



Scouts

Central Yorkshire Scouts

Transformation Day

28th January 2024

Transitioning to Trustee Boards

Presentation Content

1. Moving to a team-based approach
2. For Trustee Boards, what has already changed?
3. For Trustee Boards, what else will change?
4. Resources
5. Next steps
6. Follow up

Introduction

As part of the work to transform the volunteer experience within Scouts there are changes to Executive Committees and how they function

These changes are informed by:

1. The evolution of good practice guidance from charity regulators
2. Our move to a teams-based approach

These cultural and procedural changes to how Executive Committees currently operate will support our Skills for Life strategy, our 'North Star' and the overall aims of the volunteer experience transformation



**Making volunteering easier and more fun is
how we reach our North star...**



**More young
people gaining
skills for life**

**Consistently and safely
deliver a great programme**

**Recruit more volunteers
and retain current ones**

**We want to make volunteering with
Scouts easier and more fun...**

**...so that we can attract more volunteers
and our current volunteers want to stay**



Setting up for success

Good governance is fundamental to a charity's success, enabling and supporting the charity to:

- Meet the charity's objectives
- Comply with the law and relevant regulations

Good practice for charities is set by the charity regulators, and there have been some significant changes over the past few years.

Note that these changes apply whether or not your charity is registered with a charity regulator. They apply to all Groups, Districts and Counties or equivalent.



1. Moving to a team-based approach

Moving to a team-based approach

The key principles for these teams are to:

- Allow for flexible volunteering that suits people's skills, interests, and time
- Provide clear purpose and responsibilities
- Have tasks that will be shared among a team
- Be led by a Team Leader or Lead Volunteer
- Have a team description that describes the purpose, and the tasks that need to be achieved

Transforming our volunteer experience

Quick links

[Our volunteering culture](#) >

[How we volunteer together](#) >



Our volunteering culture

Our volunteering culture is a shared understanding for what we do and say as volunteers in Scouts.

[Learn more about our culture >](#)

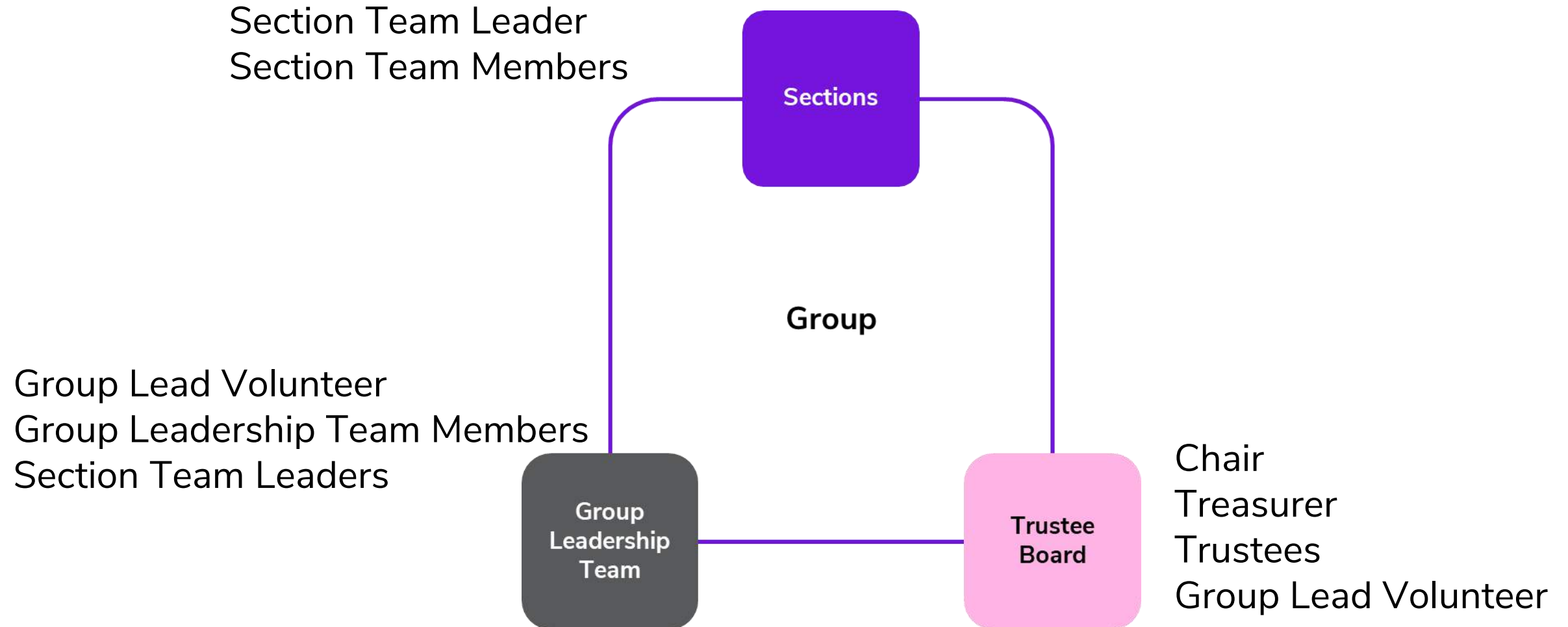


How we volunteer together

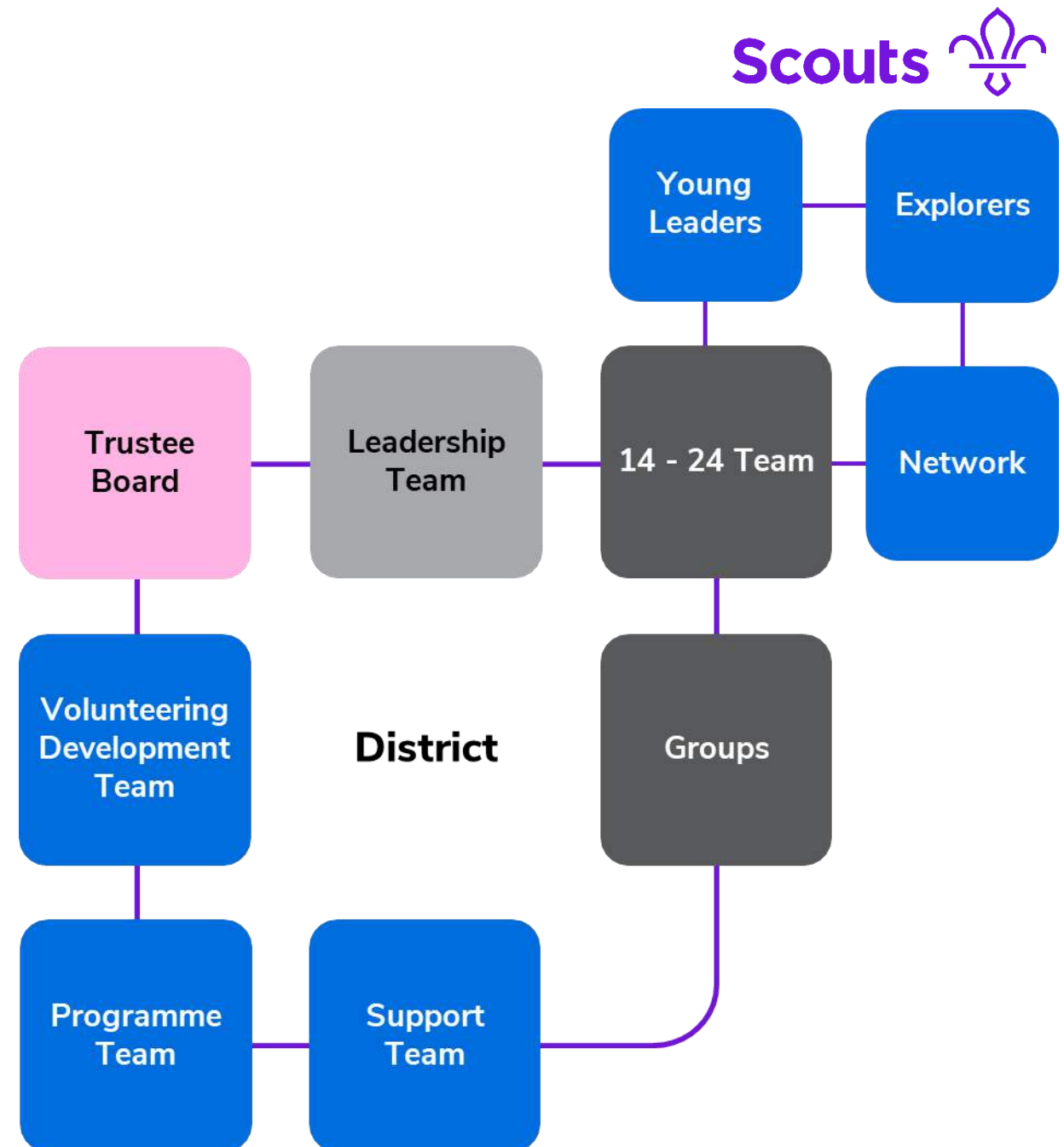
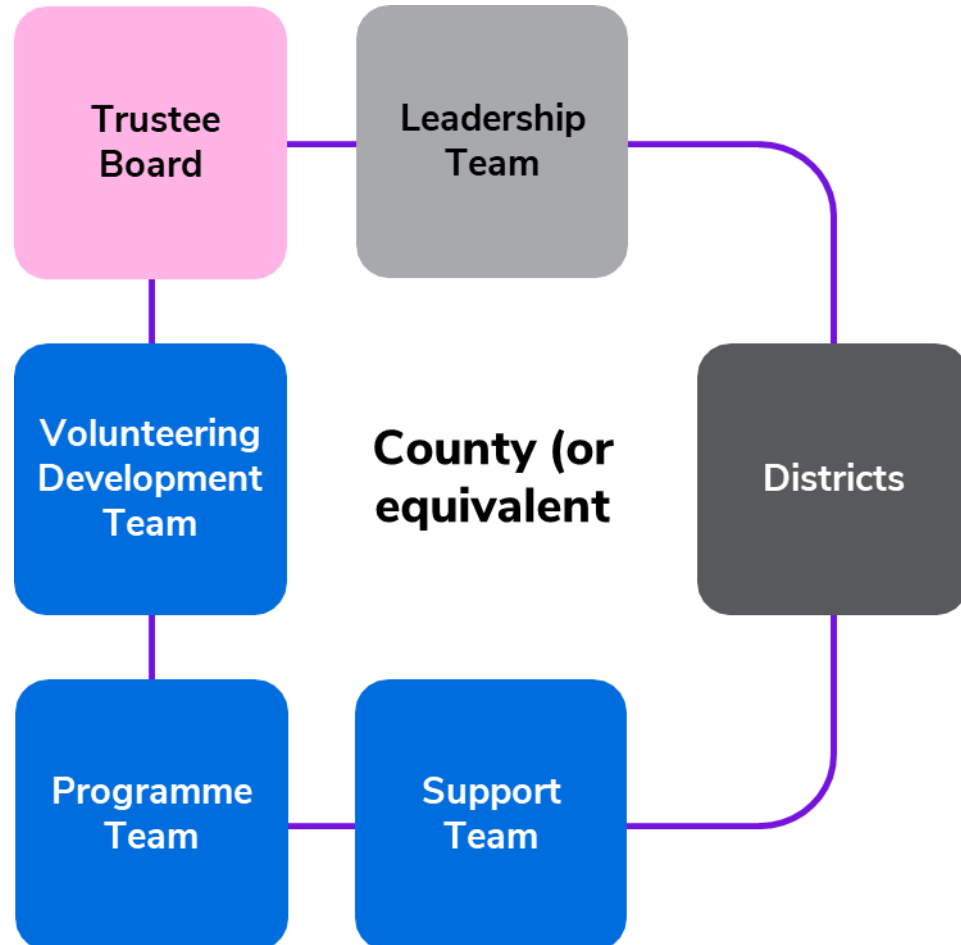
An overview of the changes to how we volunteer, how we work in teams and team descriptions.

[Discover the changes to teams >](#)

Group Structure



District & County Structure



2. For Trustee Boards, what has changed already?

Renaming as Trustee Boards

Executive Committees have been renamed as Trustee Boards, members of which are renamed as Trustees

Why this change?

- To help reinforce the purpose of Trustee Boards and focus on the role and responsibilities of being a charity Trustee



Responsibilities of a Trustee Board

- 1. Develop and maintain a risk register
- 2. Ensure finances are managed properly
- 3. Ensure that people, property and equipment are appropriately insured
- 4. Promote & develop Scouting in the local area
- 5. Ensure the appointment and management and operation of any sub-committees, including appointing a Chair to lead the sub-committee
- 6. Ensure that effective administration is in place to support the work of the Trustee Board
- 7. Appoint any Administrators, Advisers and co-opted members of the Trustee Board
- 8. Ensure transparency of operation
- 9. Take responsibility for adherence to Data Protection Legislation recognising that, dependent on circumstances, it will at different times act as a Data Controller and as a Data Processor
- 10. Individually and collectively maintain confidentiality regarding appropriate Trustee Board business Transitioning to Trustee Board

Trustee Board - Purpose

Trustee Boards need to focus on governance and now have a clearer purpose statement in POR to reflect this.

Why this change?

- To align with good practice guidance from charity regulators
- To focus on ensuring effective governance. This is the core responsibility of any charity Trustee Board.
- To ensure that the charity focusses on meeting its objectives



Trustee Board - Purpose

Elements of the purpose of a Trustee Board include:

- Being confident that:
 - Young people are meaningfully involved in decision making at all levels
 - There are sufficient resources available to meet any planned work
 - Scouts has a positive image in their local community
- Managing risk:
 - Developing and maintaining a risk register, including the appropriate mitigations
- Ensuring that:
 - The charity's finances are properly managed and appropriately budgeted
 - Effective administration is in place to support the work of the Trustee Board



What this looks like in practice

Some areas are for trustees **to be confident** that they are being done.

Some areas, the core governance tasks, are for trustees **themselves collectively** to do.

Operational tasks

Repairing the hut, cutting grass, fundraising and similar tasks are still really important.

In a group these tasks will be managed through the Group Leadership Team. In the District or County these tasks will be managed by a Support Team.

If you are a Trustee that currently has operational tasks you can still do them but as part of the operational team rather than as a Trustee..





Your Constitution

All Trustee Boards must ensure they have adopted a constitution as their governing document.

This could be:

- The constitution as set out in POR
- An adapted version of the constitution as set out in POR, or Scottish variations

When should this be done?

- If you haven't already adopted a constitution this should be done formally at your next AGM
- It's good practice to re-adopt your constitution at every AGM

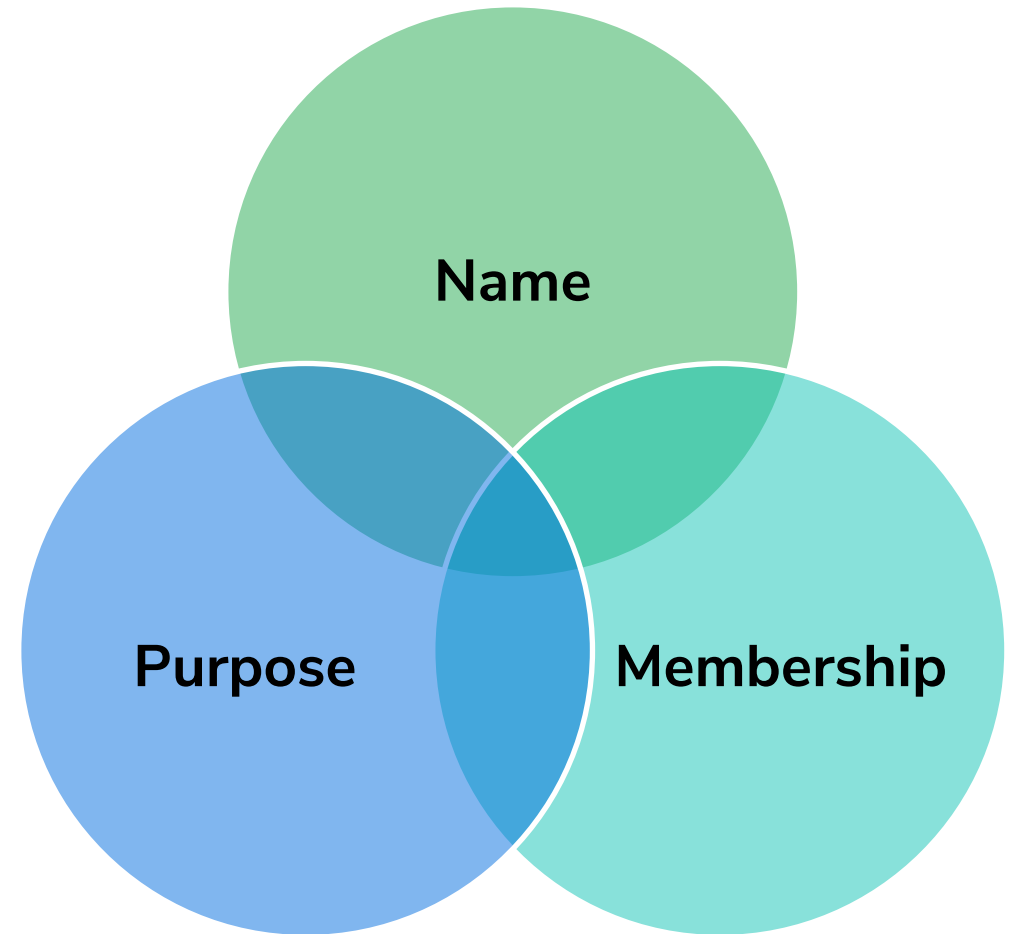
3. For Trustee Boards, what else will change?

Changes to Trustee Board membership

To bring our governance up-to-date with current charity sector good practice we need to ensure that Trustee Boards are the right size and have the appropriate membership to deliver their purpose

The membership changes will be detailed in full in the next edition of POR and should be used to prepare for your next AGM, following migration to the new digital system.

At your next AGM, your next Trustee Board will be appointed using these new rules and the updated constitution to reflect these new rules must be adopted.



Trustee Board - Membership

What is changing?

As a continuation of the work to align Scouts with good practice guidance from charity regulators (in all nations):

Trustee Board Size - Having enough people to have a range of views, without making decisions difficult

Membership Periods - Ensuring Trustee Boards are progressively refreshed and continue to have objectivity

Administration - To ensure all Trustees can play a full role in board discussions and decisions, but underpinned by excellent administration



Trustee Board Size

In line with charity sector good practice, Trustee Boards, should be:

- Size of between 5 and 12 Trustees
- Supported by excellent administration

and will comprise:

- Chair
- Treasurer
- Lead Volunteer - ex-officio
- Youth Lead - ex-officio
(District and County; except Scotland))
- Additional appointed Trustees
- Co-opted Trustees (where appropriate)





Trustee Board membership

Ex-officio Trustees

Group - Group Lead Volunteer

Removed: Deputy Group Scout Leader,
Section Leaders, Sponsoring authority,
Secretary

District - District Lead Volunteer and District
Youth Lead

Removed: DESC, DSNC, Secretary

County - County Lead Volunteer and County
Youth Lead

Removed: Secretary

Shared ex-officio roles must all be eligible to be Trustees and complete Trustee learning, but only one will use the ex-officio position

Trustee Board membership

Appointed & Co-opted Trustees

- 'Appointed' Trustees replace 'Nominated' and 'Elected' Trustees
- Good practice is to have a formal, rigorous and transparent procedure to appoint new trustees to the board, which includes advertising vacancies widely
- Trustee Boards will agree what the open selection process is for all appointed Trustees, who will then be appointed at the AGM based on the outcome of this selection process
- Co-opting of Trustees will continue, these are included in the 5 -12 membership size, with the number of co-opted Trustees not exceeding the number of appointed Trustees, excluding the Chair & Treasurer





Trustee Board membership

Excellent administration

- Trustee Boards need good administration and are collectively responsible for ensuring that this is in place
- Administration is important but is not, of itself, the responsibility of a Trustee. It will be part of the responsibility of the Group Leadership or District/County Support Team
- Current Secretaries will be automatically moved into a Trustee role when migrating to the new system and the role itself will be discontinued
- Administration can be organised to suit individual Trustee Boards. For example, the current Secretary becoming a member of the Group Leadership or District/County Support Team and carrying out any admin tasks

Membership Periods

- Appointed Trustees are initially appointed at the AGM for up to 3 years
- Co-opted Trustees are initially appointed by the Trustee Board for a period of one year, and would normally become Appointed Trustees at the next AGM
- All Trustee appointments (including Chair and Treasurer) can be extended by the Scout Council at the AGM in steps of up to 3 years
- A Trustee can be a member of a Trustee Board for a maximum of 9 years, in any role
- Membership periods will start from 2024 AGMs and do not include previous service as Trustees
- Ex-officio roles are not subject to membership periods as a Trustee (though their role may have a term limit)



Additional Changes

- The Trustee Board must confirm, through processes set out by the regulators, that all Trustees are eligible
- Where possible, Trustee Boards should have two members aged 18 to 25
- Anyone invited, or with the right to, may attend a Trustee Board, but would not have a formal vote.

This includes under 18's - views of young people should always be considered

- The quorum for a Trustee Board meeting will be 'one third of members, plus one'
- Scout Councils continue to set the quorum for their meetings (Scout Councils normally just meet for their AGM)

Examples - Governance vs. Operational

Persona Examples



Linda – 1st Anytown Scout Group

Exec Committee Member

- Look after buildings and property
- Helps to organise and run fundraising activities
- Maintains Group equipment



Linda – 1st Anytown Scout Group

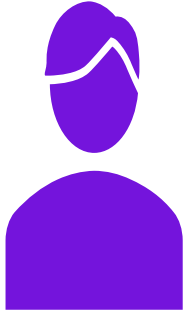
As Group Trustee

- Takes full part in Trustee Board meetings as a Trustee, including oversight of buildings and property and budgeting

As Member of Group Leadership Team (or in Support Sub-Team)

- Helps to manage/maintain Group property
- Helps to organise and run fundraising activities
- Helps to maintain Group equipment

Persona Examples

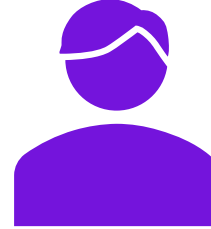


Daniel – Anytown District

District Exec Secretary

- Records minutes and actions of Exec Meetings
- Prepares meeting agendas
- Co-ordinates preparations for AGM

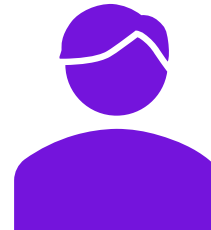
OR



Daniel – Anytown District

District Support Team Member

- Records minutes and actions of Exec Meetings
- Prepares meeting agendas
- Co-ordinates preparations for AGM



Daniel – Anytown District

As District Trustee

- Takes full part in Trustee Board meetings as a Trustee

As District Support Team Member

- Ensures minutes and actions of Exec Meetings are recorded
- Prepares meeting agendas
- Co-ordinates preparations for AGM

Persona Examples



Wilma – 1st Anytown Scout Group

Group Exec Treasurer

- Provides finance advice and reporting to Trustee Board
- With Trustee Board ensures appropriate insurances are in place
- Prepares annual accounts and ensures their timely 'audit'
- Pays invoices and expenses
- Manages banking and other financial transactions
- Keeps appropriate 'books' and copies of relevant support documentation



Wilma – 1st Anytown Scout Group

As Group Trustee Board Treasurer

- Provides finance advice and reporting to Trustee Board
- With Trustee Board ensures appropriate insurances are in place
- Prepares annual accounts and ensures their timely 'audit'

As Member of Group Leadership Team (Support Sub-Team)

- Pays invoices and expenses
- Manages banking and other financial transactions
- Keeps appropriate 'books' and copies of relevant support documentation

4. Resources

Resources

Available now:

- [Updated the Moving to Trustee Boards webpage](#)
- [Current AGM templates and script](#)
- [Webpage providing guidance and examples for an open selection process for appointing Trustees](#)

Coming soon (aligned with POR release):

- POR Chapter 5 for post-migration
- [Risk Register guidance and template](#)
- Trustee Board yearly meeting planner tool
- Updated AGM template and script
- [Updated webpage on accounting and reporting](#)



5. Next Steps

Next Steps

- Any Groups, Districts, Counties (or equivalents) still using the terms Executive Committees and Executive Committee Members must update these
- All Trustee Boards must actively work towards embedding the updated purpose statement in what they do and your Trustee Board agenda planning
- Use the updated AGM template and script in your AGM planning
- All Trustee Boards to use the membership changes information to plan and begin implementing changes ready for their next AGM following migration to the new digital system



Activity



Scouts

**Transitioning to Trustee Boards
Governance? or Support?**

Introduction

This is a simple activity to identify which tasks are Governance tasks for Trustee Boards and which tasks are support tasks for the leadership or support team



1. Create and look after relationships with other organisations that can help Scouts grow locally.

Support



2. Develop and maintain a risk register, including putting in place appropriate mitigations.

Governance



3. Ensure finances are properly managed, including development and maintenance of appropriate budgets

Governance





4. Create a positive image of Scouts in the local community. For example, through local media.

Support

5. Maintain and manage a reserves policy, investment policy and public benefit statement.

Governance



6. Plan and run fundraising events when they're needed

Support





**7. Help with finance admin to keep an eye on income and spend.
(if asked to by the Trustee Board)**

This could include bookkeeping, paying expenses/invoices, and tracking income/expenditure against the budget.

Support

8. Ensure that people, property and equipment are appropriately insured, and that any property and equipment owned or used by the charity is properly protected and maintained.

Governance



9. Set up and look after email, web, social media, and web meeting systems.

Support



10. Ensure that effective administration is in place to support the work of the Trustee Board.

Governance



11. Prepare and approve an Annual Report and Statement of Accounts.

Governance





**12. Pay invoices and
volunteer expenses.**

Support

**13. Maintain any equipment,
property and vehicles.**

Support



14. Maintain collective responsibility regarding appropriate business.

Governance

15. Buy flowers for a retiring volunteer.

Support



16. Arrange for an asbestos survey of the building.

Support



17. Take responsibility for adherence to data protection legislation.

Governance



18. Where staff are employed, act as a responsible employer in accordance with legislation and Scouts values.

Governance



Thank you