

SIMPLIFYING VOLUNTEERING



WHY ?

In the research undertaken across a wide range of volunteers over a period, we have learnt that.

- We have too many roles, which can be unmanageable, fixed and too often feel like work.
- They can be hard to understand, and expectations when someone joins or moves role are often unclear. They can put people off from joining as they may feel '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 feel less like fun and more like an obligation.
- The digital systems which manage volunteers are inefficient and time consuming to use.

WHAT ?

The Transformation work is looking to change how we volunteer in Scouts. Our journey of change looks like this.

From	To
Individual, inflexible and fixed roles	Volunteers working in teams, on tasks with a clear purpose
Unclear expectations for new and current volunteers	Clearer roles with titles that people inside and outside Scouting understand
A small number of people/roles with lots of responsibility and stress	Improved team structures with clearer responsibilities, new digital systems to reduce administration
Ineffective and time-consuming digital systems for volunteers	New digital easy-to-use systems to support volunteers and volunteer managers
Volunteering can feel like work	Structures and teams which allow for individuals to contribute in a way that matches their skills, interests and availability

In addition, there have been significant changes in Charity Governance by all regulators over the past few years.

In April 2023, all Executive Committees became Trustee Boards. This happened automatically with the publication of the April 2023 version of Policy, Organisation and

Rules (POR). This is more than just a change of name. The Trustee Board is focused on making 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 our own rules (POR). For more information about the changes from Executive Committees to Trustee Boards, see the separate publication on the Transformation Webpage on the Somerset Scouts Website.

HOW ?

We will move towards teams-based volunteering. And all volunteers will be part of a team. Some Sections, Units, Groups, Districts and Counties already volunteer in effective teams, but we want this to happen everywhere. We already know from local successes that people achieve more in teams.

- A team shares 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 will 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 are 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.

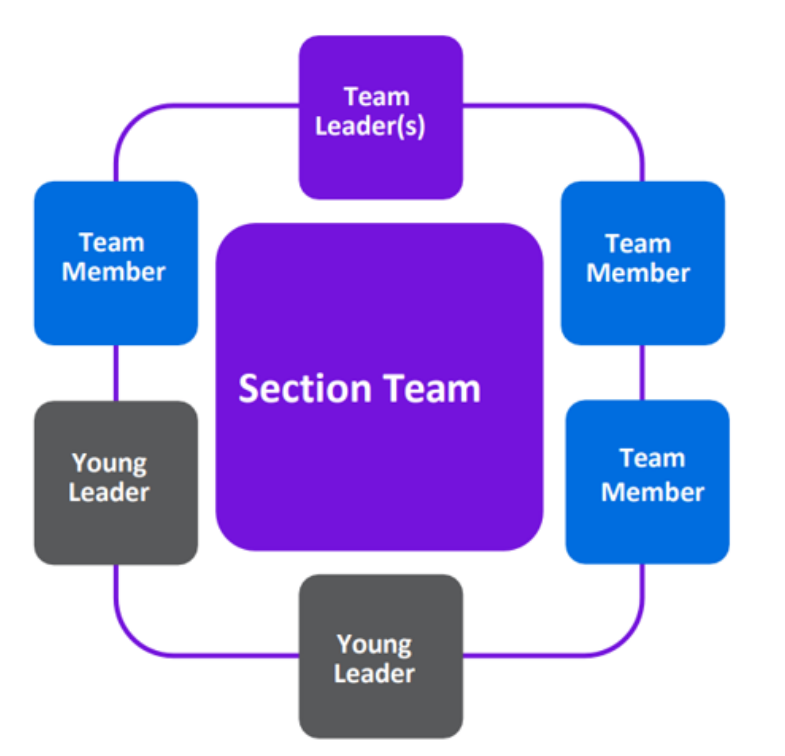
PROPOSAL

Following member feedback, consultations, and initial scoping a series of proposed structures and associated responsibilities have been formulated to allow us to plan and work within a Team Based Framework.

SECTIONS

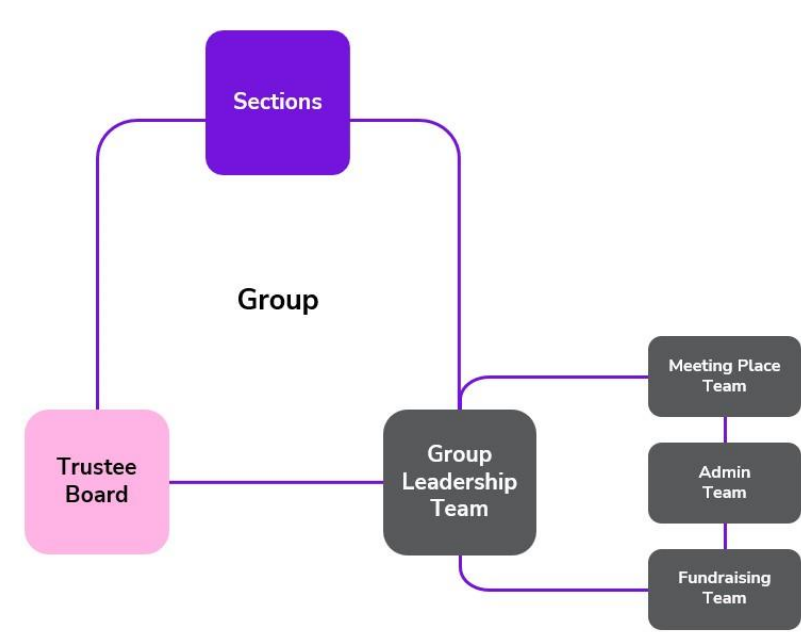
For our Sectional Teams, the structure will look like this, and each Section will have one or more Team Leaders. There will be a Team Description for the Section which identify, what the Team Leader(s) responsible for and what the whole Team is responsible for. The latter elements can be divided, shared, adapted as agreed within that team.

There will be no distinction between the current roles of Assistant Section Leader and Section Assistant, all will be Team Members.(Occasional Helpers do not appear in this structure as they are currently a Group resource).



GROUPS

The Group embeds each Section into the following structure.



In addition, there will be a Group Leadership Team, which includes the Section Team Leaders and any other volunteers. This will be led by the person leading the Group, currently titled Group Scout Leader but it does not mean that all the things the Group should default to just one or two volunteers. A simple Group Leadership Team might look like this



The Team Description will again identify the responsibilities of the Team Leader and those which can be shared amongst the team members. This allows the load to be spread and individuals able to support as best fits their skills and available time.

Volunteers can be added to this team to fulfil its responsibilities, as shown in the diagram above where two members are part of the Team but do not represent the youth sections. In addition, sub-teams can be created to fulfil specific tasks and responsibilities such as those of an operational nature that possibly were the responsibility of the Executive Committee but not the new Trustee Board.

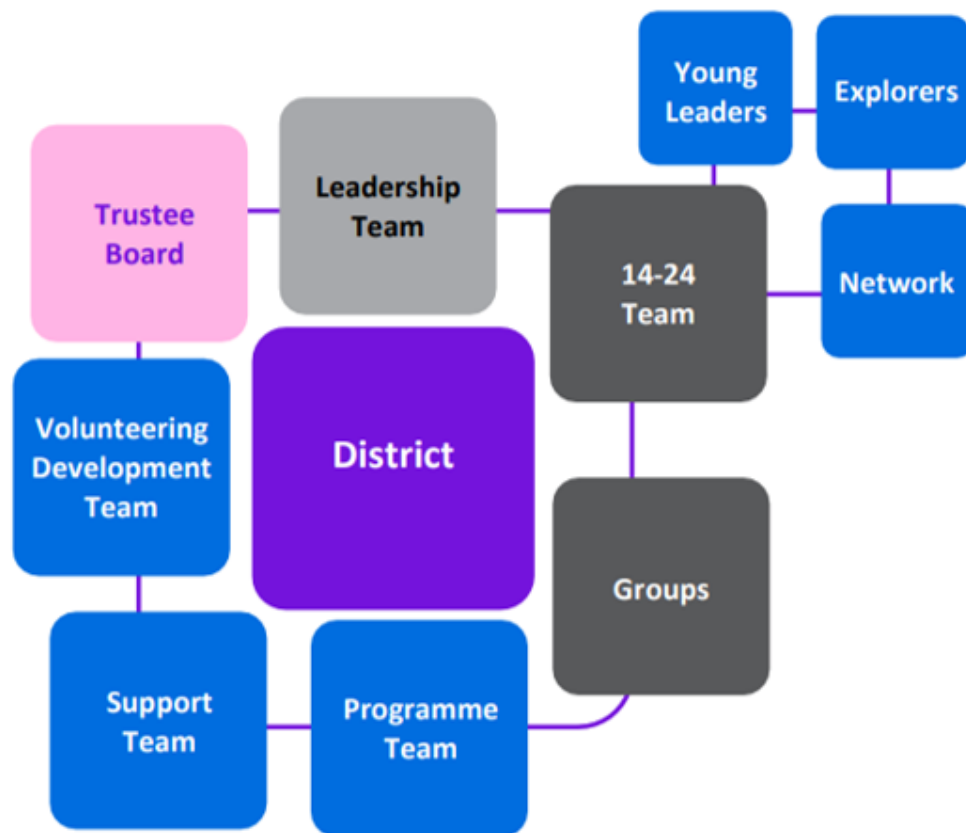
Groups will retain non member helpers, currently called an Occasional Helper. This volunteer will continue to require a Disclosure Check, not be required to undertake mandatory learning and their engagement with the Scout Group will be revised to better describe their involvement. The volunteer will be known as a Non-Member, Needs Disclosure.

There is also a Trustee Board at Group Level, which provides governance to the Group. All members are trustees of the Group with the associated responsibilities, and these are fundamentally:

- Looking after the finances
- Ensure buildings and equipment are in good working order.
- Managing risk and maintaining a risk register
- Ensure legal requirements are followed by everyone.

DISTRICT

When it comes to our Districts, each Group forms a component part as is now. In addition, any section in the 14-24 range (Explorer Scout Units including Young Leader Units, Scout Network) together with some specialist teams as follows.



At District, the teams are split into five areas. There are brief summaries of each below. There will be a lot more detail in the individual Team Descriptions for each.

- Leadership Team – lead, inspire and motivate.
- Trustee Board – provide governance (see Group Trustee Board, above for detail)
- Programme Team – bringing Section roles together/ with other activity experts, supporting Sections in Groups, coordinating District based events.
- Volunteering Development Team – recruitment, appointments and ensuring our volunteers are well supported.
- Support Team – keeping things running smoothly such as District campsite, incident management, record keeping, media and community involvement.

There is also 14-24 Team at a District Level supporting Explorers and Network. The Team Leader also feeds into the District Leadership Team in the same way that the team leaders for group feed into the Leadership Team.

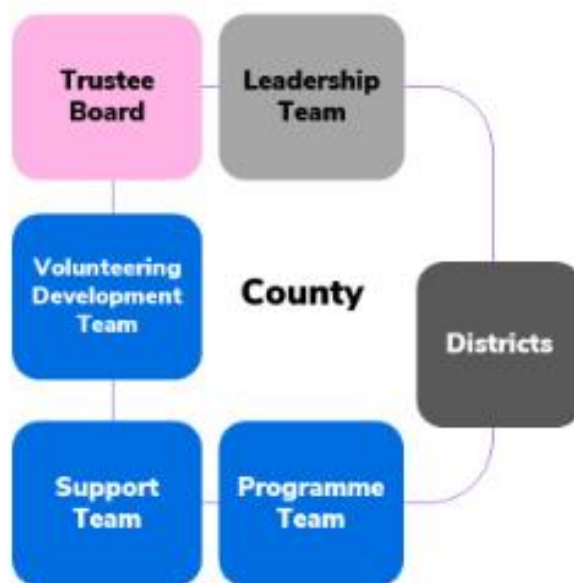
Transformation will see some changes in and removal of roles. Scouts has already agreed to the dropping of the title Commissioner at all levels so what we currently refer to as the “District Commissioner” will change to District Lead Volunteer. In addition, roles such as Assistant District Commissioner(ADC), District Leader, District Appointments Chair /

Secretary/ Member will disappear as the individual functions will migrate into the teams i.e., ADC (Section) may become part of the Programme Team, Appointments team members may be part of the Volunteering Development Team etc.

In the same manner, current Scout Active Support Units could be sub teams according to their function. Examples would be Camp Site ASU becomes part of the Support Team; Archery / Shooting ASU becomes part of the Programme Team.

COUNTY

The picture at County level is much like that at District with the omission of the 14-24 Team.



The County teams will enhance the support provided to Scouting in a County. The Leadership Team will incorporate the County Volunteer Lead as well as each District Volunteer Lead. In the same manner as District level, Assistant County Commissioners (ACC), County Appointments Team members and any Scout Active Support Units will be brought into respective Teams.

In addition, the changes in training will result in several roles disappearing such as County Training Manager, Local Training Manager and Training Adviser. The tasks and responsibilities for these roles will shift into the Volunteering Development Teams at County and District levels.

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.

Whilst we will be working in Teams, it will sometimes be necessary for an individual or individuals to have permission to do a specific task. This is where accreditations come in.

A District or County Lead Volunteers can share their responsibilities and tasks with others by giving them an accreditation. This flexibility means roles such as Lead Volunteer are more attractive and achievable, which'll help when recruiting new volunteers. It also 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 responsibilities, 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.

There is a wide range of accreditations that can be assigned. These include being able to approve permits, conduct a welcome conversation, assist with resolutions, advise on safety or safeguarding and assess Nights Away. For full details about Accreditations, see the Scouts Website at the following link [Accreditations](#)

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.

Whilst Transformation will bring a change to our Role Titles, these will be used in more formal situations such as, on the Membership System, on Certificates and Awards, when writing formal letters or in publications. For everyday use, there will be very little change, it is very unlikely that you will be addressed as "Assistant Cub Scout Leader", much more likely to be Bagheera, to the Cub Scouts or Chris, to other adults. For more about how we talk about our titles, have a look at the following page on the Scouts Website [Talking Titles](#)

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

WHEN ?

The changes and new Team Descriptions are now published on the Scouts Website at the following link [Teams](#). Whilst some of these changes can be adopted locally now, indeed Lead Volunteers at Group, District and County are already thinking and working on this, the change in structures, role titles and reporting are tied to the delivery of the new membership system which is not expected to be operational until towards the end of April 2024.

It is anticipated that around 85% of all current roles will be simply and automatically mapped to new roles. This may be a change from Group Scout Leader to Lead Volunteer or Assistant Section Leader (Cubs) to Team Member (Cubs). The remainder will require discussion between the impacted individual and their line manager.

WHAT NEXT - 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

**We want to get to a place where
our volunteers might say...**

“I receive regular support in a way that is
safe, open, and honest. I feel respected
and seen”



Alan Henderson
Transformation Lead
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.