

SOMERSET SCOUTS TRANSFORMATION UPDATE NOVEMBER 2023

PUTTING TOGETHER YOUR TEAMS

Information about and actions required to
create local (Group / Unit) Teams in readiness
for Transformation in Spring 2024.

Target audience – Group Scout Leaders (and their Deputies), District Explorer Scout Commissioners

For information - County Commissioner (and Deputies), District Commissioners (and Deputies).

2	Background
4	What does this mean and who is impacted ?
8	Group Lead Volunteers
10	Team Leaders
11	Structure of our Volunteer Teams (Section / Group / Unit)
14	Creating your Teams
16	What are Accreditations ?
17	Conversations
19	What about Non-Members ?
19	When will these changes happen ?
19	Trustee Boards
20	Action Required
20	What Next ?

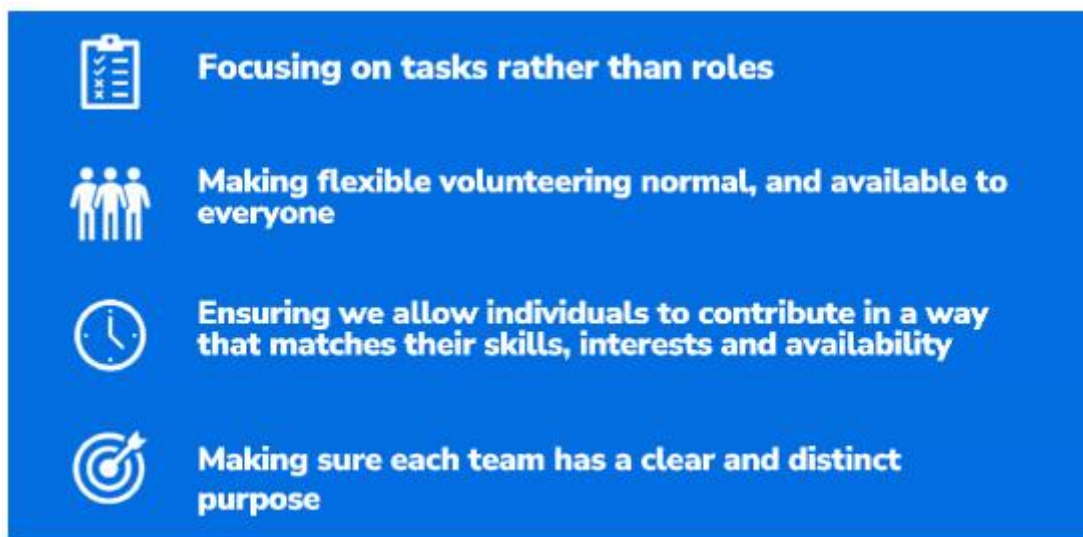
BACKGROUND

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

This should allow



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 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. The 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.

It also 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.



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 DOES THIS MEAN AND WHO IS IMPACTED ?

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 helps in a section team and plans and runs the programme, or works 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 Within our new approach, instead of a Group Scout Leader, a Group Lead Volunteers will lead the Group Leadership Team which itself, provides support for the teams within the Group. This makes it easier for tasks to be shared amongst a wider group of people, rather than it all rests 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.

Each team will have a Team Leader (this can be a shared role) and Team Members (typically our current Assistant Section Leaders and Section Assistants).

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' or John, Danuta, Rachel, Riffat, Monique etc.

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 rules in 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 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 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 to make sure Scouts is right for them, and they're right for Scouts. They also agree to complete the required mandatory learning and, have the opportunity to gain a Wood Badge.

Helpers are people that provide informal support to help deliver Scouts. Many of these helpers don't need to be recorded on the membership management system at scouts.org.uk as they aren't undertaking *regulated activity*, and therefore they don't need a criminal record check or internal check.

So, what is regulated activity ?

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)
- may be helping once a week (or on four occasions in a thirty-day period), or more frequently
- 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.

What can a Helper do and what cannot a Helper do ?

Since they do not have a DBS checks:

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

To assist in the delivery of local Scouting, 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

However, a Helper 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

What about others who do participate in Regulated Activity ?

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 once a week (or on four occasions in a thirty-day period) or more frequently
- attend a residential experience

As 'Non member – needs disclosure' does not 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 will not have access to personal data about young people or adults

What we expect from our helpers

Anyone helping 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 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 cannot).

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
- 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.

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
- Arrange informal catchups (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.

Each team leader is a member of the Group Leadership Team and are supported by the Group Lead Volunteer.

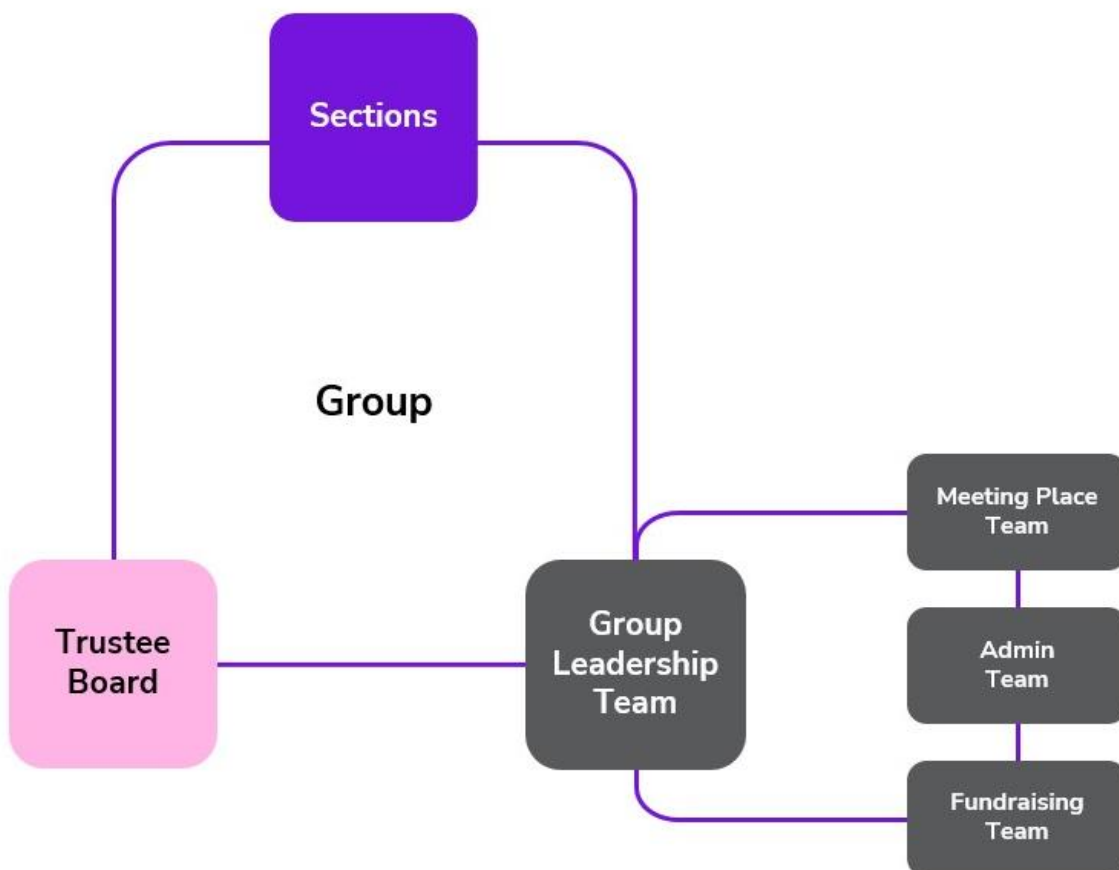
Within each **Scout Group** are three types of teams:

- The Section Team deliver safe programmes (see above).
- The Group Trustee Board provides charity governance for the Group
- The Group Leadership Team helps all volunteers (including Young Leaders) within the group to work together to plan and deliver high-quality programmes.

Some Groups will find it helpful to use sub-teams to give specific focus to a collection of the team (e.g., a Premises Maintenance or Fundraising sub-team of the Group Leadership Team).

For Explorer Scout Units, the position is simpler. Since all Explorer Scout Units (and Explorer Scout Young Leader Units) are a District responsibility. The only impacted area is the Section Team.

Just as with Group Sections, there will be Team Leaders and Team Members. The Team Leader for each ESU or ES(YL)U will be members of the District 14-24 Team.

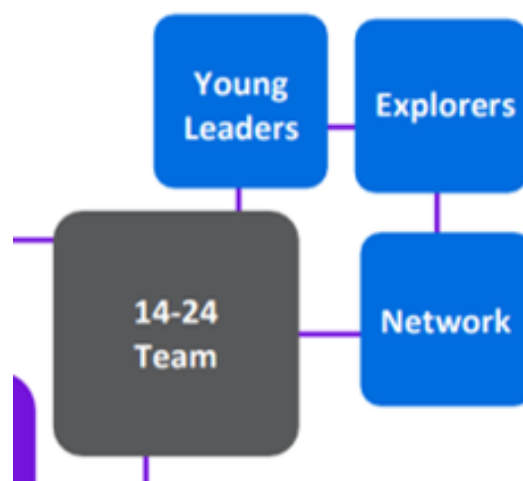


Group Leadership Team The Group Leadership Team helps volunteers across all sections of the group to work well together and feel motivated. They make sure the group is valued, respected, and supported in their local community.

In addition to the Group Lead Volunteer and the individual Section Team Leaders, it is possible to include additional members to perform specific responsibilities e.g., responsibility for Welcome Conversations (requires accreditation).



For **Explorer Scout Units**, as part of the District Team, the position is as set out below. The 14-24 Team is led by a Lead Volunteer and its membership is all the Team Leaders of each Explorer Scout Unit or Explorer Scout (Young Leader) Unit.



CREATING YOUR TEAMS

Instead of role descriptions, each team now has a team description. Team Descriptions are available at the following link [TEAM DESCRIPTIONS](#)

There are two types of tasks listed:

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

To undertake some tasks, individuals will need to hold relevant Accreditations (see below)

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. In Groups (or Units), the changes will be minimal. Sections will continue to deliver programme to our young members, it is just how the team is structured that might change and, a change to our role titles.

We know that, as part of the transition process, around 85% of volunteers in all roles can automatically become part of a new team. Looking specifically at Groups and Explorer Scout Units, this percentage is much higher and indeed, very few current roles do not automatically transition in the new Membership System.

At the point of transfer, in April 2024,

Section Leaders	Becomes part of the Section Team as Section Team Leader
Assistant Section Leaders	Becomes part of the Section Team as a Section Team Member
Section Assistants	
Group Scout Leaders	Becomes Group Lead Volunteer

But there are a few current roles that may be part of your Group / Unit which cannot automatically transfer to a new team. We will therefore, in conjunction with consulting the individual, make individual decisions based on how those roles work locally.

Deputy Group Scout Leader / Assistant Group Scout Leader	Becomes part of the Group Leadership Team as a Team Member
Group Quartermaster	Becomes a member of the Group Leadership Team or, part of a Sub-Team of the Group Leadership Team
Skills Instructor	
Group Supporter	
Group Active Support Manager	Becomes a member of the Group Leadership Team or, part of a Sub-Team of the Group Leadership Team
Group Active Support Member	

The Group Leadership Team needs to be functional and practical. Therefore, it is not recommended to load this Team with an excessive number of individuals. Better to consider creating one or more Sub Teams with a specific function. Examples could be

- Premises Maintenance
- Equipment Maintenance
- Event Support
- Group Campsite
- Media and Communications
- Fundraising

People can be members of more than one Team or Sub Team as appropriate to reflect their volunteering. Individuals will need to be recorded as members of all relevant Teams on the new Membership 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

1. 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.
2. 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.

Most accreditations will be applied by a District Lead Volunteer (District Commissioner) or County Lead Volunteer (County Commissioner).

Currently, there is just one accreditation that can be given by a Group Lead Volunteer (Group Scout Leader). This is to do with who, from the Group, is authorised to undertake a welcome conversation with a prospective volunteer. There is a certain amount of learning required, not onerous, but important to ensure that the discussion is both meaningful and informative. The description is as follows

Purpose:

Our 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:

- Using [this guide](#), prepare for a welcome conversation which is conducted with a member of the District / County Volunteering Development Team.
- Arrange a time and place that works for the new volunteer.
- Hold the [welcome conversation](#), using the checklist.
- Inform the new volunteer's team leader about the outcome of the conversation.
- Report any safeguarding concerns to the Volunteer Safeguarding Lead (or Lead Volunteer if there isn't a Volunteer Safeguarding Lead).
- Report any welcome conversation concerns to the Lead Volunteer.

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 record check).

What learning do they need:

Welcome Conversation Learning (This will be available on scouts.org.uk when ready)

Who can give or remove this accreditation:

- Any full member (except anyone whose only role is Trustee, and any roles that do not have a criminal record check).
- All District or County Volunteering Development Team Leaders

A Scout Group should plan to have sufficient members with this accreditation to ensure that any prospective member can have the required meeting as soon as practical to all parties (the prospective member, the Group accredited member and the District or County accredited member). This should take place within six months.

CONVERSATIONS

As part of the planning process of creating your new Teams, you will need to speak with / contact all your Group members. For District Explorer Scout Commissioners, this will be all the adults who support Explorer Scouting in your District.

This task should be started sooner rather than later. Individuals will be anxious to find out where their volunteering journey will sit after Transformation. This does not just mean those whose current appointment will disappear but all members to ensure that they are aware and comfortable with the planned changes.

How you undertake this is down to you as it may vary by individual and the relationship that you have with them or what you might know. The important thing is to be clear and transparent about what is happening.

Please consider the following:

- Be prepared, plan your discussions. Be comfortable with the changes to the Group / Unit structures as appropriate so that you can advise all relevant points and answer questions.
- Be transparent and positive, this is a change which is happening across all Scouting in the UK so, don't apologise or make any excuses about the change.
- Be honest, where additional learning will now be required
 - all Section Assistants will, on migration to being a Section Team Member, need to have a first aid certificate. If not already held, they will have 24 months to transition.
 - anyone looking to assist with welcome conversations will require some additional learning to be completed before the accreditation is applied
- Be consistent, try to ensure that you say the same to all members in similar positions.
- Be prompt, once you have started the conversations, try, and get all completed over a short period.
- Be flexible and open to change, this may be the opportunity for members to change what they do. This could be a change of Section or from a programme delivery role to a supporting role.
- Be supportive and allow time for the conversation, not everyone will digest and understand the impacts immediately

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 Membership System. It will be possible to make changes after migration but the more that can be prepared now, the better.

We should recognise that, for some individuals who, possibly have not been active for some time, may not align to the current requirements for volunteering with Scouts, or just feel that they have come to the end of their road in Scouts.

In these circumstances, we should offer the Retired Member role to those individuals.

This can be offered to people who follow ALL these conditions:

- Have a minimum of 10 years of service
- Wish to retire from all other scouting roles
- Do not expect to be active at any point in the future

For more information on this, please look at the following Link [RETIRED MEMBER](#)

WHAT ABOUT NON-MEMBERS ?

Firstly, remember that a non-member is not part of the Section or Group Teams. A non-member, either in the form of a Helper or Non Member – Needs Disclosure (see pages 5 – 8 above for definition), supports the Group in line with what permitted activities they can do.

Apart from no longer recording on the new Membership System as an Occasional Helper, there are no changes to existing practices or requirements. So, a Personal Enquiry and DBS for Regulated Activities and no learning requirements.

WHEN WILL THESE CHANGES HAPPEN ?

We are now about 6 months away from the currently anticipated Transformation Date (Spring 2024). Whilst we cannot yet create these new Teams in Compass or assign roles and provide accreditations, we can start to form our plans so that on Day 1, we can be ready and input our new District / County Teams.

Whilst details about Day 1 activities are yet to be published, it is anticipated that Group Lead Volunteers (and District 14-24 Team Leaders) will be required to enter the details of their new teams as soon as possible on, or after Day 1. This ensures members have the right information loaded on the new membership system and can be fully operational as soon as possible.

To help with recording the conversations in readiness for loading onto the new Membership System, a simple spreadsheet has been put together that you can consider using to make the task easier (see Actions Now Required below).

TRUSTEE BOARDS

For this update and associated activities, I have omitted members of your Trustee Board. Work to commence ahead of the 2024 AGM will shape and impact membership of these Trustee Boards. Further details will be published early in 2024.

ACTION NOW REQUIRED

- Read, and if required, re-read the new information about and requirements for Volunteering in Teams. If unsure about any elements, please ask.
- Identify who you will need to contact, look up their Compass record and plan to engage to have the required conversation.
- Have the conversation / exchange and make sure that the member understands the changes and any impacts upon them such as role title, learning requirements or responsibilities.
- Whilst talking, please re-check their personal details are correct including, if still missing, emergency contact details as these will be required to be added in the new Membership System.
- Check too that all learning has been completed, where required and validated where necessary, and remind the member of the need to do this before the end of March 2024.
- Make a record of what your new Teams will look like, including any sub-teams (you will be able to create these on Day 1). A simple spreadsheet is provided but you can use anything to record the completion. Please note, you will need this information in January as part of a HQ Checklist Process.

WHAT NEXT ?

Over the coming weeks and months, probably right up to Transformation, the exact membership and structure of your Teams may shift and change. That is expected. Be flexible, allow people to change their minds.

If you have any questions, do please contact me. We continue this journey together.

Thank you.

Alan Henderson

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November 2023

The information contained in this document is understood to be correct in respect of the plans and progress associated with the National Transformation Programme at the time of publication (November 2023). As with any strategic change programme operating with agile methodology, content and detail are subject to change without notification. E&OE.