

Support

within Scouting

What does it mean to give support to adults in Scouting? This pack will help you get the most out of the support available.

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This pack is made up of a number of stand-alone information sheets. The sheets within this pack are listed below, with a short description of the content of each.

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The line management structure (FS 331012)

The role and purpose of the line management structure in Scouting; what line managers should be providing – agreeing roles, communication, resources and equipment, advice, encouragement, motivation and reviews.

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(continued)

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Editor's note

Although in some parts of the British Isles Scout Counties are known as Areas or Islands and in one case Bailiwick, for ease of reading this material simply refers to County or Counties.

All resources referred to in this publication are available from the Scout Information Centre on 0845 300 1818 or www.scouts.org.uk/scoutbase



The Adult Training Scheme and Training Advisers (FS 331016)

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Scouting's subsidiary companies and linked trusts (FS 331018)

Details of *Outdoors*, The Scout Association's trading arm supplying uniforms and publications; *Scouting 2007*, the company established to manage preparations for the centenary of Scouting; Scout Holiday Homes Trust which provide self-catering holiday accommodation for families or groups whose lives are diminished by disability, infirmity or misfortune; and Scout Insurance Services Limited, which offers support and advice on insurance to Members.

Decision-making structure (FS 331019)

An overview of the Committee structure at national level and the path showing how all Members can have an input into decision-making at national level.

Introduction to support

What does it mean to give support to adults in Scouting?

The word support, in this context, means to take care of, help or encourage. The adults you support could need any of the following:

buoying up backing caring for practical help approval
encouragement moral support egging on looking after to be upheld
friendship loyalty aid assistance

There are a number of ways you can get in contact with the people you support, including meetings, 1:1 visits, by phone, text and email.

The good news is that there are plenty of ways that this support can be offered. The aim of this publication is to help you get the most out of the support that is available to adults in your area.

Action plan for good support

So where should you start? Work your way through the following action plan to assess the current situation, and to look at moving forward.

Take the time to make regular contact and build relationships

There are a number of ways you can get in contact with the people you support – in meetings, on a one-to-one basis, socially, visits to their Section meetings, training courses, by telephone, text messages, email or other ways of communication such as newsletters etc. Think about how you can use some of these methods to best effect, and plan when and how you will carry them out.

Review the support you currently offer

With your team, take the time to review the support you currently offer. Ask yourselves: Do all the adults in our 'patch' know where to get support? Do they get the support they need? Do they have to ask for support, or is it readily available?

Focus on the fact that all teams in Scouting exist to support the adults who deliver the programme to young people. Could the work be organised or allocated better?

Identify the support that is needed

A good way to identify the support that is needed is to ask the Leaders themselves – be careful not to promise more than you can deliver, but at least get a focus for your energies from these discussions.

Areas of support to think about might be: communications, information flow, 'workload' of Leaders, facilities and resources, paperwork, use of the Scout Fellowship to support the programme, ongoing learning, refresher training, support structures (e.g. Assistant District Commissioners), 'management' of Leaders – recruitment, induction and reviews.

List different options for meeting these needs

Get your team together to discuss the ways of providing the support that has been requested. Don't stop at the first idea, create a list of all the options; think widely to come up with creative solutions. Working with your team on this will mean that you come up with lots more ideas, provided that you encourage everyone to put forward all their suggestions – however silly they may seem at first! Give yourselves permission to think 'outside the box.'

Prioritise and decide on action

First it is necessary to prioritise the types of support identified – you can't do everything at once! You and your team need to decide who needs what support most urgently – and tackle those requests first.

There are a variety of criteria that may help to prioritise the requests: cost, time requirement, skill availability, and appropriateness. Alternatively, the advantages and disadvantages of the various options could be considered and then 'ranked' in order.

A plan for action then needs to be put together and should be researched thoroughly. Such a plan should consider the time scale, necessary time requirements, resources/equipment required and their availability to you. However simple the call for support, it is always useful to go through the action plan in your head.

If you think you are struggling, remember there are also people to support you and it may well be time to call on them.

Allocate resources and people

You and your team need to allocate resources, both human and material, to

provide the support needed.

As this support has been asked for, you should agree with the recipient the extent of the extra support that you are offering. Agreeing a time scale within which the objectives can be achieved is also vital. Even though they have asked you for support, you may not be the most appropriate person to deliver the support.

It is important to use your resources wisely. People only have a limited amount of time, and material resources always seem to be in short supply. Carefully select the resources to use for support (don't throw everything at every request) and make clear when the support will end. Some forms of support cannot run indefinitely (e.g. you could not run Section meetings in the absence of the Leader forever).

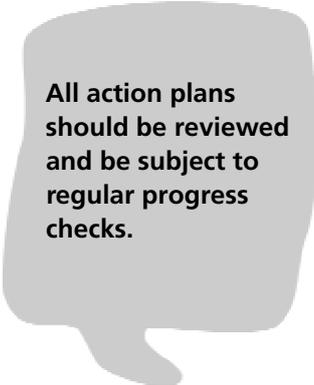
Give the support

Deliver the promised support within the limits and timeframe that you have agreed.

Support is not you being in control, but being there to help. The worst thing to do is 'take-over' and give the impression that you have 'the' solution. People need to be allowed to make their own mistakes (to some extent) as they go, as this is the only way that people can learn and grow.

Delivering support is more than providing a person with the necessary resources. Somebody (not necessarily you!) may need to help them use the resources you've provided.

Support that you have given (if it is well directed, considered and planned) will be remembered and appreciated, even if it was small. The reverse will also be true if you the promises made weren't kept (were they realistic? Did you plan and manage your resources?) You will lose credibility in the eyes of those that you support. Remember that adults who are well supported are more likely to stay involved with Scouting.



All action plans should be reviewed and be subject to regular progress checks.

Review the response

Did the support you offered have the desired effect? All action plans, however small, should be reviewed and be subject to regular progress checks. Make sure that promised actions and materials have been delivered at appropriate and agreed times.

Reviewing as you go along means that any necessary agreed changes to the plan can be made along the way. This will help you achieve the agreed outcome.

This process may mean that you go back to different parts of the checklist – making sure that what you have agreed still meets people's needs. You may want to think about how you have structured your team and the way in which you decided to offer support.

This checklist should give you a good idea of the things that you can do to ensure

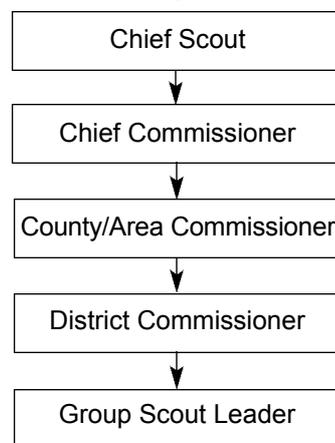
the people with whom you work Scouting are well supported.
As you work on this, think about how the support you are offering fits in with the support structures of Scouting.

The benefit of making this support available, and helping people to access it, will be happier and more confident Leaders providing Better Scouting for More Young People.

Line management structure

As with most organisations, there is a line management structure within Scouting. The people who hold these roles have overall responsibility for Scouting in their area.

The line management structure in Scouting is as follows:



These people have responsibility for a number of things – developing Scouting, ensuring safety, ensuring the policies of The Scout Association are upheld, and also the management and support of adult volunteers in Scouting.

For any adult in Scouting, their 'line manager' will always be a regular point of call for support. The line manager is the person to whom they are responsible within their Scouting role. The support that the line manager can offer covers a number of areas.

When an adult is appointed to a new role, the line manager needs to agree the key aspects and boundaries of the role.

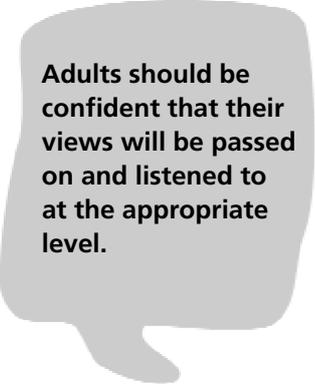
Agreeing the role

When an adult is appointed to a new role, the line manager agrees the key aspects and boundaries of the role during the induction process. This is an important phase in the process. It means that both parties are very clear about the role to be carried out, what tasks the role entails, when and where it is to be done, and for how long.

As the adult starts working in their role, they may well come across difficult areas. In this situation, the line manager will be able to provide clarification – about whose responsibility it is to resolve the issue, how best to tackle it - and provide support in case of difficulties. In doing so, they need to consider:

- what was agreed as part of the individual's role description
- the abilities of the adult concerned and their development
- how this issue will impact on others.

More information on the process of how to agree roles with adults taking on new appointments is available in *Recruitment of Adult Volunteers*.



Adults should be confident that their views will be passed on and listened to at the appropriate level.

Communication

The line management structure is also used in Scouting for communication.

It is important that Leaders and other adults have access to all the information that is available including materials to help them in their role, new initiatives, and policies that have been agreed by the Association. If Leaders have access to information that is clear, then their role in Scouting will be made much easier. As well as passing information down the structure, it is also important that Leaders have the opportunity to discuss their views on Scouting. They should be confident that their views will be passed on and listened to at the appropriate level.

For this to work effectively, a plan for communication needs to be created and followed. Try to use the most effective methods, and make sure that these methods reach everyone intended. Think about using meetings, mailings, email, newsletters, websites, or even text messages, and make sure that people know how and when they can contact you.

Resources and equipment

The line manager has responsibility for making sure that adults have the facilities, resources and support that they require in their role. This doesn't mean providing everything yourself, but instead, ensuring it is provided by the appropriate people. Aspects to consider include the following:

- Facilities - meeting areas, heating, storage, etc
- Resources - equipment, publications, funds, etc
- Contacts - people who can provide specific areas of support, places to go for resources
- Effective teams - the team in which and with which they work
- Communication - timely provision of and access to information.

Advice

Probably the greatest support a line manager can provide is advice. Being approachable when someone has questions is something that people will appreciate most. Remember that you don't need to know the answer to everything. Helping the adult explore their question or problem, explaining where to find the information, and allow them to come up with a solution with which you are both happy. This is a far more valuable way of giving advice than just telling someone what to do.

Encouragement and motivation

Recognition of people's successes, guidance on how to overcome difficulties, and backing people up in difficult situations will do a lot to build confidence. Think about how you encourage others, try to make sure you do it regularly, appropriately and in informal settings, complementing the review and awards processes. The odd word at the end of a meeting or the occasional phone call to see how it's going and pass on good comments can achieve this.

Some of the things that will help encourage and motivate people include:

- feeling that you care
- knowing that you believe they can achieve what's needed
- seeing that you will support them
- agreeing achievable goals
- being genuine with praise
- focusing on positives.

More information on the theories of motivation and how to motivate adults can be found in *Key Skills for Management – Motivation*.

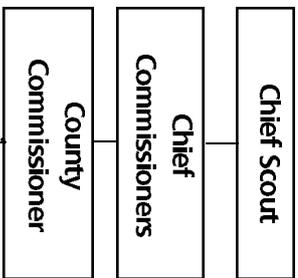
Review

Line managers should meet with all adults in their team to carry out a review at least once a year. This is an opportunity for both parties to discuss their progress in their role and agree what they are going to do next.

Used well, the review process is an important tool in giving constructive feedback, for planning how to make the best use of the adults in your patch and in making the adult feel wanted and understood. It also gives the opportunity for underlying concerns and issues to be brought out and positive steps taken to resolve them.

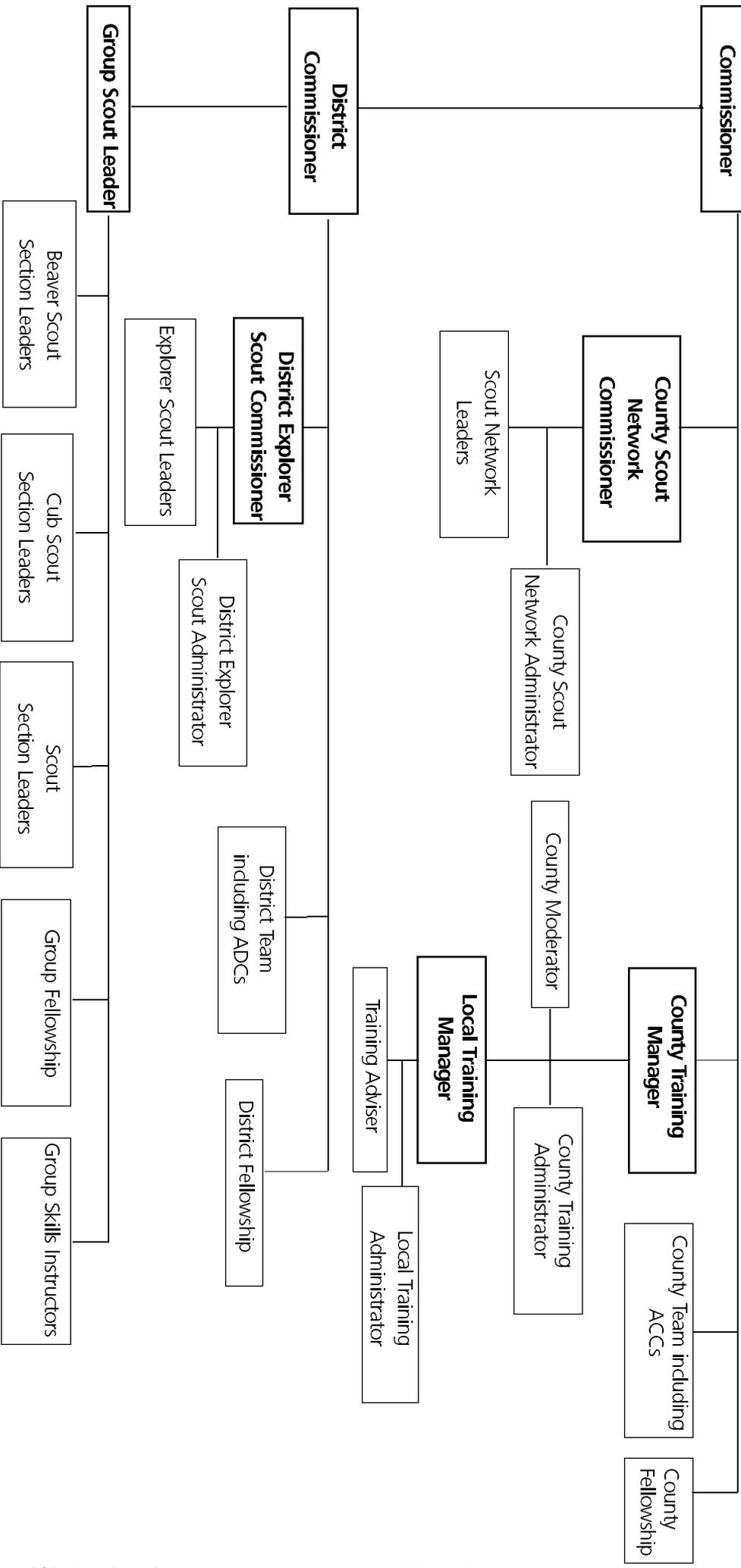
More information on how to carry out a review is available in *Review – Helping Adults Choose the Right Path*.

So how do these roles fit in with the overall structure of The Scout Association?



The diagram below shows how Chief Commissioners, County Commissioners, District Commissioners and Group Scout Leaders interact with the other roles in Scouting. The line managers are outlined with a darker box.

For simplicity, National Commissioners and Chairs of Headquarters' Committees have been excluded.



Support structure

Supporters in Scouting are those who are not in the line management chain, but are part of the support structure available to Leaders in local Scouting.

Setting up a support structure is the responsibility of the County or District Commissioner (CC/DC) - as appropriate. The people within this structure have the responsibility of assisting the CC/DC in carrying out their duties and helping Section Leaders run successful Scouting at a local level.

Information for County/District Commissioners

When setting up the structure in your patch, the first roles to fill are those with line management responsibilities – District Commissioners and Group Scout Leaders, County Scout Network Commissioners and District Explorer Scout Commissioners. These are the people who provide direction and leadership for Groups and Districts, and so have a great impact on local Scouting.

The next thing to consider is what the support structure should be like in your area. There are a variety of roles you could choose to make up the support structure, and no prescribed pattern. In most cases it is not necessary to have a 'full complement' of Assistant County or District Commissioners. It would be far better to have more Section Leaders working with young people.

Set up your team in a way that means that Leaders will be well supported, but also so that you have a team of people who will support you in your work. There are a number of areas of work for which you have responsibility, but don't necessarily have to do yourself. These are ideal tasks for your team to take on.

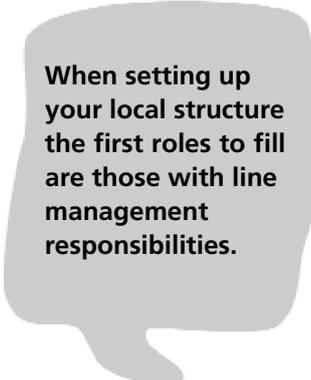
The publication *Local Volunteer Structures* offers different models of structures that you could set up in your area.

Information for Assistant County or District Commissioners,

The role of the ACC/ADC is to support the work of the County or District Commissioner in providing Better Scouting for More Young People in their area. They are a member of the local team; chair meetings; visit Groups; support and motivate Leaders. A good ACC/ADC will build healthy relationships with others in the County/District in order to make their role easier. It is essential that they are friendly and supportive of what is going on. An ACC/ADC needs to encourage teamwork and promote a willingness to share ideas and work practices with other adults in Scouting.

The focus of the work of an ACC/ADC should be the development plan. For example, if one of the District's targets is to increase the number of Scouts by 25%, then the ADC (Scouts) should work with Leaders to achieve this objective. This target should become the focus of District Scout meetings and events.

Communication is a key part of the role. An effective ACC/ADC will pass



When setting up your local structure the first roles to fill are those with line management responsibilities.

information to Leaders, and ideas and concerns to those attending regional meetings with Headquarters.

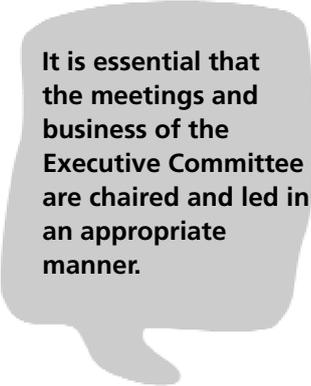
ACCs/ADCs may also be specialist advisers in a certain topic, so need to be easy to contact and well known by the Leaders in the County/District.

Executive Committee support

Every Scout Group, District and County has an Executive Committee. It is essential for the success of Scouting in that area. A strong and effective Executive Committee goes a long way towards building a strong and effective Group, District or County. This section considers the Group Executive, but the principles can be applied across the board.

The role of the Executive is to support the Group Scout Leader in meeting the responsibilities of their appointment, and is responsible for:

- the maintenance of the Group's property and equipment
- the raising of funds and the administration of the Group's finance
- the insurance of persons, property and equipment
- Group public occasions
- assisting with the recruitment of Leaders and other adult support.



It is essential that the meetings and business of the Executive Committee are chaired and led in an appropriate manner.

The Executive Committee is made up of a number of ex officio members (those who are part of the committee because of the role they hold), members nominated by the Group Scout Leader, members co-opted onto the Committee and members elected by the Council. The Group Council consists of all adults involved in the Group, including parents of the young people. For an exact definition of the constitution of the Group Council and Executive Committee, see Chapter 3 of *Policy, Organisation and Rules*.

A good Executive Committee bases its work on the Group Development Plan – providing the resources and support to ensure the goals on the plan are achieved. It meets on a regular basis to discuss the way forward and to check on progress. It is essential that the meetings and the business of the Executive Committee are chaired and led in an appropriate manner. The Chair needs to be focused and forward-looking to propose other ways that they can support the Group.

The committee should be made up of many different types of people. A balance of experienced Scouters and others not involved in Scouting is recommended. All members should be welcomed to contribute to meetings and discussions, and their views valued.

Members of the Executive Committee may have networks and contacts that could be used to the benefit of the Group. For example they may know of organisations that would be willing to sponsor activities, or donate money or goods to the Group.

Tips for kick-starting an effective Executive

Note: Each recognised Scout Group, District and County has charitable status in its own right, regardless of being registered with the Charity Commission. Members of the Group, District and County Executives are Charity Trustees.

These tips are for quick reference only and should not replace the proper induction or briefing of new Executive Members.

Quick tips:

- **Ensure that Executive members are fit for their role**

This includes both carrying criminal disclosures checks on them; it is also good practice to carry out appropriate checks against their names with the Charities Commission in England and Wales (www.charity-commission.gov.uk). In Scotland, please contact Scottish HQ who will be able to offer advice. Other areas should also consult locally.

See Rule 13.1 of *POR* for persons not allowed to act as Trustees.

Being fit for their role also means that they are not contravening The Scout Associations' rules on Executive Members e.g. that Warrented adults cannot take on Administrator roles (Chair, Secretary, Treasurer), nor may GSLs act as Group Chair.

- **Ensure that Members of the Executive understand their role**

Executive Members, like all adults in Scouting should have a role description, be inducted into their role, and receive appropriate support and training. The use of the administrator booklets and of the generic role descriptions is a good starting point.

The Executive Committee at the next level should support Executives and Executive members, Group Executives should be supported by District Executive, who in turn should be supported by the County Executive.

As well as understanding their individual roles on the Executive, Members should also understand the purpose and function of the Executive Committee and their role (and responsibilities) as a Charity Trustee.

- **Executives should seek professional advice as required**

Executives should be willing to seek (and pay for!) advice on specialist matters as appropriate, when they are unable to resolve a problem. This might also include obtaining training for Executive members from private companies.

- **Implement Statement of Recommended Practice 'SORP' regulations**

This covers the requirements for financial reporting. For information on SORP reporting see the Charity Commission website:

www.charity-commission.gov.uk

- **Ensure that the Executive meets regularly**

Meetings of the Executive should also be effective as should the AGM for more details on how to run effective meetings see *Key Skills for Management – Meetings*.

- **Ensure the Executive puts together (and adheres to) financial plans**
- **Ensure the Executive agrees a Constitution**

The Constitution should deal with practical issues such as the size of the Executive, working practices and cover the formation of sub-Committees. Any sub-Committees formed should have a clear remit. It should detail what they are going to do and for how long, their responsibilities and authorities.

- **Executives should ensure that record keeping is clear and accurate**
- **Sponsorship Agreements**

Executives should ensure that Sponsorship Agreements (for Sponsored Groups) are kept up to date and that both sides fulfil their obligations as per the Sponsorship Agreement.

Further information on Executive Committees

References to *Policy, Organisation and Rules* (October 2003 edition)

Scout Groups – Rule 3.23b. vii - xi

Scout Districts – Rule 4.20f. vi – x

Scout Counties – Rule 5.16f vi – x

For details on requirement to register with the Charity Commission (England and Wales only) -Rule 13.3a

Persons not allowed to act as Charity Trustees – Rule 13.1

Factsheets

Responsibilities of Charity Trustees (FS 500009)

Community Sponsorship (FS 310547)

Generic Role Descriptions

Other Scout Association publications of interest

Supporting the Group Treasurer

Supporting the Group Chairman

Supporting the Group Secretary

Supporting the Group Supporter

Key Skills for Management

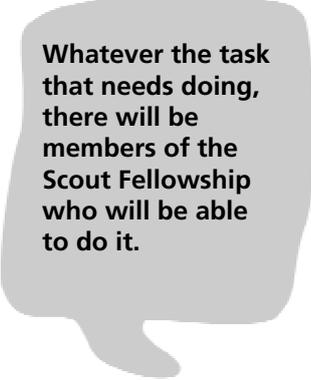
Charity Commission (England and Wales) publications

CC3: Responsibilities of Charity Trustees

CC3 (a) Summary of Responsibilities of Charity Trustees

These publications can be viewed online at www.charity-commission.gov.uk or can be obtained through the Charity Commission Contact Centre on 0870 333 0123.

Local support - the Scout Fellowship



Whatever the task that needs doing, there will be members of the Scout Fellowship who will be able to do it.

The Scout Fellowship is a group of adults aged 18 and over who provide active support to Scouting as individuals, small groups or the whole Fellowship. Active has many meanings – in this case, it is doing something that would directly affect the lives of young people. This could take the form of raising money for events, or having the authorisation needed to take a group of young people hill walking.

There are around 900 Districts in the UK, nearly all of them supported by a Scout Fellowship. So wherever you are, you are never far away from support. There are so many ways in which the Scout Fellowship can help local Scouting.

Members of the Fellowship will have a great deal of Scouting experience and could therefore take some of the pressure off you and others in the District or County. They are at their best offering experience that is difficult to obtain elsewhere. Whatever the task you need to be undertaken there will be members of the Scout Fellowship who are able to do it for you.

The Scout Fellowship will include members with a wide range of skills, experience and expertise. Examples may include:

- Mountaineering
- Canoeing
- Caving
- Marshalling
- First Aid
- Fundraising
- Catering
- Badge expertise
- Manning stalls
- Car parking
- Backwoods cooking
- Running events
- Activity Authorisations
- Training Advisers
- Technical skills
- Development specialists
- Nights Away Advisers
- Recruitment specialists
- Scoutcraft
- Crafts
- Organisational skills

The amount of time that you require a Scout Fellowship or a member of a Scout Fellowship to support you may vary. If you see a project lasting a long period of time then you'll need to plan the time of the Scout Fellowship members too. However, one of the major benefits of the Scout Fellowship is that it is flexible. You could, if necessary, call on them at very short notice and they should still be able to help.

The Scout Fellowship is an essential part of the Group, District or County. They are in essence a support team to help line managers in their role in providing Better Scouting for More Young People. Encouraging Scout Fellowships to be the local support team for Scouting will reap rewards.

The Scout Fellowship is like fitness - if you don't use it you lose it. However, if you encourage the Scout Fellowship by asking for their help and using their skills, it will be a team that grows and is valued.

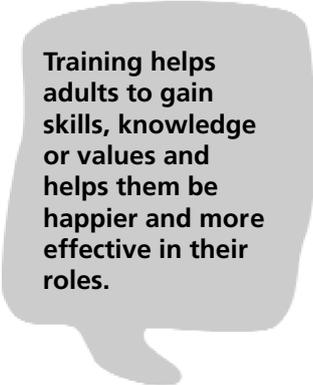
More information on how to set up, run and develop a Scout Fellowship is available in *Active Support - A Complete Guide to the Scout Fellowship*.

The Adult Training Scheme and Training Advisers

The Adult Training Scheme

The Scout Association's Adult Training Scheme enables adults to gain the skills they need to deliver and/or support the programme for young people. The scheme:

- helps adults understand Scouting and their role within it
- gives them the skills they need to do their job
- improves the quality and quantity of Scouting delivered
- supports adults in their own personal development.



Training helps adults to gain skills, knowledge or values and helps them be happier and more effective in their roles.

Training helps adults to gain skills, knowledge or values and helps them be happier and more effective in their roles. The necessary training can be delivered in a variety of ways to ensure there is the flexibility to suit everyone.

The scheme has been built around the principles that training should be accessible to all, flexible, and consistent. It builds on existing knowledge and skills, provides opportunities for adults to interact with others, use familiar Scout methods, and is externally recognised.

The scheme is divided into 36 modules, and different roles require a different selection of modules to be completed. The role description agreed during induction will help to define which modules should be tackled. No training within the scheme is compulsory. If an adult already has the skills and knowledge that are required for their role they do not have to repeat the training for its own sake. They will however have to demonstrate that they have this knowledge and skill through a validation process with their Training Adviser.

The Personal Learning Plan is an important part of the scheme and is created with the help of the Training Adviser. The plan is constructed by identifying which modules are relevant by answering a number of short questions. This process is completed using the *Adult's Personal File*.

The role of the Training Adviser

Training Advisers support adults through the Training Scheme. A Training Adviser will normally be someone with experience of the role that the adult they support is taking on.

Training Advisers have a number of responsibilities:

- To meet with the adult and explain the scheme to them
- To help the adult put together a Personal Learning Plan
- To review their progress with training regularly
- To sign off modules that have been completed satisfactorily
- Recommend the award of the Wood Badge.

The Training Adviser will be a key person in an adult's first few months in their role. They will be someone that can give advice, guidance and support during the induction phase. It is important that they get on well, and take time to build a relationship of trust with each other.

The Adult Training Scheme is another of the support mechanisms provided by Scouting to help an adult in their role. It should provide them with the confidence they need to do it well.

The structure of Headquarters

The table below shows an overview of the staff departments that make up Headquarters.

	<i>Managed by:</i>	<i>Areas of responsibility:</i>	<i>Committee support by:</i>
Chief Executive	Director of Programme and Development	<ul style="list-style-type: none"> - Youth Programme - Development/FDS - Adult Support - Activities - International/Jamboree - Special Needs - Religious Development - Duke of Edinburgh's Award 	Programme and Development sub-Committee
	Director of Marketing and Communications	<ul style="list-style-type: none"> - <i>Scouting</i> magazine - Press and Public Relations - Publications - Design - Information Centre - Fundraising - Partnerships and Corporate Relations 	General purposes sub-Committee
	Director of Finance	<ul style="list-style-type: none"> - Insurance - Gilwell Park Hotel & Conference Centre - Accounts - Campsites <ul style="list-style-type: none"> - Gilwell Park - Hawkhurst Adventure Centre 	Finance sub-Committee
	The Secretary	<ul style="list-style-type: none"> - Membership Services - Vetting, Records, Awards - Child Protection - Legal/Trust Corporation - Human Resources - Information Systems - Archives - Secretary's Department 	General purposes sub-Committee

The Committee of the Council of The Scout Association maintains a Headquarters staff, with departments structured as required for the implementation of its policies. It provide services and materials necessary for the proper conduct and development of Scouting.

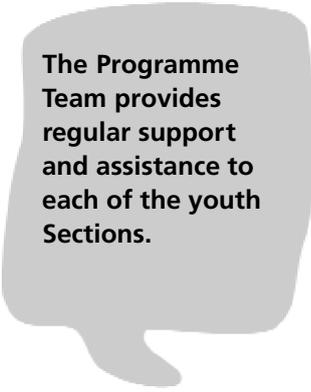
The Committee of the Council appoints the Chief Executive. The Chief Executive is responsible for the co-ordination of all the work of the staff of Headquarters, for the implementation of the policy of the Committee of the Council and for such special tasks as may be requested by the Committee. The Chief Executive is an Ex officio Member of the Council of the Association and of the Committee of the Council.

The work of each directorate is outlined below:

Programme and Development

P & D is divided into three departments, each headed by an Assistant Director:

- Programme, Activities and International
- Adult Support and Technical Services
- Development and Diversity



The Programme Team provides regular support and assistance to each of the youth Sections.

Programme, Activities and International

The **Programme Team** provides regular support and assistance to each of the youth Sections and is responsible for implementing and supporting the Balanced Programme. The team also promotes spiritual and religious development and organises events and training opportunities for Members, including those with special needs. This team is responsible for the Association's operation of the Duke of Edinburgh's Award Scheme, and administers the Queen's Scout Award.

The **Activities Team** liaises with a wide range of national governing bodies and draws upon the experience of our own specialist advisers in order to ensure activities within Scouting meet an appropriate standard and are safe for our Members. The staff provides support and advice to the Movement in the six key activity areas of land, water, air, creative, technology and nights away. This includes the production of an extensive number of resources, visits to events (both Scouting and non-Scouting) and replying to individual enquiries on a day-to-day basis.

The **International Team** promotes international opportunities including camps and projects such as the International Camp Staff Programme (ICSP) and the Global Awareness Partnership Project (GAPP). The team organises contingents to world events such as Moots as well as creating resources, promoting links with other countries (including through its pen-pal scheme) and administering grant aid for visits abroad. The staff supports the work of the International Commissioner and ACC/AACs (International) and co-ordinates and advises the Association's Overseas Branches and British Groups Abroad.

Adult Support and Technical Services

Adult Support aims to ensure that all adults in Scouting have the support they need to help them provide Scouting for young people. This involves providing information, advice and guidance on key areas such as recruitment, induction and review of adult volunteers, and maintains the Adult Training Scheme.

This team also supports the Scout Fellowship, which enables adults to actively support Scouting while enjoying social activities and participating in community service. Information is offered and help made available to its members.

The **Technical Services Team** maintains the wide range of training equipment at Gilwell. This is made available, together with technical support, for use on courses at Gilwell, National Scout Events and other Scouting purposes throughout the UK.

The **Jamboree Team** works with the UK Contingent Management Team to organise all aspects of the United Kingdom contingent's participation in the European Jamboree (EuroJam) in Hylands Park, Essex in 2005.

Development and Diversity

The **Field Development Service** is a mainly field-based team that offers direct advice and support to Groups, Districts and Counties throughout England and to British Scouts Western Europe. It works on the development and expansion of Scouting in local communities and advises on funding from the *Development Grants Board* and insurance relating to registered Community Action projects. Advice is also given to County and District Teams on policies and sources of specialist assistance and support provided to County and District Commissioners in the management of critical incidents.

the **Development and Diversity Team** provides practical advice and support to local and national initiatives and innovations for those areas of the population under underrepresented in Scouting. The team is also responsible for the work on special needs and faith and beliefs.

Secretariat

The **Records Team** provides Awards and Confidential Vetting services records. Leader and training records are maintained on current and past Warrant holders and on some Administrator and Adviser appointments. The Records Team records Scout Group registrations and cancellations. The Records Team also administers Scouting awards for long service, good service, meritorious conduct and gallantry.

The **Confidential Enquiries Team** receives somewhere in the region of 1,200 criminal disclosure applications every week. This makes The Scout Association the third biggest users of the Criminal Records Bureau in England and Wales and the largest charity user. On receipt of a criminal disclosure application form, an assistant checks the form and logs it before passing them to the CRB. This process enhances Headquarters' own internal checking procedures. The internal check

must come back clear for a person to be given their Provisional Appointment.

Membership Services are developing an integrated membership management system to be used by Sections, Groups, Districts, Counties and Areas. Once fully established, it will facilitate communications that will help support and grow Scouting. A separate system is currently used for collecting the statistics from the Annual Census of Membership.

The **Child Protection Team** promotes the implementation of the Association's Child Protection Policy *Young People First*. This seeks to safeguard the welfare of all Members by protecting them from physical, sexual and emotional harm. Direct support is provided to Commissioners, Field Development Staff and a network of County/Area Child Protection Co-ordinators.

Legal Services offer advice to Counties, Districts and Groups on a wide range of legal issues. The team monitors and interprets any new legislation, which may affect the Movement. The department also administers The Scout Association Trust Corporation, which any Scout Council may appoint to act as Custodian Trustees of freehold or leasehold property. Advice is also given on the effective management of the Association's intellectual property rights.

The **Archives Team** actively maintains records, documents, artefacts and other historical reference material charting the development of Scouting.

The **Human Resources Team** can advise Scout Counties and Areas on the employment of local staff and other employment issues. It is also responsible for all matters relating to Headquarters' staff.

Marketing and Communications

The **Scout Information Centre** provides a single point of contact for anyone seeking information or resources relating to any aspect of Scouting. Its opening hours are 8am until 8pm Monday to Friday and 9am until 12 noon on Saturdays, making it highly accessible to volunteers.

Tel: 0845 300 1818 (Local Rate)

Direct: 020 8433 7100

Fax: 020 8433 7103

email: info.centre@scout.org.uk

The Information Centre also provides a catalogue of all resources (well over a 1,000!) that the Association produces. Go to www.scouts.org.uk/scoutbase to view the catalogue online.

Scouting magazine provides information on a range of subjects of interest to both adult and young Members of the Movement and provides a vital news link

between Members. *Scouting* magazine will become a bi-monthly publication incorporating *Talking Points* as of October/November 2004. It will be sent free to all adult Members and Associate Members of the Association who pay Membership subscriptions.

Publications co-ordinates the writing and editing of Scouting resources, including books, factsheets, leaflets, questionnaires and The Association's website pages (www.scouts.org.uk). It monitors the use of UK Scout protected marks and items by both commercial publishers and Member organisations of the World Organisation of the Scout Movement.

ScoutBaseUK (www.scoutbase.org.uk) is the Members' website. It was created and is maintained by a network of volunteers working in partnership with Headquarters' teams.

The **Press and Public Relations Team** works with the media at both a local and national level, to promote the work of the Scout Movement. Other services include advice to the Movement on good public relations techniques, practical help in dealing with communication problems, support for national events, exhibitions and promotions.

The **Design Studio** provides creative and design support to all Headquarters teams and advises on the use of the corporate identity and Section sub-brands.

External Relations are maintained with other major national organisations. These are normally like-minded organisations which work with young people, such as the National Society for the Prevention of Cruelty to Children (NSPCC), the National Council of Voluntary Organisations (NCVO), the National Council for Voluntary Youth Services (NCVYS) and the National Youth Agency (NYA). The Association also maintains links with government departments and agencies on Scouting matters. Headquarters provides support to the All-Party Parliamentary Scout Group of MPs at Westminster.

Fundraising from charitable trusts and other grant making bodies helps provide resources for national projects and Headquarters funds. Services provided by the **Fundraising Team** include information and advice to the Movement on potential sources of funding including charitable trusts, companies, the National Lottery and tax effective giving such as Deeds of Covenant, Gift Aid and Payroll Giving.

Fundraising to support the redevelopment of the Gilwell Park Campsite is also conducted within this team.

Partnerships and Corporate Relations develop and implement national business-supported fundraising initiatives and seeks sponsorship for a range of Scouting activities and badges.

Finance

The **Finance Team** provide advice to Counties, Districts and Scout Groups on a range of financial, tax and investment matters. It also administers, and provides information about the Short Term Investment Service for Groups, Districts and Counties wishing to invest funds at attractive rates for short periods.

Scouting's subsidiary companies and linked trusts

Outdoors supplies a wide range of Scouting merchandise including uniforms, flags, badges and publications.

Outdoors (Scout Shops Ltd)

Outdoors is the retail arm of The Scout Association. It operates a chain of 27 High Street shops across the United Kingdom, a mail order service based at the company's head office in Lancing, West Sussex and a web-based ordering system.

Outdoors supplies a wide range of Scouting merchandise including uniforms, scarves, flags, badges, publications, souvenirs and gifts. *Outdoors* also sells a wide range of products for camping and the outdoors from many leading suppliers, as well as a range of own brand products at excellent value for money.

Core lines include outdoor and travel clothing, footwear, tents, rucsacs and daysacs, sleeping bags, travel equipment and all the camping gear you would need for summer camp.

To find your nearest store, visit:

Website: www.outdoors.ltd.uk

Email: enquiries@outdoors.ltd.uk

Tel: 01903 755 352

Fax: 01903 750 993

Scout Insurance Services Ltd

Scout Insurance Services - based at Lancing, West Sussex - administer the Legal Liability Policy and the Association's Personal Accident and Medical Expenses Policy, which provides benefits to Members where injury or illness occurs during Scouting activities. Services also include arranging supplementary accident insurance cover at competitive premiums on a Group basis, and arranging insurance for property, equipment, boats, visits abroad and other Scouting needs, if required.

Tel: 01903 768524

Fax: 01903 751044

email: insurance@scout.org.uk

Scouting 2007

The **Scouting 2007 Team** manages all preparations for the 2007 Centenary of Scouting. This includes the planning for the European Scout Jamboree (EuroJam) at Hylands Park, Essex in 2005, the World Scout Jamboree at the same venue in 2007 and the UK and World celebrations for the Centenary.

More information can be found at: www.scouting2007.org.uk



Scout Holiday Homes Trust

The Scout Holiday Homes Trust is a Registered Charity, founded in 1969, by former Scouts to provide suitable self-catering holiday accommodation in a welcoming family environment. It supports any family or group who has a member with special needs, families with elderly or frail members, people with any special needs with their carers, single parent families and low income families – in fact any family in which the quality of life is diminished by disability, infirmity or misfortune. There is no requirement to be a Member of either the Scout or Guide Movements to use the facilities. The Trust owns 16 caravans and two chalets on 13 fully commercial seaside holiday parks (e.g. British Holidays, Haven Holidays and Hoburne Holidays).

The Scout Holiday Homes trust is managed locally and nationally by volunteers dedicated to the tradition that 'Scouts Help Others'. Its income depends on Members' subscriptions, voluntary donations, legacies and fundraising by Members and supporters.

Foreign postage stamps, foreign currency left over from holiday trips, small change, money-off coupons, church collections, savings stamps, bequests and so on all help to provide the much-needed income to continue and, hopefully, expand the work of the Trust to help those who benefit from the Trust's facilities. The Trust is based at The Scout Association's Headquarters at Gilwell Park.

Tel: 020 8433 7290

Fax: 020 8433 7184

Website: www.scouts.org.uk/scoutbase/hq/holhomes

Email: scout.holiday.homes@scout.org.uk

Decision-making structures



Headquarters implements the Committee's policy and provides the services necessary for Scouting's development.

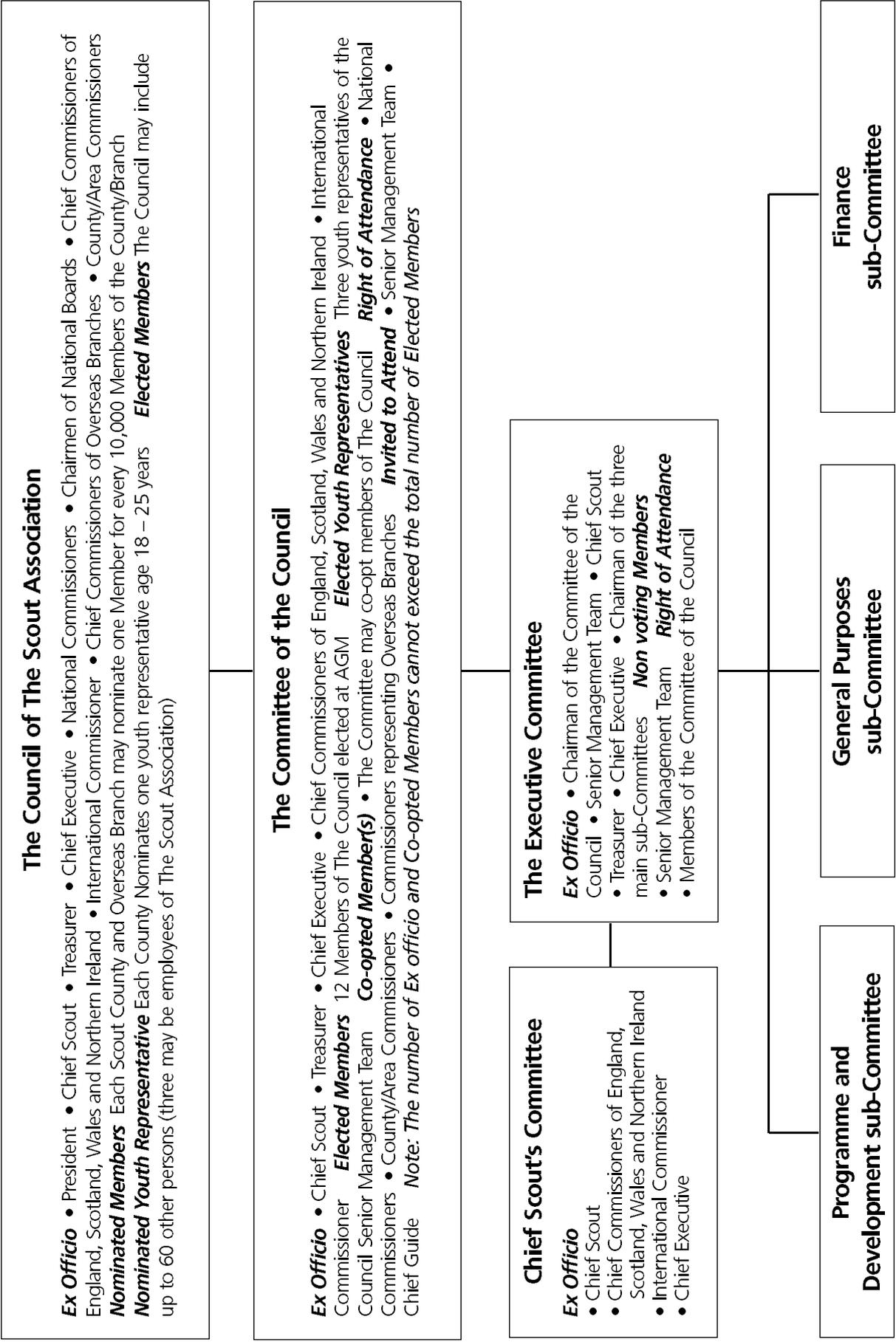
The decision-making structure within The Scout Association is made up of volunteer committees who work with the staff at Headquarters.

The Scout Association is governed by the Council of The Scout Association (membership as detailed in the chart overleaf). The Committee of the Council maintains Headquarters whose various departments implement the Committee's policy and to provide the services and materials necessary for the development of Scouting. The Committee of the Council delegates some of its powers to an Executive Committee and to four main sub-Committees:

- The Chief Scout's Committee
- Programme and Development sub-Committee
- General Purposes sub-Committee
- Finance sub-Committee.

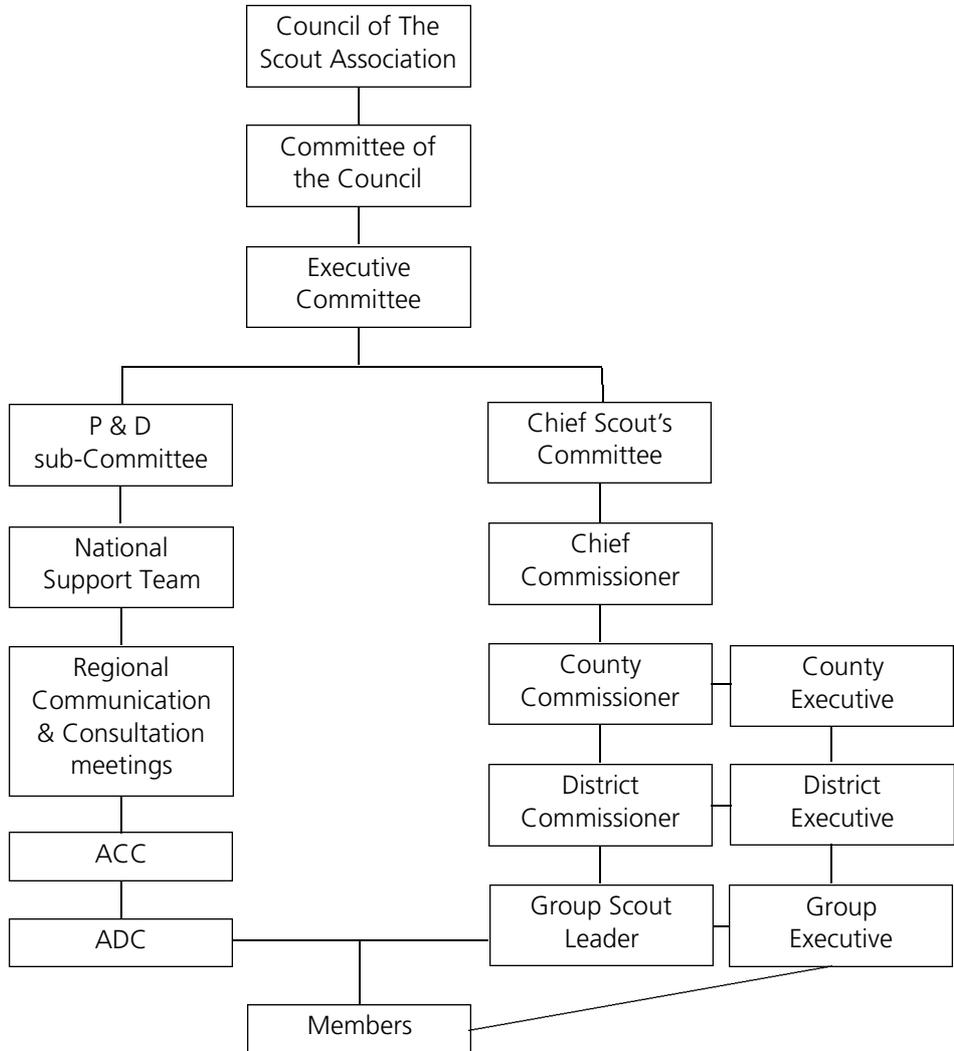
In turn, various National Support Teams headed and supported by National Commissioners advise the sub-Committees.

Committee structure of the Headquarters of The Scout Association



How do we get our opinions heard at national level?

There is a defined structure within the Association so that all Members: young people, Leaders, line managers and other supporters are able to influence the Association's policy making at all levels.



The above diagram shows the route of communication within The Scout Association. Individual Members can choose to express their opinions through the line management structure and/or through the Section supporter route. These opinions are fed as appropriate into Headquarters sub-Committees and are taken forward to the other Committees and are decided on as policy by the Committee of the Council.