

# Simplifying volunteering

How we'll simplify the way we volunteer together  
for positive volunteering everyday

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...

Why 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, 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 world where volunteering is:



**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 fresh approach to volunteering with Scouts

Whilst our current approach to volunteering has served us well for many years, we need to adapt so we stay relevant and to help us attract more new volunteers, whilst ensuring volunteering with scouts is enjoyable for everyone.

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

- People typically like to volunteer **as part of a flexible team**. We know that many people across the country are doing this really well today. We want to embed this everywhere and make it easy for everyone.
- We need to have a **clear purpose for every team** in Scouts. Naturally, getting such clarity results in a change to the responsibilities of some teams. Whilst change is rarely easy, it will put us in a stronger position moving forward and will be easier for new volunteers (including those who haven't yet joined) to understand.
- The language we use to describe our teams and roles needs to be stated in **plain English** to ensure its easily understood by all volunteers and by those outside of Scouts.

### How our volunteers work together in teams

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

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.

Instead of role descriptions, each team now has a team description. There are two types of tasks listed here:

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

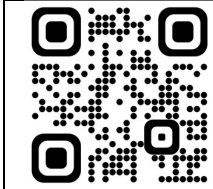
As an example:

Team 1	Tom	Mita	Gary	Hannah	Arnold	Helper
Team Leader				✓		
Task for the whole team 1	✓	✓	✓	✓	✓	
Task for the whole team 2	✓	✓	✓	✓	✓	
Task for the whole team 3	✓	✓	✓	✓	✓	
Allocated Task 1		✓		✓		
Allocated Task 2					✓	
Allocated Task 3	✓	✓				
Allocated Task 4			✓			
Allocated Task 5					✓	
Allocated Task 6						✓

### 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” 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.



Point your phone’s camera at the QR code to view the latest draft of the volunteer culture statement

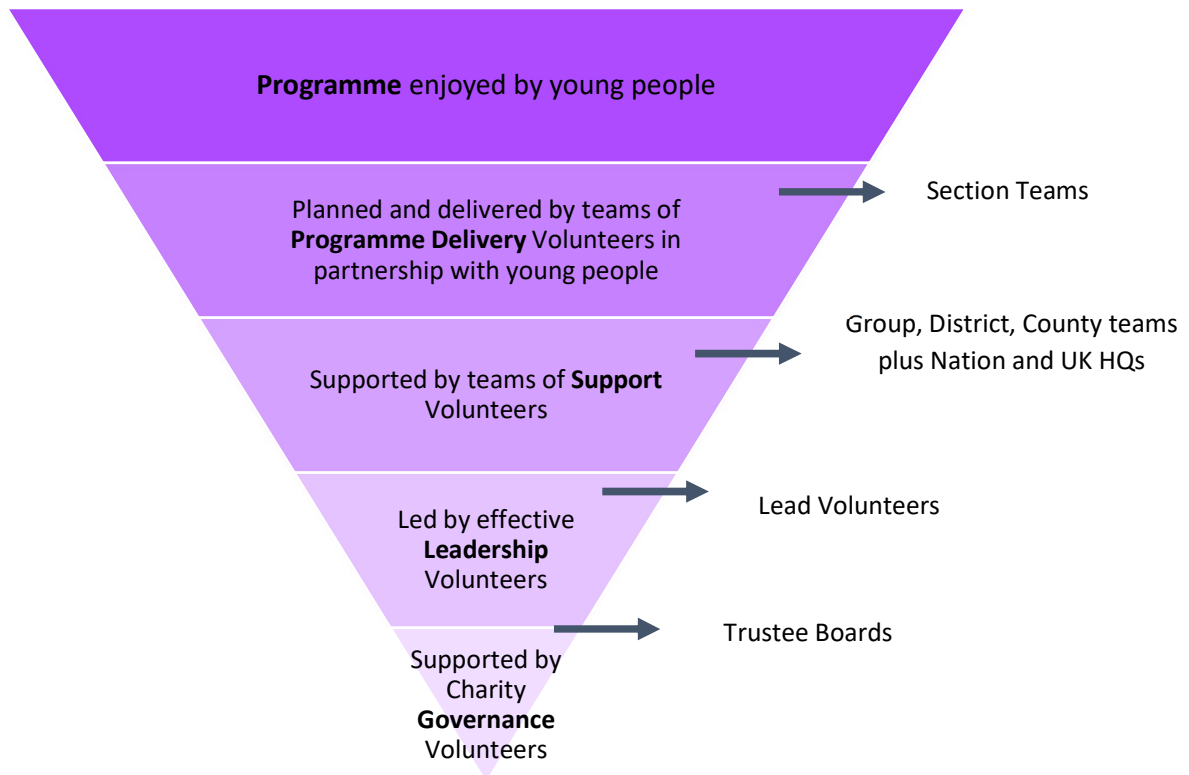
### How we work together in Scouts

Within scouts, we work together to deliver our shared ‘programme focussed’ goal whilst also looking after our volunteers. In the table below, we show how each part of the scouts contributes towards providing safe, fun, enjoyable and high-quality programmes for young people.

Organisation	Purpose
Section	Delivers the programme.
Group	Maintains an effective and motivated group of volunteers across the Group’s Sections, whilst ensuring the Group is well regarded in their local community.
District 14-24 Team	Maintains 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.
District	Leads Scouting across the District, enabling volunteers’ development, enhancing Sections’ programmes and providing operational support.
County	Leads 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.

## Keeping the programme at the core of all that we do

Our programme is predominantly designed and delivered by Section Teams in partnership with young people. All our volunteers either deliver the programme, or support those who deliver the programme. We must demonstrate that every volunteer contributes to the delivery of a safe, fun, enjoyable and high-quality programme, and should challenge any volunteer team which does not meet this test.



## How we will simplify how we volunteer together for positive volunteering everyday

### Moving to teams-based volunteering:

#### Volunteering in teams with a clear purpose and shared tasks

- All volunteers will be part of a team. Some places already volunteer in effective teams, but we want this to happen everywhere. We already know from local successes that people achieve more in teams
- Each team has a team description, which gives a purpose, outcomes and tasks for the team. This will be a mixture of tasks for the whole team and allocated tasks for a particular people that the team can agree on. These will replace the current role descriptions
- A team can decide between themselves how to allocate the tasks to suit volunteers' skills, interests, and availability. This makes flexible volunteering normal and available to everyone
- Teams have team leaders. This could be one or more people, and they'll coordinate the tasks with the team
- Our systems and processes will support volunteering in teams
- As part of these changes, what we call our volunteer roles will change. Our role titles will be updated to reflect how we volunteer now
- Updating role titles will also ensure they're understandable and appealing for new and current volunteers. Some named roles will be retained – where these serve clear purpose such as Treasurer or Permit Assessor

### **For current volunteers to have a good experience and attract new volunteers:**

- We need our roles to be appealing to more and different people, including those who have never been involved in Scouting. This means that we'll increase the numbers of volunteers who join us and increase the diversity of our volunteers
- We need to make some of our roles more effective at supporting the delivery of great programmes to young people. That's what we're here for. If we refocus our roles around what is needed in Scouts today, every hour a volunteer gives makes an even bigger difference to young people
- We need to be clear about what roles should be doing and how they fit in with other volunteers to reduce duplication. This means that we know who's doing what and we all get more out of the time we put in
- We need to share tasks from our key leadership roles to reduce the workload of our current Group Scout Leaders (GSLs), District Commissioners (DCs) and County Commissioners (CCs). Over time, this will make these roles more accessible and appealing to a broader group of people
- We need what we call our roles to be more understandable both to those inside and outside of Scouts, so that people understand what we do and join us

### **What will stay the same**

- Our structures will still be 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

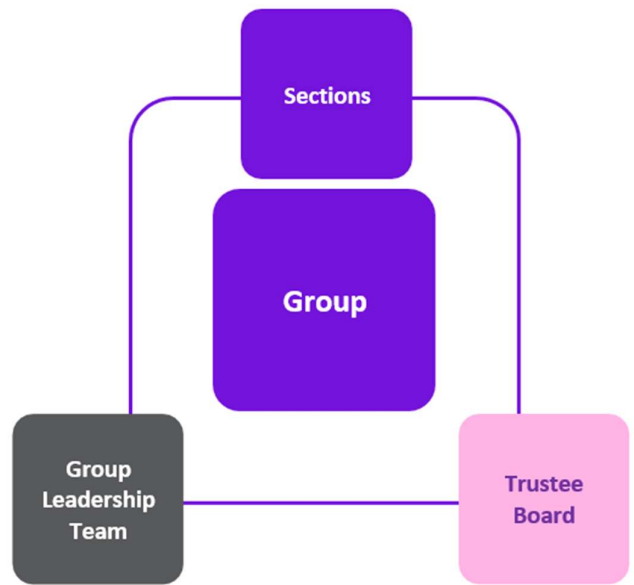
### **An overview of our new ways of volunteering**

The structure of these teams will need to vary to suit local situations. Some Counties and Districts will find it helpful to use sub-teams to give specific focus to a collection of the team (e.g. a climbing sub-team of the Programme Team, or a campsite service sub-team of the Support Team). In addition, multiple Counties and/or Districts can share some functions or teams. In this case, the relevant Leadership Teams remain accountable for ensuring the teams continue to meet their needs.

Within each Scout Group are three types of teams:

- The **Section Teams** 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

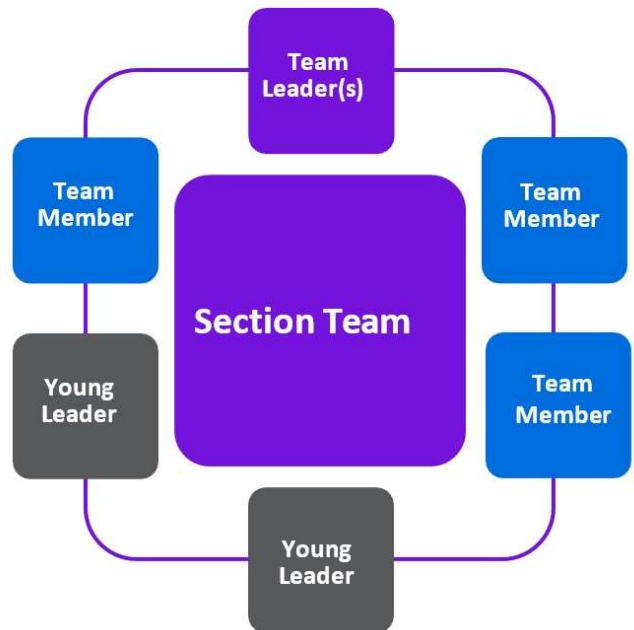
Some Groups will find it helpful to use sub-teams to give specific focus to a collection of the team (e.g. climbing sub-team of the Leadership Team, or a finance sub-team of the Trustee Board).



### The Section Teams

The Section Team will be made up of Section Team Members, Young Leaders and Section Team Leaders(s).

There will no longer be a distinction between Section Assistants, Assistant Section Leaders, and Section Leaders. The team will appoint a Team Leader and share out tasks in a way that works for them.



### Group Leadership Team

There'll be a Group Leadership Team, which includes the Section Team Leaders and any other volunteers.

This'll be led by the person leading the Group. This means that all the things the Group does shouldn't default to just the Lead Volunteer for the Scout Group.

This team looks after:

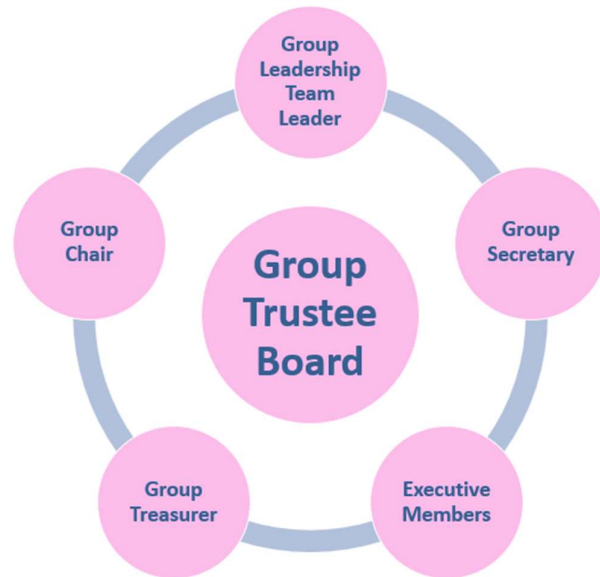
- Programme support
- Volunteer development
- Process support
- Incident management
- Community engagement



### Group Trustee Board

There's also a Trustee Board at Group Level, which provides governance to the Group.

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

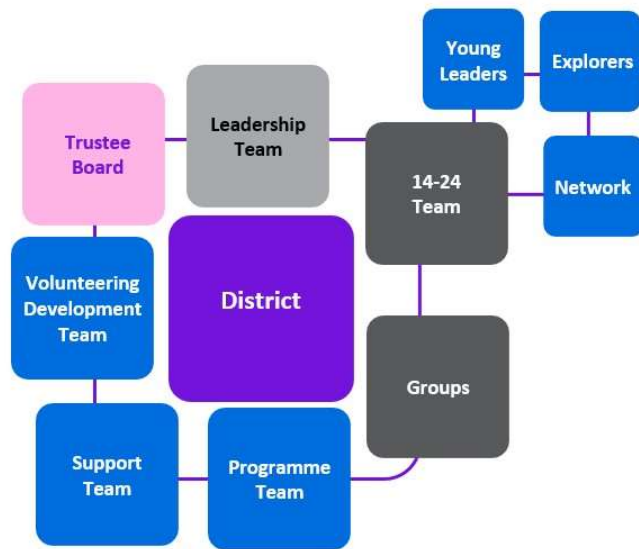


### Districts

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

- **District Leadership Team** – lead, inspire and motivate
- **District Trustee Board** – provide governance
- **District Programme Team** – bringing Section roles together/ with other activity experts
- **Volunteer Development Team** – ensuring our volunteers are well supported
- **District Support Team** – keeping things running smoothly such as incident management
- **14 to 24 Team** supporting Explorers and Network.

The Team Leader of each team and the Group Lead for each Group are a member of the District Leadership Team.



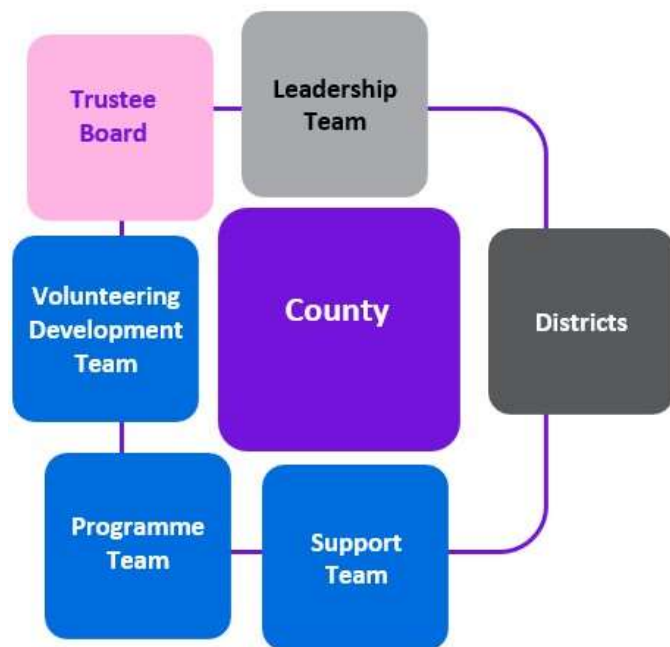
## County

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

- **County Leadership Team** – lead, inspire and motivate
- **County Trustee Board** – provide governance
- **County Programme Team** – bringing Section roles together/ with other activity experts
- **Volunteer Development Team** – ensuring our volunteers are well supported
- **County Support Team** – keeping things running smoothly such as incident management

The Team Leader of each team and the Lead Volunteer for each District are a member of the County Leadership Team.

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



There is a lot more detail that will be released soon for including the team descriptions and list of responsibilities for each team.



<b>The impact on volunteers</b>		
<b>Who is affected and why...</b>		<b>This means...</b>
<b>1</b>	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.
<b>2</b>	For most volunteers, their role title will also change.	This might be difficult to accept for some people.
<b>3</b>	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 welcome
<b>What people might/should like</b>		
<b>1</b>	Many volunteers are volunteering in teams already. This sets up our processes in a way to support and enable that.	
<b>2</b>	Increased flexibility, so people can volunteer in a way that works for them. Over time, this should increase the numbers of volunteers that we recruit, including different groups of people who may not have volunteered with us before.	
<b>3</b>	Teams can organise themselves in the way that works for them.	
<b>4</b>	Section Assistant, Assistant Section Leader and Section Leader will no longer be separate roles. They will combine to be the same 'team member' role, creating simplicity for new and existing volunteers.	
<b>5</b>	It'll make it clearer what District and County teams do with less duplication, so there's more time to support great programmes for young people.	
<b>Potential barriers to implementing the solutions</b>		
<b>1</b>	It's difficult to lead other people through change while their own role is changing.	
<b>2</b>	Some volunteers whose roles will change the most may need a lot of support.	
<b>3</b>	Some volunteers will find that the change in mindset from people doing individual roles to volunteering as a team is a challenge.	
<b>Things people might mention or have questions about</b>		
<b>1</b>	<b>'I don't want to share out tasks'</b> You may feel there'll be less control if you're sharing out the tasks you normally do. However, you can do this in a way that works for the volunteers in your team.	
<b>2</b>	<b>'We don't have enough volunteers to create these teams'</b> We know recruitment is already a barrier. That's why these changes should make it easier for people to get involved. We're also reviewing our welcome processes at the same time to make sure these encourage new volunteers, rather than put them off joining.  When you get new volunteers, the team approach will be easy for them to understand and make it easier for them to join in a way that works for them.	
<b>3</b>	<b>'This is already happening'</b> We know lots of people are volunteering in teams already, and we want to ensure our processes support that. However, it is not happening everywhere, so want to make this normal for all volunteers in Scouts.	
<b>4</b>	<b>'UKHQ/Nations roles aren't changing right now, so why should we?'</b> We've started with the teams that are closest to – and therefore have the most direct impact upon – the programmes delivered to young people. We plan to review UKHQ & Nations teams in 2023/24.	

## Some thoughts to help you plan your new district structure:

The Scout District provides volunteer development, programme enhancement and operational support to all teams in the District. It does this through the teams outlined below (each district is required to have these teams):

- District Leadership Team
- District 14-24 Team
- District Programme Team
- Volunteer Development Team
- District Support Team
- District Trustee Board

But how they look and operate will need to vary to suit local situations.

### A suggestion:

#### Districts

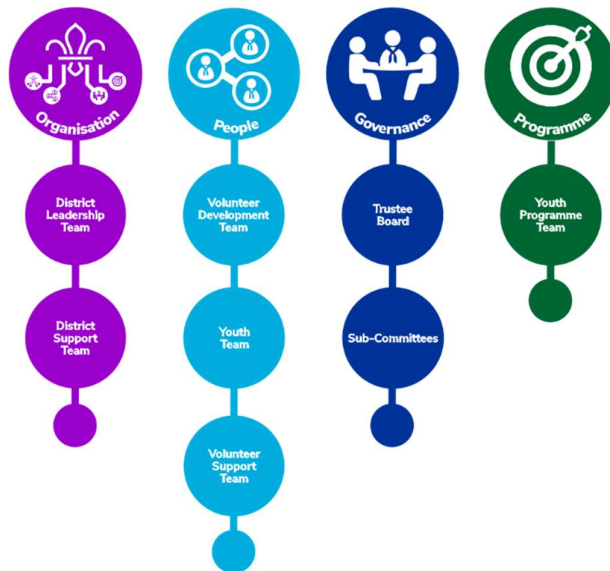
The district could operate in four areas of support (functions). These are:

- Organisation
- Programme
- People
- Governance



#### Functions

Each function consists of several teams and sub-teams (sub teams are not shown here)



## Organisation

The organisation function provides strategic leadership, line management, communications channels, incident management and inspiration to volunteers across the district. It also ensures the wider district team is fully developed, organised, and focussed on supporting programme delivery.

**The district leadership team** has overall responsibility for ensuring that the needs of the district are met by monitoring and coordinating the work of all of the district functions. It also has overall responsibility for the implementation of the district's development plan.

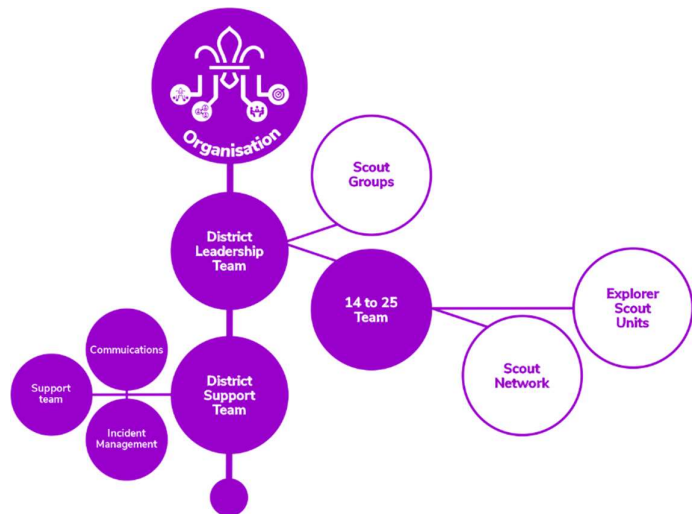
The 'Team Leader' of each team, alongside each Group Lead for each group within the District, together form the District Leadership Team.

**The 14-24 sub-team** supports the management and provision of explorer scouting and the scout network across the district.

The team is led by the District's Explorer Scout 'specialist' and the Team Leader' of each Explorer Unit and any other nominated people are members of this team.

**The district support team and sub teams** provides the tools and resources to enable scouting to operate effectively.

This includes things like safe scouting, situation management resolutions, data management, communications, building and equipment management etc.

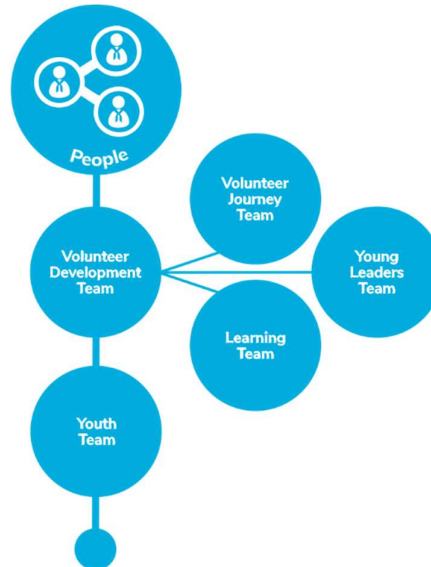


## People

The people function ensures that everyone that volunteers within the district has a quality volunteering experience.

This function provides various services to the district including making it easy for people to join, welcome and induction, promoting opportunities for personal development and learning new skills, recognition, and appointment review.

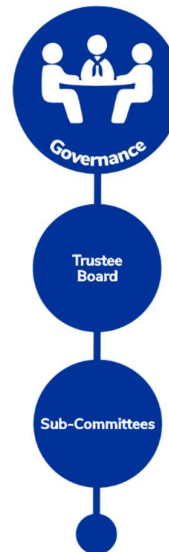
The function also manages the young leader's scheme across the district and is home to the district's youth team.



## Governance

The governance function ensures that scouting at district level is run safely and legally and support this area of work across the district.

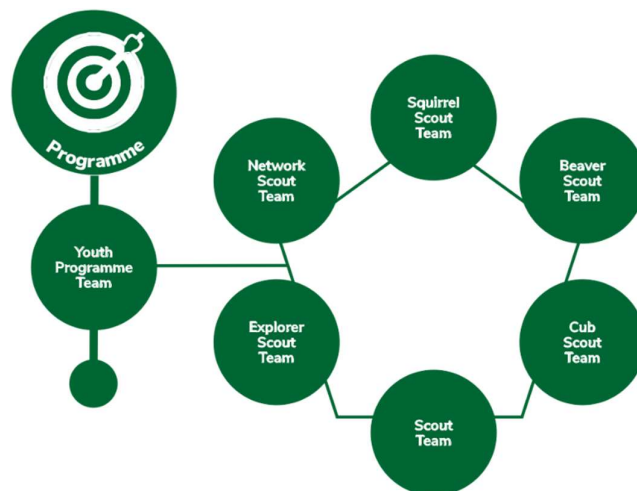
The district trustee board is specifically responsible to the district scout council and has a focus on supporting the district development plan; key policy decisions; and for acting on matters relating to finance, district services and any property the district owns/operates.



## Programme

The programme function supports the youth programme across the district, enabling all young people to take part and work towards their top awards.

The function also provides a programme of district activities for each section and any district wide events. It provides opportunities for section roles to come together and in some cases provides activity and age range experts and activity support teams.



## Other considerations

Where does your current District Active Support team now need to sit?

Is it still one team that possibly sits in the organisation function or is it now a number of smaller teams that now sit in different functions (eg. programme and events support, climbing team sits in the programme function, campsite or building teams sit in the organisation function etc.)