years (between appointment reviews). This includes at least one day of technical learning relating to the activity, and at least one day of internal learning on assessing skills
- Ongoing safeguarding and safety learning

Who can give or remove this accreditation:

- All District & County Lead Volunteers
- All Programme Team Leaders
- Manager of the Activity Permit Scheme (MAPS)

King's Scout Award Parcel Recipient

The King's Scout Award Parcel Recipients receive parcels from UKHQ containing King's Scout Awards for their location.

Tasks:

- Receive the [King's Scout Award](#) parcels, and check the contents are correct
- Let UKHQ know if there's anything incorrect or missing from the parcel
- Let the relevant Lead Volunteer know when the parcel arrives and what awards it contains
- Communicate with the Lead Volunteer to make sure the King's Scout Award items (badges and certificates) are presented to the award recipients:
 - In good time
 - At a suitable occasion
 - Following the relevant local procedure

Who can have this accreditation:

These tasks will be done by the County Programme Team Leader as default. They can also be shared as an accreditation with any full member.

It's important to only have one King's Scout Award Parcel Recipient per location, so UKHQ know where to send the King's Scout Award parcel to.

What learning is needed:

- None

Who can give or remove this accreditation:

- County Lead Volunteers
- County Programme Team Leaders

Manager of the Activity Permit Scheme

Managers of the Activity Permit Scheme oversee the [activity permit scheme](#) and supports Adventurous Activity Assessors in their County. This makes sure every volunteer in Scouts leading adventurous activities for young people has the skills, experience, and personal suitability to do so.

Tasks:

- Support Adventurous Activity Assessors
- Identify potential Adventurous Activity Assessors, carry out checks and, where suitable, give them accreditations
- Support assessors' learning through their induction. Work with the Volunteering Development team in matching each candidate with a Learning Assessor
- Make sure there are Continuing Professional Development (CPD) opportunities for all Adventurous Activity Assessors
- Provide opportunities for Adventurous Activity Assessors to shadow experienced assessors, in order to learn from their previous assessments
- Monitor Adventurous Activity Assessors, including their qualifications and up to take experience, in order to make sure they continue to meet the requirements set out in the [Adventurous Activity Assessor Prerequisites](#)
- Carry out reviews of Adventurous Activity Assessors when their accreditations are due to expire
- Promote funding opportunities to Adventurous Activity Assessors
- Oversee the activity permit scheme
- Manage the availability of permit assessments within the County
- Work with MAPS from other Counties to co-ordinate support and opportunities

- Support those applying for activity permits in finding the required opportunities
- Support County and District Lead Volunteers in their roles within the activity permit scheme
- By the end of each January, carry out an [annual moderation](#) of the provision provided by the County permit scheme

Who can have this accreditation:

- Any full member

What learning is needed:

- Assessor accreditation learning (content to be developed)

Who can give or remove this accreditation:

- County & Nations Lead Volunteers
- County & Nations Programme Team Leaders

Nights Away Assessor

Nights Away Assessors make sure adult volunteers have the right skills and experience to get a [Nights Away Permit](#). They make recommendations to the Permit Approver or Lead Volunteer, who grants the permit.

Tasks:

- Use the [Assessment Checklist](#) to assess those adult volunteers who'd like a Nights Away Permit
- Support volunteers who haven't participated in nights away activities before. Help them with the planning, delivery, and evaluation of nights away events
- Use the [Assessment Guide](#) to decide which level of permit an adult volunteer should have, passing these recommendations to the Permit Approver or Lead Volunteer
- Help volunteers renew their permits when they expire (usually a maximum of five years from date of issue)
- Keep up to date with [Scouts' policies](#) and remain active in the community
- Support learning about nights away in the District and County

Who can have this accreditation:

- Any full member, except anyone whose only role is Trustee, and any roles that do not have a criminal records check.
- Holders of a Nights Away Permit - the [level of the permit](#) will determine the highest level of assessor accreditation that can be given
- Those with experience of running residential and camping experiences
- Someone with the ability to assess adult volunteers against the required core skills in the Nights Away Assessment Checklist

What learning is needed:

- Module 25 Assessing Learning (This'll be replaced in the future with Nights Away Assessor learning)
- To have attended at least one day (seven hours) of Nights Away Assessor (previously Advisor) update workshops within the last five years. This is the minimum rather than the target

Who can give or remove this accreditation:

- District & County Lead Volunteers
- District & County Programme Team Leader

Finding the right team for you

There's a team for everyone in our new structure. So, to find your perfect match, have a chat with your Team Leader or Lead Volunteer to discuss what you're great at and what you enjoy doing at Scouts.

These simple descriptions of some of our teams (mainly in Districts and Counties) will help you find the perfect one that matches your skills and interests.

Providing Strategic Leadership

You enjoy:

- volunteering with and coordinating teams
- volunteering with Youth Leads
- championing Our Volunteering Culture

You're great at making sure:

- teams have all the right volunteers in place
- teams work well, both on their own and together
- teams are inclusive and reflect the demographics of the local area
- teams and sections are youth-led
- volunteers are safe
- Our Volunteering Culture is followed

Then the Group, District, or County Leadership Team is for you!

Supporting other to provide amazing programmes

You enjoy:

- helping Sections work together
- assisting others in running high-quality programmes
- mentoring and developing others

You're great at:

- creating networking opportunities
- giving expert guidance on how to run programmes
- finding skilled people to help run adventurous activities
- reviewing and approving activities and permits

Then the District or County Programme Team is for you!

Providing a great volunteering experience

You enjoy:

- recruiting and welcoming new volunteers
- being a helping hand for volunteers
- guiding volunteers through their learning

You're great at:

- celebrating volunteers achievements
- making sure volunteers have the skills they need
- keeping volunteers motivated as they complete their learning
- finding brilliant volunteers
- giving a great welcome and induction

Then the District or County Volunteering Development Team is for you!

Being part of effective governance

You enjoy:

- planning for the future
- volunteering behind the scenes
- thinking about the big picture

You're great at:

- helping others to get things done
- planning and thinking for the long term
- managing money, risks, and buildings
- making sure teams follow policies and legislation

Then you'll make a great member of the Group, District or County Trustee Board!

Providing support that really makes a difference

You enjoy:

- engaging with local communities
- setting up new groups
- getting stuff done

You're great at:

- looking after property and equipment
- engaging with local community leaders
- administration

Then the District or County Support Team is for you!

Working with young adults to succeed

You enjoy:

- volunteering with Explorer Units, Young Leaders and Scout Network.
- mentoring and developing Young Leaders

You're great at:

- coaching Young Leaders

then the District 14-24 Team is for you!

How we talk about our teams and our titles

We've always spoken about our roles in different ways, in different situations.

Most people will be recorded on the new membership management system, at scouts.org.uk, as a Team Member, Team Leader or Lead Volunteer, and using your formal role title is important in some instances.

It may sometimes be useful to also add Group, District or County next to the role titles - for example, 'Group Lead Volunteer'. In particular, you'll see this on the national and local websites and in Policy, Organisation & Rules (POR), where roles with the same name may have different rules and responsibilities depending on their location.

But in many other instances, when talking to the families of your members or talking to someone about joining your team you're best off describing what you do. Not only does it make you sound human, but it also makes volunteering with scouts easier to understand.

Here are a few examples of different ways to talk about your role. We suggest discussing these with your team to help you use consistent language across your group.

Beavers Section Team Member

Previously Assistant Section Leader - Beaver Scouts

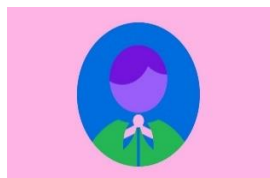


Talking to:

- **Work colleagues or friends:** 'I help at 1st Thames Beavers'
- **Parents/carers and family members:** 'I'm Elliott, one of the Beaver Leaders, but the young people know me as Rabbit.'
- **In writing and formal situations:** Team Member, 1st Thames Beavers

Cubs Section Team Leader

Previously Section Leader - Cub Scouts

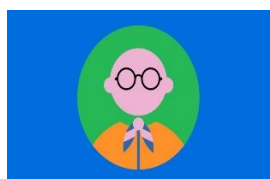


Talking to:

- **Work colleagues or friends:** 'I lead the team at the 1st Thames Cubs.'
- **Parents/carers and family members:** 'I'm Sandra, one of the Cub Leaders. At Cubs, all our leaders have names from the Jungle Book, so everyone knows me as Akela.'
- **In writing and formal situations:** Team Leader, 1st Thames Cubs

Lead Volunteer for 1st Thames Scouts

Previously Group Scout Leader



Talking to:

- **Work colleagues or friends:** 'I'm the Lead Volunteer for 1st Thames Scouts, we've got 75 young people and 18 volunteers.'
- **Parents/carers and family members:** 'I'm Debbie and I lead 1st Thames Scouts.'
- **In writing and formal situations:** Lead Volunteer, 1st Thames Scouts
- **On the phone to an external agency:** 'I lead the volunteers at 1st Thames Scouts.'
- **Other scout volunteers or staff:** 'I'm the Group Lead Volunteer for 1st Thames Scouts.'

Programme Team Member for Thames District Scouts

Previously Assistant District Commissioner Beavers / Cubs / Scouts



Talking to:

- **Work colleagues or friends:** 'I'm a volunteer with Thames Scouts, I provide programme support to the beaver section across the District as a member of the programme team.'
- **Scout volunteers or staff:** 'I provide programme support to the beaver section across the District as a member of the programme team.'
- **In writing and formal situations:** Programme Team Member, Thames District Scouts

How the appointments process will change

Under our new approach, one of the key changes is to have a more personal welcome conversation. It will involve the relevant Lead Volunteer, Team Leader or their delegate, as well as a Welcome Conversation Volunteer – a volunteer from another team with a role close to the one being recruited for. They cannot be from the same Group, or in the case of Explorers need to be from outside of the 14-24 Team.

When volunteers join Scouts, they'll go through 6 steps (disclosure check, confidential enquiry check, welcome conversation, references, declaration, and core learning). For Trustees there is an additional step (Trustee eligibility). Most of these steps will be handled through the new membership system, while the personal engagement will change from a panel to a conversation. Our new membership system will automate most of the appointment-related administration tasks, such as references.

Other functions, currently within the responsibility of the AAC, such as managing adverse references and appeals, will in future be carried out by the Safeguarding Lead, Volunteering Development Team Leader or Lead Volunteer.

What this means for current Appointment Advisory Committee Members, Appointments Chairs and Appointments Secretaries

There'll be lots of opportunities to use your abilities within our new structure.

You may want to talk to your Lead Volunteer about opportunities to do something new, or if you're interested to continue using the skills you demonstrate as an AAC member, you might consider the following:

- Becoming a Welcome Conversation Volunteer - if you also hold another active role
- Becoming a Volunteering Development Team Member – role supports volunteers in their District or County
- Becoming a Safeguarding Lead – if you have the skills to manage safeguarding incidents and adverse disclosures and/or references (please talk to your District Lead Volunteers about this accreditation option)

What you can do now

Scouts relies on committed and passionate volunteers, like you, to make things happen, so now's the perfect time to plan ahead and talk with your Lead Volunteer about how you can best use your skills and interests into the new way of volunteering together in your Group, District or County and what teams, tasks or roles would be right for you.

If welcoming new volunteers into Scouts is something you enjoy, don't worry, it'll still be part of what we do. It may not look the same or be done through an appointments panel, but it'll continue to be integral to growing our teams. So, if you're on an AAC and you're interested in a similar (or entirely new) task, we'd love for you to stay with us on this journey.

We want to thank all our volunteers who have been on Appointments Advisory Committees (AACs) and supported thousands of volunteers joining Scouts. However, we know we need to adapt how we welcome volunteers to continue growing Scouts and giving more young people skills for life in the future.

Your Actions

...for all volunteers

- It's all about thinking of yourself as part of a team, instead of as an individual. Familiarise yourself with the new team descriptions and roles in each of them and talk to your Group or District Lead Volunteer about how you'll fit into the new structure.

...for Lead Volunteers

- Start using our new role titles informally while making changes to teams, sharing out the allocated team tasks, and agreeing who's doing what.

...for volunteers in Sections and Groups

- Come to a decision about who's going to be the Team Leader(s) in each Section.
- Using our new team descriptions, decide how each Section Team and the Group Leadership Team will complete shared tasks, and who'll take on allocated tasks.

Try to take this as an opportunity to identify the skills and tasks your Section Team or Group Leadership Team are already doing well, and which tasks you might need more support with. Your team may decide to take on new tasks or recruit new volunteers to help make sure all tasks are completed.

- When you recruit new volunteers, start using our new approach. Ask them to help out 'as part of a team'.

...for volunteers in Districts and Counties

- Expect to have conversations about which team you'll be best suited to.
- Have a think about doing something similar to your current role, or if you want to try something quite different. The choice is yours.

...for Lead Volunteers in Districts and Counties

- Take the time to confirm everyone in your District/County knows what our changes look like, checking everyone understands them.
- Take the opportunity to work with your County Transformation Lead to plan what your new District/County teams will look like. This may have begun already.
- Have open conversations with everyone in your District/County team (and others who might be interested in joining) about how they can contribute. Help them find the right team.

...for Section Team Leaders

- Talk to your Section Assistants, DBSs Occasional Helpers, and people on section rota about our new approach to volunteering. Some helpers might be really engaged with Scouts, but hesitant to join a team because of the perceived time commitment, training requirements, or they're worried about the joining process.

Help them understand the changes that are taking place now (our new teams and task-based team descriptions), and changes that are coming soon (easier and more accessible learning, and a warmer welcome for new volunteers), and the benefits of joining our new teams.

Making changes to your teams

1. Get to know our new ways of volunteering together
2. Consider how you'll put our new structure in place in your local area (who's doing what).
3. Think about how to embed our task-based approach, and new ways of volunteering together.
4. Look at how people could join your team in a way that works with their skills, interests, and availability, and that meets the needs of your local area and young people.
5. Have conversations with existing volunteers
 - Explain our changes to your team (and those who might join it).
 - Try to be flexible about how volunteers are involved, how teams are constructed, and how volunteers work together.
 - If they're interested, give people the chance to try something new.
6. Start making changes with the aim of completely moving across to our new ways in September 2023
7. Set up our new team structures, start using our new role titles and our new team descriptions as soon as possible.

Of course, some things will need to wait until our new digital systems go live. For example, being formally recorded with your new role title, using our new learning system, and delegating tasks through accreditations.

That said, you don't need to wait to start putting these structures in place informally.

Celebrate success

Consider how you'll know what's working well, what challenges and successes there are, and who needs more support. Remember, celebrating even the smallest of successes is great for morale.

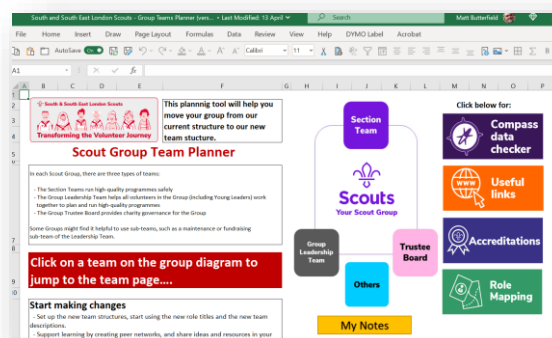
Share learnings with others and thank volunteers for their amazing work.

Our Team planning tool!

We've developed a handy Excel spreadsheet to help you plan your group teams.

It will help you:

- Define your section teams
- List your trustee board
- Automatically build you Group Leadership team
- Plan your sub-teams



To Download our planning spreadsheet, point your phone's camera at the QR code or visit our structures and roles web pages at www.tinyurl.com/rolesandstructure

Our Volunteering Culture

A clear statement about volunteering with Scouts

“Our volunteering culture” is a statement of the culture and values we wish to foster and develop and provides clarity about the volunteering experience and culture we offer to current and potential volunteers, as well as what we expect of them.

Our Volunteering Culture guides and reminds us of our goal, both as a movement and as a volunteer team: to help more young people gain Skills for Life.

If we do get things wrong (we are human, after all), Our Volunteering Culture helps us to better reflect on what’s happened, learn from it, and to continue to improve, both individually and as a team.

Our Volunteering Culture is not something ‘extra’ to do. It’s at the heart of everything we do and it’s there to help us all.

Building on the foundations laid in our Values, the behaviours in Our Volunteering Culture are more detailed in terms of what we expect from one another in Scouts. Each behaviour, described in Our Volunteering Culture, can be linked to one, or more, of the Values of Scouting. Our Values describe Scouting at its best, while Our Volunteering Culture is how we make our best a daily reality.

We want Our Volunteering Culture to be something we’re all proud of. It’s there to help our new and existing volunteers thrive from the moment they join, giving them clear expectations and a shared understanding of what it really means to be a volunteer in Scouts.

When national volunteers created Our Volunteering Culture, they based it on the real life-experience of our volunteers.

Why it's important

We understand that creating a positive culture requires attention and care. It doesn’t happen just because we’ve written it down. We bring Our Volunteering Culture to life in the way we behave towards each other: in what we do, what we say and how we say it. This also means we always need to address when we, and those around us, don’t get things quite right. We do this even when it would be easier to ignore problems.

As role models and champions for our values, when we challenge behaviour that doesn’t align with what we believe, we’re actively creating Our Volunteering Culture.

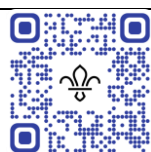
So, by clearly spelling out the behaviours we expect from one another, we now have a shared understanding and a common frame of reference. This can only make it easier for us all to work together.

“Our volunteering culture” is intended to be shared and made available to all existing volunteers and new volunteers as they join and be used during regular one-to-one meetings when discussing a volunteer’s experience.

What you can do now

Of course, the best place to start is to read and familiarise yourself with Our Volunteering Culture.

The next step is just as important. You then need to reflect on, and engage with Our Volunteering Culture as part of your volunteering experience.



Point your phone’s camera at the QR code to visit our volunteer culture web page or visit www.tinyurl.com/volculture

Team descriptions

Group District and County Trustee Board

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
- Ex officio Trustees (Group Lead Volunteer)

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.

Tasks for the whole team

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

Trustees work together to make sure Groups, Districts, and Counties:

- 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 (including safety and safeguarding), and charity regulations.
- Follow employment law, if staff are employed.
- 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 regulator.
- 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.

Each Group, District and County is a separate charity, whether or not the Group, District and County is registered with a charity regulator.

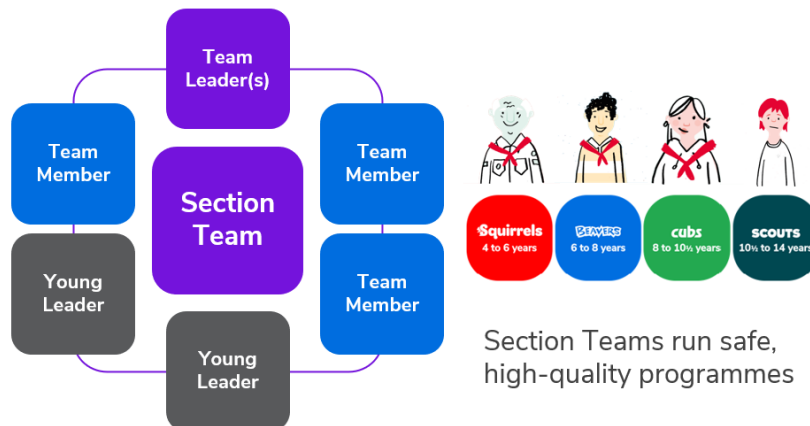
Group Teams

Section Team

Purpose

The Section Team plans, delivers, and runs high-quality programmes safely. 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.

With a brilliant programme, each young person can make a positive impact in society as they step up, speak up, and find their place in the world.



Section Teams run safe, high-quality programmes

Who's in the team

- Section Team Leaders
- Section Team Members
- Young Leaders

Tasks for the whole team

Plan and deliver a great programme:

- Work with young people to plan and deliver a great programme, including nights away and adventurous activities, to help them achieve their Top Awards.
- Find ways to continue to improve the programme.
- Make good use of stakeholders in their community, including other Scout volunteers.

Make sure there's a great culture for volunteers and members:

- Create a welcoming and accessible environment for volunteers, and create leadership opportunities for Young Leaders
- Check volunteers behave positively and in line with Our Volunteering Culture.
- Mentor volunteers in the team and help them develop, including Young Leaders.

Create a safe environment:

- Check the programme can run safely.
- Make sure adult: child ratios are always maintained and there's a volunteer-in-charge for each session.
- Create and review risk assessments.
- Check there are first aid kits or supplies for all activities.
- Report and review safety and safeguarding incidents in the right way.

Allocated tasks

- Make sure admin is done correctly
- Get contact and medical details, and demographic data for new members joining the Section.
- Keep all records up to date, including badges, attendance register, contact details and the programme (as needed).
- Communicate with others
- Regularly chat with young people and parents/carers about the programme.
- Keep social media channels up to date with the Section's activities (in line with the privacy policy).
- Help young people move between Sections.
- Look after finances
- Give the Group Trustee Board the information they need to set the budget.
- Help with collecting membership fees and other payments, when required.

Designated Carer (in Sections)

Purpose:

Our Designated Carers are someone who, outside of Scouts, provides care for an individual young person. Most commonly, this will be the young person's parent, foster carer, legal guardian or a care professional.

Tasks:

- Follow the [Intimate and Personal Care Policy and Procedures](#).
- Carry out intimate or personal care of a specific young person during their time within Scouts, as an extension of their professional or parental care experience.
- Act within their skill set to provide the care set out in the Individual Support Plan.
- Only provide care if they are named in the Individual Support Plan, which has been agreed and signed by all involved in the provision of care (as indicated in that plan).
- Work with other volunteers (including Section Team Leaders, Team Members and Nominated Persons) to make appropriate adjustments and support wider learning if needed.

Who can have this role:

- A person who, outside of Scouts, provides care for an individual young person. Most commonly this will be the young person's parent, foster carer, legal guardian or a care professional.
- Existing experienced professionals who could include medical professionals, education professionals and social care professionals.
- We also recognise individuals may have gained experience in providing care for young people with additional needs in other areas, beyond professional qualifications. See [Guidance for Appointments](#).

What learning is needed:

- Read and understand Scouts' Intimate and Personal Care Policy and Procedures. It's paramount all adults involved in Scouts are compliant with this policy and follow the agreed Individual Support Plan.
- Read and understand our Yellow Card Code of Conduct for Volunteers.

Specific personal care training isn't required if the person supplying the care is the carer outside of Scouts and named as the Designated Carer on the Individual Support Plan.

Who can appoint this role:

- Group Lead Volunteers
- 14-24 Team Leaders

Group Leadership Team

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
- Team Leaders of any sub-teams of the Group Leadership Team
- Other volunteers in the team are called Leadership Team Members

Tasks for the whole team

Support the Group's Sections

Make sure:

- The views and ideas of young people shape decisions in the Group and its Sections.
- Section Teams help young people feel welcome and included and make changes (when necessary) so activities are accessible for everyone.
- The demographics of young people and adults represent their local area.

Develop our volunteers

- Work with volunteers to share skills between Sections.
- Make sure volunteers in the Group's teams fulfil their safety and safeguarding responsibilities, including keeping up-to-date with changes.

Allocated tasks

Support the Group's Sections

- Make sure the Group Leadership Team runs smoothly.
- Work with the District 14-24 Team to make sure there are Young Leaders in all the Group's Section Teams.
- Help Section Teams work well, using tools to measure quality where needed.

Develop our volunteers

- Champion Our Volunteering Culture, so Team Members are aware of it, reflect on it, commit to it, and apply it.
- Support all volunteers to grow and gain the skills they need (or would like).
- Make sure all teams in the Group follow our approach to safe volunteer recruitment, appointment, reviews, and processes for leaving Scouts.
- Make sure volunteers are doing what's expected of them, including getting learning done and having disclosure checks.

Engage with the community

- Create and look after relationships outside Scouts to help deliver the programme and recruit adults and young people. This could include local community leaders, other youth groups, volunteer recruitment agencies, and local media and social media outlets.

Open new provision

- Work with District Teams to open new Sections.

Manage incidents

- Make sure all incidents are reported in the right way.
- Handle Subject Access Requests and personal data breaches.
- Look after complaints informally (as described in the Complaints Policy) to stop them escalating (where possible).
- Work with other volunteers to respond to safety, safeguarding, and data incidents, and complaints (where needed).

Support effective processes

Oversee:

- The payment of invoices and volunteer expenses.
- Enquiries from new volunteers and new members, waiting lists, and the movement of young people between Sections.
- Equipment owned by the Group.
- Meeting places (whether they're rented, leased, or owned).
- Supplies of uniform, including badges and clothing.
- First aid kits and accident forms for all Sections and meeting places.
- Membership system records for volunteers and young people, making sure they're correct and up to date.
- Group social media platforms.
- Group website and emails.
- If there are staff in the Group, make sure they're properly managed and recognised.

District Teams

District Leadership Team

Purpose

The District Leadership Team leads and inspires volunteers to give young people great experiences and skills for life. They make sure the teams in their District are organised, have enough volunteers, and can deliver a great programme.

Who's in the team

- District Lead Volunteers
- District Youth Leads
- Programme Team Leaders
- Volunteering Development Team Leaders
- Support Team Leaders
- Other volunteers in the team are called Leadership Team Members.
- Lead Volunteers of each Scout Group
- 14–24 Team Leaders

Each of these team members will have different permissions on the membership system. There are also a number of accreditations, which can be given to team members by the lead volunteer, to share specific responsibilities.

Tasks for the whole team

Make sure teams across the District:

- Work well on their own (and together).
- Are inclusive and reflect the demographics of their local area.
- Have the resources, skills and enthusiasm to deliver the Scouts strategy.

Make sure:

- Volunteers in the District's teams fulfil their safety and safeguarding responsibilities, including keeping up to date with changes, and being aware of safeguarding concerns in the District.
- Volunteers are aware of Our Volunteering Culture, reflect on it, commit to it, and apply it in their teams.

Allocated tasks

- Help with recruitment to make sure there are always Trustee Chairs, Team Leaders and Group Lead Volunteers in the District.
- Support the District Youth Lead to work with teams across the District and its Groups so they can be shaped by young people.

Other responsibilities

- Make sure safeguarding, safety and data incidents and complaints are managed well. The Lead Volunteer will be responsible for responding to these, or for appointing someone else in the District to do this.

14-24 Team

Purpose

The 14–24 Team helps all volunteers in Explorer (including Young Leaders) and Network Sections. They help Section teams plan and deliver great programmes for young people.

Who's in the team

- 14–24 Team Leaders
- 14–24 Team Members
- Section Team Leaders of each section for 14–24-year-olds (Explorer Scouts, including Young Leaders, and Scout Network Sections)

Tasks for the whole team

Support Explorer Units, Young Leaders, and Network by making sure:

- The views and ideas of young people shape decisions in the 14–24 Team and its Sections.
- Section Teams help young people feel welcome and included. They make changes (when needed) so activities are accessible for everyone.
- The demographics of young people and adults reflect their local area.
- To meet the needs of 14–24 year olds through the Explorer or Network programme, and creating opportunities to volunteer as a Young Leader.

Develop our volunteers

- Work with volunteers to share skills between Section Teams.

Allocated tasks

- Support the 14–24 Sections
- Make sure the Sections run smoothly.
- Work with Group and Section Teams to check there are Young Leaders in all Squirrel, Beaver, Cub, and Scout Section Teams.
- Make sure all safety and safeguarding incidents are reported in the right way.
- Look after first aid kits and accident forms for the Sections and their meeting places.
- Look after membership system records for volunteers and young people.
- Look after enquiries for joining and moving between Sections.

Explorer, Young Leader and Scout Network Section Teams

Purpose

The Section Team (this includes Explorer, Young Leader and Network Sections) plans, delivers, and runs high quality programmes safely. They make sure all young people can take part in the programme, gain skills for life, and work towards their Top Awards.

With a brilliant programme, each young person can make a positive impact in society as they step up, speak up, and find their place in the world.

Who's in the team

- Section Team Leaders
- Section Team Members

Tasks for the whole team

Plan and deliver a great programme

- Work with young people to plan and deliver a great programme, including nights away and adventurous activities, to help them achieve their Top Awards.
- Find ways to continue to improve the programme.
- Make good use of stakeholders in their community, including local Scout Groups.

Make sure there's a great culture for volunteers and members

- Create a welcoming and accessible environment for everyone.
- Check everyone behaves positively and in line with Our Volunteering Culture.
- Help volunteers develop, including Young Leaders.

Create a safe environment

- Check the programme can run safely.
- Make sure the team maintains adult: child ratios and there's a volunteer-in-charge for each meeting.
- Create and review risk assessments.
- Check there are first aid kits or supplies for all activities.
- Report and review safety and safeguarding incidents in the right way.

Allocated tasks

Make sure admin is done correctly

- Get contact and medical details, and demographic data for new members joining the Section.
- Keep all records up to date, including badges, attendance register, contact details and the programme (as needed).

Communicate with others

- Regularly chat with young people and parents/carers about the programme.
- Keep social media channels up to date with the section's activities (in line with the privacy policy).
- Help young people move between Sections.

Look after finances

Give the Trustee Board the information they need to set the budget.

Help with collecting membership fees and other payments, when required.

Programme Team

Purpose

The District Programme Team helps every section in the District run a safe, enjoyable and high-quality programme. To help do this, they bring Section Team volunteers together with activity experts.

Who's in the team

- Programme Team Leaders
- Programme Team Members
- Team Leaders of any sub-teams of the District Programme Team - eg. Climbing Sub-Team

Programme Team Members don't need to support a specific Section. Constructing the team in a more flexible way will attract more volunteers, make the most of people's skills and help make sure there are enough people in the team.

Tasks for the whole team

- Help Sections across the District work together.

Allocated tasks

Help Section Teams run high-quality programmes

- Help volunteers with any programme changes, such as new badges and activities, to help young people achieve Top Awards.
- Encourage international trips and activities.
- Help volunteers gain their Nights Away Permits.
- Support volunteers to include nights away in their Section's programme.
- Organise events for the District when Section Teams decide they're needed.
- Support all Sections to deliver projects where young people can have a positive impact in the community.
- Keep an eye out for any learning that'll help Section Teams deliver a fantastic programme. The Volunteering Development Team can then give volunteers opportunities to develop and learn new skills.

Facilitate programme networking opportunities

- Encourage Section Teams to share good practice across the District by creating opportunities to network.

Help Section Teams access expert advice and support

Make sure:

- There are skilled people to support Sections' programmes (in areas that volunteers may not be experts in themselves).
- Sections can access adventurous activities, either through permit holders or external providers.

Approve activities and permits (when delegated by the Lead Volunteer)

- Visits Abroad
- Adventurous Activity Permits
- Nights Away Permits

Support Team

Purpose

The District Support Team gives tools and resources to help Scouts run smoothly.

Who's in the team

- Support Team Leaders
- Support Team Members
- Team Leaders of any sub-teams of the District Support Team - for example, Campsite Service Sub-Team

Allocated tasks

Support Scouts locally by engaging with the community

- Create and look after relationships with other organisations that can help Scouts grow locally.
- Create a positive image of Scouts in the local community. For example, through local media.
- Plan and run fundraising events when they're needed.

Open new provision

- Work with Groups and other District teams to open, close, or merge Sections (depending on local demand).

Support effective processes

- Carry out finance administration. This could include paying expenses/invoices, and tracking income/expenditure against the budget.
- Set up and look after email, web, social media, and web meeting systems for the District (and, if appropriate, for Groups and Units).
- If there are staff, make sure they're properly managed and well recognised.
- Look after joining enquiries across the District.

Look after property and equipment

- Check bookings and maintenance for any District-owned property and equipment (including 14-24 Sections).
- Oversee meeting places for 14-24 Sections (whether they're rented, leased, or owned).

Volunteering Development Team

Purpose

The District Volunteering Development Team makes sure all volunteers in their District have a positive and enjoyable volunteering experience. They make it easy for people to join and learn new skills.

Who's in the team

- Volunteering Development Team Leaders
- Volunteering Development Team Members
- Team Leaders of any sub-teams of the District Volunteering Development Team - eg. Awards and Recognition Sub-Team

Tasks for the whole team

- Make sure all District teams follow and reflect on Our Volunteering Culture.

Allocated tasks

Attract and welcome new volunteers to District and Group teams

- Use Scouts branded resources to attract new volunteers.
- Reply quickly and positively to possible new volunteers.
- Make sure volunteers are welcomed easily and smoothly.
- Hold inductions with Group Lead Volunteers and other Group and District Leadership Team Members.

Make sure volunteers are well supported

- Help and encourage Team Leaders (including Group Lead Volunteers) to have regular reviews with volunteers in their teams.
- Make sure all District teams (including Group Lead Volunteers) follow our approach to safe volunteer recruitment, appointment, reviews, and processes for leaving Scouts.

Help volunteers with learning

- Help volunteers and Young Leaders find and engage in opportunities for learning and development.
- Coordinate Scouts learning that needs to be delivered by an accredited trainer – including coordinating and supporting the trainers.
- Use the learning delivery materials developed by Scouts (e.g. training sessions, workshops, activities, etc.), and make changes (when necessary) so activities are accessible for everyone.
- Help volunteers connect across the District and beyond to learn, share best practices and overcome shared challenges.
- Set up learning opportunities with external organisations (if relevant and helpful).
- Make sure volunteers can be recognised for prior learning and experience, and have it credited in their records.
- Learn from people in other Volunteering Development Teams.

Recognise volunteers

- Recognise and appreciate volunteers for their brilliant work, formally and informally.

Other responsibilities

There are a number of accreditations which can be given to members of the team to share specific responsibilities.

County Teams

County Leadership Team

Purpose

The County Leadership Team leads and inspires volunteers to give young people great experiences and skills for life. They make sure their County teams are organised, have enough volunteers, and can deliver a great programme.

Who's in the team

- County Lead Volunteers
- County Youth Leads
- Programme Team Leaders
- Volunteering Development Team Leaders
- Support Team Leaders
- Other volunteers in the team are called Leadership Team Members
- Lead Volunteers of each District

Each of these team members will have different permissions on the membership system. There are also a number of accreditations, which can be given to team members by the lead volunteer, to share specific responsibilities.

Tasks for the whole team

Make sure teams across the County:

- Work well on their own (and together).
- Are inclusive and reflect the demographics of their local area.
- Have the resources, skills and enthusiasm to deliver the Scouts strategy

Make sure:

- Volunteers in the County's teams have the skills and experience to fulfil their safety and safeguarding responsibilities, including by keeping up to date with changes, and being aware of safety and safeguarding concerns in the County.
- Volunteers are aware of Our Volunteering Culture, reflect on it, commit to it, and apply it in their teams.

Allocated tasks

- Help with recruitment for the County Trustee Chair, County Team Leaders, County Youth Lead and District Lead Volunteer roles.
- The County Youth Lead works with teams across the County to make sure they're shaped by young people.

Other responsibilities

- Make sure safeguarding, safety and data incidents and complaints are managed well. The Lead Volunteer will be responsible for responding to these, or for appointing someone else in the County to do this.

Programme Team

Purpose

The County Programme Team oversees and supports the delivery of high-quality programmes for young people. This includes promoting and supporting Top Awards, and supporting Section programmes when activities or events are best done at County scale.

Who's in the team

- Programme Team Leaders
- Programme Team Members
- Team Leaders of any sub-teams of the County Programme Team - eg. Events Sub-Team

Allocated tasks

Help Sections within the County to improve their programmes

- Support District Programme and 14-24 Teams to share and make programme changes, such as new badges and activities.
- Promote, support and celebrate all Sections with Top Awards, Duke of Edinburgh's Award, Young Leaders, and YouShape Awards so District Programme and 14-24 Teams have the chance to create amazing experiences.
- Support all Sections to deliver projects where young people can have a positive impact in the community.
- Work with Team Leaders, Team Members, campsites and activity centres to make sure nights away events are taking place.

Make sure Sections are set up to deliver high-quality programmes

- Make sure volunteers across the County can do their assessments for activity permits easily.
- Help volunteers access the training to get the skills for an activity permit or to be an assessor.
- Make sure there are enough assessors to cover activities in the permit scheme for volunteers across the County.
- Check the County Programme Team meets the 'Minimum Standards' and 'Good Practice' areas in the '[Activity Permit Scheme - Self-Moderation](#).'

Approve County activities and permits (when delegated by the Lead Volunteer)

- Visits abroad
- Adventurous Activity Permits
- Nights Away Permits

Set up activities and events in the County

- Organise events for the County when District Programme and Section Teams decide they're needed.
- Set up networking and peer support at County scale so that District Programme, 14-24 and Section Teams can share best practice across the County.
- Create the leadership team for County-wide international trips.

Other responsibilities

There are a number of accreditations which can be given to share specific responsibilities.

Support Team

Purpose

The County Support Team gives tools and resources to help Scouts run smoothly in their County.

Who's in the team

- Support Team Leaders
- Support Team Members
- Team Leaders of any sub-teams of the County Support Team - eg. Community Engagement Sub-Team

Allocated tasks

Support Scouts locally by engaging with the community

- Create and look after relationships with other organisations that can help Scouts grow locally.
- Create a positive image of Scouts in the local community. For example, through local media.
- Plan and run fundraising events when they're needed.

Support effective processes

- Carry out finance administration. This could include paying expenses/invoices, and tracking income/expenditure against the budget.
- Set up and look after email, web, social media, and web meeting systems for the County (and, if appropriate, for Districts, Groups and Units).
- Help with other admin to support County teams.
- If there are staff, make sure they're properly managed and well recognised.

Look after property and equipment

- Check bookings and maintenance for any County-owned property and equipment.

Volunteering Development Team

Purpose

The County Volunteering Development Team makes sure all volunteers in County teams have a fantastic volunteering experience. By doing so, they'll make it easy for people to join and learn new skills.

Who's in the team

- Volunteering Development Team Leaders
- Volunteering Development Team Members
- Team Leaders of any sub-teams of the County Volunteering Development Team - eg. Awards and Recognition Sub-Team

It might be helpful to use sub-teams to help organise volunteers in a clear way. For example, Awards and Recognition Team

Tasks for the whole team

- Make sure all County Teams follow and reflect on Our Volunteering Culture.

Allocated tasks

Attract and welcome new volunteers to County teams

- Use Scouts branded resources to attract new volunteers.
- Reply quickly and positively to possible new volunteers.
- Make sure new volunteers are welcomed easily and smoothly.
- Introduce new volunteers to District Lead Volunteers and members of County Teams.

Make sure volunteers are well-supported

- Help and encourage County Team Leaders to regularly check in with their Team Members to make sure they're enjoying volunteering.
- Make sure all County Teams (including District Lead Volunteers) follow our approach to safe volunteer recruitment, appointment, reviews, and processes for leaving Scouts.

Help volunteers in County teams with learning

- Make sure volunteers across the County can access relevant Managers and Supporters training
- Help volunteers find and engage in opportunities for learning and development.
- Coordinate Scouts learning that needs to be delivered by an accredited trainer – including coordinating and supporting the trainers
- Use the learning delivery materials developed by Scouts (e.g. training sessions, workshops, activities, etc.), and make changes (when necessary) so activities are accessible for everyone.
- Help volunteers connect across the County and beyond to learn, share best practices and overcome shared challenges.
- Set up helpful learning opportunities with external organisations, if it's relevant and helpful for volunteers.
- Make sure volunteers can be recognised for prior learning and experience, and have it credited in their records.
- Learn from people in other Volunteering Development Teams.

Recognise volunteers

- Recognise and show appreciation for volunteers' brilliant work, formally and informally.

Other responsibilities

There are a number of accreditations which can be given to share specific responsibilities.

Effective Group, District and County Leadership Teams

Good Group, District and County Leadership teams support volunteers across their area. They support their teams to ensure that they are motivated, inspired and focused on providing quality scouting to young people. They also work together to provide direction for the Group, District, or County and help their teams see the bigger scouting picture through effective leadership using an approach that combines the skills of good leadership and management. This includes:

Providing direction

Good Leadership Teams create a vision and plan for scouting in their Group, District, or County and provide clear leadership for their team to implement that vision and plan.

Working with people

Good Leadership Teams create team spirit amongst the other volunteers they work with, and can form effective working relationships based on trust, the fundamental principles of scouting, and our scout values (integrity, respect, care, belief, & cooperation).

Achieving results

Good Leadership Teams ensure that goals are achieved, plans are seen through to completion, and that good relationships are maintained within and between: teams in their Scout Group, or Scout Groups in their District, or Districts in their County. Forging links within the local community is also an important aspect of development.

Enabling change

Good Leadership Teams encourage volunteers to think of creative ways to improve scouting across the Group/District/County. They then provide the support to implement appropriate changes.

Using resources

Good Leadership Teams ensure that information and resources are available, helping volunteers across the Group/District/County to continue to provide excellent scouting opportunities to young people.

Managing time and personal skills

Good Leadership Teams use their time effectively and are willing to continue to learn and improve their skills.

Celebrate success

Good Leadership Teams thank other volunteers (formally and informally), for their hard work and help to make sure that everyone feels happy, supported and valued.

Transformational leaders

An inspirational leader is someone who motivates and guides others through their words, actions, and character. Such a leader possesses qualities that uplift and energise individuals or teams, fostering a positive and productive environment. Inspirational leaders often have a compelling vision, demonstrate passion for their work, exhibit empathy, and lead by example. They inspire others to achieve their full potential, encourage collaboration, and create a sense of purpose and enthusiasm within the organization or group they lead.

So, what can you do embrace these characteristics and become a great Team Leader?

Have you ever been in a group where someone took control of the situation by conveying a clear vision of the group's goals with a marked passion for the work and an ability to make the rest of the group feel recharged and energized? This person just might be what is called a transformational leader. Transformational leadership is a type of leadership style that leads to positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic, and passionate. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well.

Consider some of the following tips for how to become a better leader and think about ways that you can implement these strategies in your role as a Team Leader, or Lead Volunteer.

1. Learn more about your leadership style

There are six identified leadership styles, these are: coercive, authoritative, affiliative, democratic, pacesetting and coaching.

Understanding your current leadership style is essential. What are your strengths? Which areas need some improvement? One way to start assessing your skills is to take the following leadership style quiz to get a general idea of how you lead.

Question: I have the final say over decisions made within my group.		
Absolutely	Most of the time	I let group members make their own decisions
Question: I consider suggestions made by others in the group.		
Always	Never	Most of the time
Question: I tell group members what to do, how to do it, and when I want it done.		
Rarely	All of the time	Occasionally
Question: If a group member makes a mistake, they are reprimanded or punished.		
Absolutely	Rarely. Mistakes are a sign that a new strategy is needed	Almost never. Group members can resolve problems on their own.
Question: I carefully watch group members to be sure they are performing tasks properly.		
Never. Group members know more about their role than I do.	Sometimes I offer guidance if it is needed.	Always
Question: Group members need clear rewards and punishments in order to complete tasks and meet goals.		
Agree	Disagree. Group members should establish their own goals and objectives.	Somewhat agree. They also need to feel involved and committed to the process.
Question: Group members are motivated by a need for security.		
No	Somewhat	Yes

Question: I accept input from group members.		
Never. I don't have time to worry about other people's ideas.	Yes, but I have the final say over all decisions.	Absolutely. I allow group members to guide the decision-making process.
Question: I ask for advice from group members when things go wrong.		
No	Often. I want input from group members when resolving problems.	Yes, and I let group members resolve problems on their own.
Question: I want group members to feel involved and relevant in the decision-making process.		
Much of the time	Never	All of the time
Question: When there are problems in the group, I work with members to arrive at a reasonable resolution.		
Often. Group members should offer suggestions.	Never. I will decide how to fix the problem.	Always. Group members should work together to fix the problem.
Question: I want to help group members fulfil their potential.		
Occasionally	Absolutely	Not really
Question: I prefer when decisions are made through group consensus.		
Occasionally	Never	Always
Question: Big decisions should have the approval of the majority of the group.		
Never. Group leaders are in charge of making decisions.	Sometimes. Group members should offer input.	Always
Question: I let group members decide what needs to be done and how to do it.		
Occasionally	Always	Never
Question: I allow group members to carry out their role with little of my input. They know more about their job than I do.		
Agree	Disagree	Neutral
Question: I entrust tasks to other group members.		
Most of the time	Often	Never
Question: I allow other group members to share my leadership power.		
No	Sometimes	Yes

To take part in this quiz and find out your dominant leadership style visit www.tinyurl.com/2bzb5d

Once you have completed the quiz, take time to find out about the major characteristics of your dominant style. And ask yourself, 'Are these qualities helping or hindering your leadership?' Once you've determine which areas need some work, you can begin looking for ways to improve your leadership abilities.

2. Encourage creativity

Intellectual stimulation is one of the hallmarks of transformational leadership. Team Members need to be encouraged to express their creativity. Effective leaders should offer new challenges with ample support to achieve these goals. One way to foster creativity is to offer challenges to team members, making sure that the goals are within the grasp of their abilities. The purpose of this type of exercise is to get people to stretch their limits, but to not become discouraged by barriers to success.

3. Serve as a role model

Idealised influence is another of the four key components of transformational leadership.

Transformational leaders exemplify the behaviours and characteristics that they encourage in their teams. They walk the walk and talk the talk. As a result, group members admire these leaders and work to emulate these behaviours. If you want to become a better leader, work on modelling the qualities that you would like to see in your team members.

4. Be passionate

Would you look to someone for guidance and leadership if they did not truly care about the goals of the team? Of course not! Great leaders are not just focused on getting group members to finish tasks; they have a *genuine passion and enthusiasm* for the projects they work on. Start by thinking of different ways that you can express your zeal. Let people know that you care about their progress. When one person shares something with the rest of the group, be sure to tell them how much you appreciate such contributions.

5. Listen and communicate effectively

Another important characteristic of transformational leadership involves a focus on providing one-on-one communication with team members. Good leaders should express sincere care and concern for the members of their team both verbally and nonverbally. By keeping the lines of communication open, these leaders can ensure that team members feel able to make contributions and receive recognition for their achievements.

6. Have a positive attitude

Transformational leaders have an upbeat, optimistic attitude that serves as a source of inspiration for team members. If leaders seem discouraged or apathetic, members of the team are likely to also become uninspired. Even when things look bleak and your team members start to feel disheartened, try to stay positive. This does not mean viewing things through rose-colored glasses. It simply means maintaining a sense of optimism and hope in the face of challenges.

7. Encourage people to make contributions

Let the members of your team know that you welcome their ideas. Leaders who encourage involvement from group members are often referred to as democratic or participative leaders. While they retain the final say over all decisions, they encourage team members to take an active role in coming up with ideas and plans. Research has shown that using a democratic leadership style leads to greater commitment, more creative problem-solving and improved productivity.

8. Motivate your team members

Transformational leaders also provide inspirational motivation to encourage their team members to get into action. Of course, being inspirational isn't always easy. Fortunately, you don't need motivational speeches to rouse your team members. Some ideas for leadership inspiration include being genuinely passionate about ideas or goals, helping your team members feel included in the process and offering recognition, praise and rewards for people's accomplishments.

9. Offer rewards and recognition

A good leader knows that offering effective recognition and rewards is one of the best ways to help team members feel appreciated and happy. It may also come as no surprise that happy people tend to perform better in the role. Listening without distraction, putting your praise in writing and publicly thanking people for their efforts go along way!

10. Keep trying new things

Who says leadership is a one-way relationship? As you work toward honing your leadership skills, don't forget to look to your team for feedback and inspiration. Pay attention to the things that have been effective in the past and always be on the lookout for new ways to inspire, motivate and reward group members.