

A HANDBOOK FOR GROUP SCOUT LEADERS



**Chester and District Scout Council 2010
With thanks to the Welsh Scout Council**



WHAT'S IN IT FOR YOU?

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INTRODUCTION

Welcome to this handbook for Group Scout Leaders (GSLs).

It has been adapted from one produced by The Welsh Scout Council as a practical guide for you as an existing or prospective Group Scout Leader. It's based on real advice that has come from good practices of other GSLs.

Throughout this handbook reference is made to the role of "Group Scout Leader". We do realise that in some Scout Groups individuals may perform the role but have a different title such as Group Manager, Group Contact or Scouter-in-Charge. This handbook is about the role and not the title.

Scouting, since its inception, has been focussed on local communities and in local Scout Groups. The future of Scouting rests directly with adults, like you, who are working in a Scout Group: delivering active and adventurous Scouting directly to young people.

Having effective Groups, delivering quality Scouting must be our priority if our movement is to flourish.

Groups are most effective when they are well managed. Our successful Groups are those that offer active Scouting to all possible age Groups; where the Sections work together so youngsters progress and where there is an effective Leader team supported by an enthusiastic Group Executive and Group Council.

This ideal environment does not just happen. It takes effort and enthusiasm to make it work and it needs leadership. This leadership comes from you, the Group Scout Leader.

Therefore your role is pivotal in making Scouting work.

There is a lot to being a Group Scout Leader. Yours is a management role and involves you working with other adult teams; leading them and managing them.

Scouting has always worked through teams: the Beaver Scout Lodges, the Cub Scout Sixes or the

Scout Patrols. The same applies to adults. Working as a team invariably improves results and provides some of the rewards we expect to derive from our Scouting. It's part of belonging.

This handbook has been divided into sections each one dealing with a different aspect of your role. Hopefully you will find it is best used in bite sized chunks so it doesn't appear too intimidating. It should also act as a reference for the future so please feel free to add your own notes and information as you see fit.

At the end of each section is a checklist of good Scouting practice. You may wish to use them to self-check your own delivery of Scouting in your Group. Not every issue may be relevant to your Group so you can concentrate on those which you feel are important to you. Do look critically at what you do because we all fall into the trap of believing we are doing things right and therefore don't have any problems.

If you feel that there is something that you would like to work on to improve your Group then do remember that it's unlikely you need to start from scratch. Somebody somewhere will have already done it and it will be available for your use. Keep in touch so that we can share ideas and experiences.

SECTION 1

You and Your Role

This first section concentrates on you and the role you have taken on.

Above all, your involvement in Scouting must be personally enjoyable. You must get out of Scouting personal satisfaction, a sense of achievement and knowledge that you are making a difference.

You're Appointment

You have been appointed to your role by the District Commissioner (DC). The DC is your line manager and you report to her or him, and discuss and agree the role you are to perform, including any specific tasks or projects linked to your Group's development.

The GSL's role is that of a manager. It may be helpful to consider yourself to be the manager of a local branch of a large, multinational organisation. To do this you will need skills related to planning, co-ordinating, developing people, forming teams, setting objectives, measuring results, etc. You may have a background from working on the shop floor (as a Leader in a Section) which might help but it's not essential; many managers don't have such a background. You may like to spend some time on the shop floor and be prepared to have to do so in an emergency; but it is just that, something you do occasionally. If you have to do it more regularly then maybe there is a more serious underlying problem.

It's the same in Scouting. Working with the youngsters is best left to Section Leaders; management is best left to the manager.

Your Training

You will have been asked to take on your role because you have something to offer. Managing volunteers offers different challenges to, say, managing employees and there will be things you are able to do and can't do from day one. Your DC will discuss with you your training needs and plan with you how to meet them. The Scout Association has a modular training scheme that is obligatory for those holding an appointment such as yours.

Training is managed by the Local Training Manager (LTM). The DC and LTM together will organise a Training Adviser (TA) to work with you and provide you with direct support during your early days. One of your first tasks will be to put together your own personal training plan. How you train will be up to you but it might involve some distance learning, project work, or attending a course.

By the way we do like our acronyms and abbreviations in Scouting so start to get used to GSL, DC, ADC, LTM, and TA and so on!

Who is there to Help You?

If you have questions then your line manager, the DC, will probably be your first contact. Your TA will also be available to help and will be able to answer many of your questions. Your fellow GSLs are another source of valuable information and advice, as they have probably already faced the problems you are experiencing. You will benefit from meeting them and seeing how they approach the role.

In the District there are regular meetings for GSLs to discuss issues of interest and plan what is to happen in the District. We also have Assistant District Commissioners (ADCs) for each Section, who handle all the questions for their Section and organise District events for their age range.

They are also a valuable source of advice and information to you. Scout Headquarters is based at Gilwell Park in Chingford and operates the Scout Information Centre. They won't be able to answer questions of a local nature but are an excellent source of general information and support materials.

You're Team

Groups vary in their makeup. Typically they may comprise one or more Beaver Scout Colonies, Cub Scout Packs and Scout Troops. Not every Group has all three Sections but that might be one of your aims, so the Group can provide Scouting for youngsters aged 6 to 14. Beyond that age youngsters will transfer to the Explorer Scout Section, which is District based.

Each Section within the Group will be led by one or more adult Leaders supported by assistant Leaders and helpers. Your role is to work with each of those adults individually, as Sectional teams and as a Group team. You may want to determine what objectives to agree with the Group's adults and teams to deliver quality Scouting for the Group's youngsters. Sectional teams meet regularly to plan their programmes of activities and all adults should meet regularly at the Group Scouters' Meeting to discuss issues and plans affecting all Sections and the Group as a whole. The concept is an integrated programme for all young members with a natural progression between Sections and then on to your District Explorer Scouts.

These adults work directly with the youngsters and their focus must be on the delivery of our training programme.

The Group will also have other adults performing administrative and support roles. Each Group will have a Group Scout Council consisting of Patrol Leaders, all Leaders and other long term helpers, parents and other local supporters. The Group Council meets at least once per year in the form of the Annual General Meeting. More specifically each Group will have a Group Executive Committee consisting of a Chairman, Treasurer and Secretary and other officers and members according to the Group's needs.

The Group Executive's role is to ensure good stewardship of the Group and look after it as a business operation. Each Scout Group is a charity with its own trustees. You will be a trustee and being a charity carries with it certain obligations in terms of the way it's managed. The Group's Executive will amongst other issues address topics such as health and safety, insurance, finances, accounts, recruitment, fund raising, Group development and so on. The Executive Committee meets regularly to discuss and manage Group affairs and organise Group wide activities. Key to the Executive's operation will be the Group's development plan.

The Group's development plan should identify where the Group wants to be, when it will get there, how it will get there and who will play a part in the process.

MY PEOPLE LIST

My Section Leader team is:

Beaver Scouts:

Cub Scouts:

Scouts:

My Executive team is:

Chairman:

Treasurer:

Secretary:

Members:

Other Group Supporters (eg Active Support Unit, President, Chaplain):

The District Team is:

District Commissioner (and my line manager):

ADC Beaver Scouts:

ADC Cub Scouts:

ADC Scouts:

District Explorer Scout Commissioner:

ADC (Adult Support):

ADC (Activities):

District Active Support Manager:

District Chairman:

District Treasurer:

District Secretary:

Fellow GSLs:

The Local Training Manager is:

My Training Adviser is:

Other useful Scouting Contacts:

The Scout Association

Gilwell Park Bury Road, Chingford, London E4 7QW

Tel: 020 8433 7100

Web: www.scouts.org.uk

Information Centre

Tel: 0845 300 1818 (Local Rate) Direct: 020 8433 7100

Fax: 020 8433 7103

E-Mail: info.centre@scouts.org.uk

Useful resources are downloadable from:

The District web site	www.chesterscouts.org.uk
The County web site	www.cheshirescouts.org.uk
The national web site	www.scouts.org.uk
POR	www.scouts.org.uk/supportresources/71
Recruitment	members.scouts.org.uk/cms.php?pageid=1708

MY ROLE - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Needs work			All OK
I am quite clear about the role I've taken on	1	2	3	4
I know what skills and knowledge I need	1	2	3	4
I know what skills and knowledge I don't have	1	2	3	4
My personal training plan	1	2	3	4
Knowing where to get help	1	2	3	4
Knowing the adults in the Group	1	2	3	4
Knowing the Sections	1	2	3	4
Knowing the Leader team	1	2	3	4
Retaining youngsters	1	2	3	4
Recruiting youngsters	1	2	3	4
Parent support	1	2	3	4
Communicating with parents	1	2	3	4
Retaining adults	1	2	3	4
Recruiting adults	1	2	3	4
The Sections' activities programmes	1	2	3	4
The Group's activity programme	1	2	3	4
The Executive committee	1	2	3	4
Funds and fund raising	1	2	3	4
The Group's development plan	1	2	3	4
The Group Council	1	2	3	4
Knowing my community	1	2	3	4
Awareness of Scouting outside the Group	1	2	3	4
Familiarisation with Policy, Organisation and Rules	1	2	3	4
	1	2	3	4

WHAT MAKES FOR A QUALITY SCOUT GROUP?

These are just two things that show a quality Scout Group

- All Leaders and members are clearly enjoying themselves whilst achieving the purpose of Scouting
- The Group RAG (we can provide details of the Red Amber Green analysis process separately) is green (or at least you understand the reasons why it is not and know they are outside your control)

Now complete the list by adding your own quality criteria. Then you can assess your Group's actual performance against your criteria. It will help confirm where you are doing well and areas that you might need to work on.

My Quality Criteria List:

My Action Plan

Short Term - Within the next Month I plan to ...

Medium Term - Within the next 6 months I plan to ...

Longer term - Within the next 12 months I plan to ...

SECTION 2

WORKING FOR YOUNG PEOPLE

This section comes next, not because you will be working directly with young people, but because it's why the Group exists.

The ultimate measure of what makes a good Scout Group must be based around youngsters - having fun, growing numbers, progressing through Sections, achieving within their training scheme and developing as individuals.

The Welfare of Young People

Your primary responsibility is to ensure that whatever Scouting you provide for young people they are in a safe and caring environment. You need to ensure that every adult who comes into contact with youngsters is aware of their responsibilities in caring for youngsters, has been through our appointments process including all necessary personal checks, has been trained in working with youngsters and adheres to our Child Protection Policy.

You need also to be familiar with the procedures for dealing with any incident relating to a Child Protection issue. In such a situation it is imperative that you make sure your DC is informed as soon as possible.

What makes a youngster join Scouting?

There are probably two factors - youngsters are encouraged to join by their parents who believe Scouting to be a good thing for their children and some youngsters will see what their friends are doing and are attracted to take part themselves. This latter group may pester their parents to allow them to join. The younger the boy or girl, the more influence may come from the parent.

It means that you will need to tackle the recruitment of new youngsters with a two pronged approach. Getting your message across to parents and getting your message across to youngsters.

They are likely to demand two quite different approaches. Parents need to know you exist and how to make contact with you, they may respond to advertising which may be direct or more subtle in terms of your being visible and word of mouth from other parents.

Youngsters may respond to your advertising yourself, particularly if they see evidence of your activities. They will probably respond to the positive comments they hear from their friends. It means that your current youngsters are your best advertisement.

Success breeds success. If your Group is booming then this probably has a spin-off in terms of the numbers wishing to join. However be careful of resting on your laurels. Most things in life have their ups and downs and Scouting is no different. Recruitment still needs positive management even in the good times.

Managing recruitment is something that should be on the agenda for Group Executive meetings - it will affect a whole variety of things such as income, costs, equipment, adult recruitment and accommodation.

Recruitment is also affected by external factors such as rises and falls in birth rates, local population, planned local developments, possibly even changes in Scouting such the opening or closing of neighbouring Groups.

Being aware of these will help you to plan and manage more effectively.

What makes a youngster stay in Scouting?

Because they enjoy it and are having fun.

Parents may want their children involved because they consider Scouting to be a good thing for them. Youngsters usually don't have such considerations! Also, if a youngster doesn't enjoy Scouting then their parents will soon realise this.

You must determine what makes your Group's Scouting enjoyable to youngsters. The Scouting your Leaders deliver must be fun. It certainly mustn't be boring and it isn't an extension of school.

Whilst it must be fun, your Group's Scouting must also have a purpose. This is how we operate, through our Balanced Programme. So it's about developing youngsters, using our programme of activities that are safe, fun, exciting and challenging.

You need to be assured that this is what your Section Leaders are delivering.

Youngsters Leave!

Of course they do. It would be completely unrealistic to assume that every youngster will stay with the Group until they are old enough to go off to Explorer Scouts! Not all will enjoy our method of doing things, they have other interests and there are other pressures.

We can't compete with all the activities out there, so what we must ensure is that we are providing the best programme of activities we can.

One thing to consider is why youngsters are leaving. Don't assume you know the answer. You should ask them. If it's something negative regarding the delivery of Scouting then you are equipped to choose whether you want to do something about it.

It has been suggested that many youngsters stick with something for about three years and then lose interest. Is that a fact for your Group?

Playing the numbers game

We take a census of Scouting numbers once a year. Growing numbers equals success, falling numbers equals failure. However is that an accurate analysis? Without making excuses there may be good reasons for falling numbers. For example it may be the pattern in your local community. You can't recruit youngsters that don't exist.

On the other hand 50 youngsters one year and 55 the next isn't a success if there have been a further 20 youngsters who joined and left within the year. Or there's a population of thousands available to you.

Activities

This is what your Sections deliver as part of the Balanced Programme. It needs to be balanced and reflect our progressive training scheme so that youngsters do achieve and receive recognition for their achievements.

Playing games and learning the theory of map and compass are definitely activities. But not every week! You might get away with it for even a few weeks but then it's just boring and youngsters will vote with their feet.

Activities again need careful planning within each Section and across the whole Group. You need to be assured that the Group is offering a range of activities that youngsters find exciting, challenging and fun. You need to ensure activities are properly planned, safe and appropriate to the age range. Each Section's activities should be progressive and therefore requires cooperation and collaboration between Leaders.

Progression

Moving from one Section to another should be quite natural and hold no surprises for youngsters.

One of your aims must be to ensure that progression between sections is properly managed and that Section Leaders are fully involved and work to make it happen seamlessly.

Beaver/Cub and Cub/Scout activities are important to build links and even whole Group activities to build a sense of family and belonging.

Most Groups would plan progression so that Groups of youngsters change sections together so they are with friends and don't feel isolated.

Waiting Lists

Names on a waiting list means that demand is outstripping availability. They are something else that needs careful management and control and provide an excellent way of keeping in touch with families and involving them even before their children become members.

Waiting lists might be a name on a scrap of paper or they might be something more professional involving an application form and correspondence with the family or even face-to-face meetings and follow-up contact to keep the family advised of progress.

Our ability to take on more young members is usually restricted by our ability to recruit adults. Some parents may be happy to become involved if it means their child can join Scouting.

Managing waiting lists goes hand-in-hand with progression. There may currently be vacancies in the Cub Pack but not if it's known that 8 Beaver Scouts are due to move into the Pack in two weeks' time.

It's not unusual to hear the claim that Scouting to some is just a baby-sitting service. Well it can be if we let it. Starting off on a business like fashion might be just the thing to show that being in Scouting is a privilege and not a right.

WORKING FOR YOUNG PEOPLE - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Needs Work			All OK
Youngsters on the Group's membership roll	1	2	3	4
Recruitment of youngsters	1	2	3	4
Group's recruitment "strategy" and plans	1	2	3	4
Membership reflects the local community	1	2	3	4
Group Executive's role in recruitment/retention	1	2	3	4
Planning around external factors	1	2	3	4
Regular and consistent attendances	1	2	3	4
Relationship with parents and families	1	2	3	4
Youngsters having fun	1	2	3	4
Recruitment/retention figures	1	2	3	4
Progression between sections	1	2	3	4
Achievement of awards, badges, etc.	1	2	3	4
Section programmes	1	2	3	4
Group programme	1	2	3	4
Youngsters leaving	1	2	3	4
Census figures	1	2	3	4
Section activities	1	2	3	4
Inter section activities	1	2	3	4
Group wide activities	1	2	3	4
Waiting lists	1	2	3	4
Involving families	1	2	3	4
Planned "Going Up" events	1	2	3	4
Record keeping	1	2	3	4
RAG Assessment (Red, Amber, Green)	1	2	3	4

SECTION 3

WORKING WITH ADULT VOLUNTEERS

The GSL role

Your role is critical!

This handbook was just one product of a project conceived by The Welsh Scout Council intended to address a multitude of issues affecting Scouting in Wales - some being opportunities and others problems. These issues are not just relevant to Wales.

On analysis it was evident that the issues could be categorised into a few broad headings. Standing out above all others were the issues affecting Groups. More detailed analysis suggested that the issues either didn't exist or were of lesser impact where the Group had an effective GSL.

Having an effective GSL in place was considered to be one of the most significant factors in improving the overall quality of Scouting in Wales. This is true everywhere including in our District. One of our targets is to have a good GSL in every Group.

In no way does this lessen the enthusiasm and hard work of those working in Sections but often they are struggling because of an absence of support, leadership, management and direction.

When a Section Leader has their hands full running activity programmes it is a lot to expect them to also raise funds, co-ordinate Group events, manage resources, etc. Your role is to get them the support they need.

Managing People

Your role is specifically to manage the activities of other adults so that the end result is quality Scouting for young people.

You will probably have two teams to manage: the Scouting team and the management team. The Scouting team is made up of all the adults working in the Sections. The management team is the Group's Executive Committee but you have specific help here in the appointment of Group Chairman who will manage this team on your behalf. A close working relationship between yourself and the Chairman is vital to success of the Group. Who is appointed as Group Chairman is your prerogative.

In this section we'll concentrate on the Scouting team.

Who is involved?

Every adult working within the Sections wants to get something out of Scouting. They want to enjoy themselves, to have fun, personal achievement, a challenge and a sense of belonging. You need to be helping them to achieve their expectations.

Each Section involves a team of adults: Leader, Assistants, helpers, Young Leaders. They need to work as a team to provide quality Scouting within their Section. This can be measured using the criteria you considered earlier when looking at what you deliver for youngsters.

You need to help them work as a team to meet agreed objectives. This can be done in many ways including regular meetings of the full team, Group wide activities, moving Leaders between Sections, having Leaders from one Section run programmes in another.

The Section teams need to be part of the Group's overall Scouting team. This larger team influences how the programme is delivered across the Group. It's this team that coordinates Sectional programmes across the Group, manages progression, manages activities and considers Scouting outside the Group.

You lead this team and make sure it functions effectively.

You can take decisions and issues arising from the Scouters' meeting to the Group Executive so it can provide the support necessary to implement the Group's programme. Your management skills will therefore be required to work with individuals and teams.

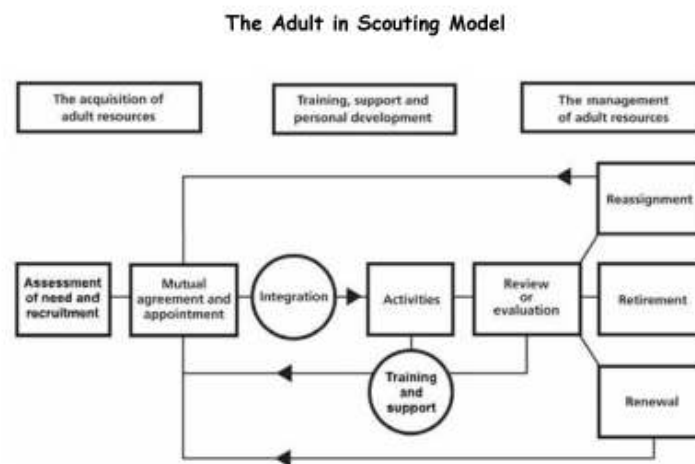
The Individual

Adults join Scouting to provide a service to young people (often their own children) but also to do something they enjoy. If they stop enjoying it they will find something else to do.

Everyone in Scouting has a "life-cycle" they go through until the day they leave. We should aim to keep that life-cycle as long as possible.

Scouting has a diagram or plan that illustrates this typical life-cycle. It's called the Adults in Scouting Model and you'll come across it in your formal training.

The Adult in Scouting Model



This illustrates how it starts with identifying a role to be filled and then filling it with an adult volunteer.

- Agreeing with that adult:
 - the role they will perform
 - your expectations and their own
 - the duration of their role - it's not a life sentence!
- Supporting them in that role with training and guidance so they can do the job they agreed to do and enjoy their Scouting.
- Reviewing their progress periodically and certainly when their role has come to an end, so that they agree to continue in the role, take on something different, or retire from Scouting.

Adults in the Sections

Those working in the Sections will invariably be working directly with youngsters and so it is vital that you ensure that the Scout Association's procedures on appointing adults are followed to the letter. You need to ensure that you are familiar with the process and put practices in place to make it happen. Refer to Policy Organisation and Rules (POR) to make sure you are aware of the latest procedures.

<http://www.scouts.org.uk/supportresources/71>

The Role

Later on we will look at recruitment techniques in a bit more detail but let's take a quick view now.

A common plea is "we need more Leaders". It no doubt applies to your Group. Ask yourself this question though "Do I need more Leaders?" or "Do I need more adults?" Ask someone to be a Leader and they see that it's a significant role with lots of responsibility and a thousand and one reasons why they can't take up your kind offer. Ask them to take on a more minor role and maybe there's a greater take up.

Scouting isn't all about long term programme planning, organising camps, and managing the Section team. It also includes collecting subs, keeping records up to date, serving squash and biscuits at the end of the Colony meeting - tasks that don't require the full commitment of a Leader.

Those who start off in a fairly minor role often end up taking on more and becoming Leaders.

So the first stage is to identify roles that need to be filled and identifying someone to do them.

You may find it useful to actually write down all the things the job entails - in other words a job or role specification but don't call it this if you feel those words may turn off some people. Just make sure that once the role is filled the individual is given something to do. Don't suffer the criticism that "I volunteered and spent the next six months sitting at the end of the hall watching others do Scouting".

The Person

Make sure they can do the role and are happy to do it. Agree what they'll be doing and for how long. Don't expect a lifetime's commitment. Agree you'll review the role at some planned date and agree what to do if it's not working out for them or you.

Be Honest

Don't mislead the person. Be honest about the role and its time commitment. Discuss their commitment to do the job, train for it and the need for them to go through our checking procedures.

Induction

Scouting is pretty strange for anyone who is new to it. You should have a properly structured programme for inducting someone who is new. Introduce them to their fellow Scouters, make sure they settle, help them become familiar with their surroundings and the way your Group does things. Tell them what they'll experience, provide them with a "buddy" who'll be on hand to make the first weeks enjoyable. Make sure everyone else knows they are joining and take them to appropriate meetings.

Training

Everyone will be expected to participate in basic training and for some roles there's a greater commitment. Make sure Scouting delivers its side of the bargain and they get trained for their role. It's an obligation that must be explained to them before they start and which they see through. Unfortunately it's not unusual for adults to make a commitment and then not see it through. For uniformed appointments they actually make a promise to complete training and it's just not Scouting if they feel they can so easily break it.

Recognition

"I don't do this for any recognition". This may be something you commonly hear from those in Scouting but that doesn't mean we shouldn't offer it.

Recognition for a job well done takes a variety of forms from a simple thank you, to recording the fact in minutes, ensuring parents know and acknowledging it by inviting them to participate in new challenges. These are the everyday things that do mean something to most of us.

It may be appropriate to recognise someone's efforts more formally through Scouting's award scheme and nominating people appropriately when they meet the criteria. Talk to the DC about this when you have someone in mind.

Records

Leaders will have a record maintained by Headquarters but you may have adults who have worked with the Group for many years in other roles and their involvement is not recorded.

The lack of such records is why many long-serving adults are not formally recognised. Perhaps maintaining local records of all adults is something the Group's Secretary could take on.

Supporters and Administrators

Not all our adult volunteers will wish to work with a Section; many prefer to operate in the background as Executive members, Advisers or parent supporters.

Many of the things that apply to Section Leaders also apply to these support roles. Maybe the contact with youngsters will be different but there are still rules that have to be followed when making appointments.

Recruitment may be done differently as volunteers for these roles may bring with them certain expertise to fill roles such as treasurers, secretaries, fund raisers, etc.

Working with Teams

The team concept is strong within Scouting.

You will work with at least the two teams we identified earlier; the Leader team and the Executive.

Each of the Group's Sections - Beavers, Cubs or Scouts - will have a team of adults running it and they should work together to manage how their particular Section operates. They will be led by the Section Leader and will probably find it useful to meet occasionally outside the normal Section meetings to plan future programmes and events.

You will chair the Group Scouters' Meeting. This meeting should bring all the Section teams together and discuss how the Sectional programmes are working, how they form the Group programme, special events, Group events, resources, etc. It's also a forum for discussing issues, concerns and opportunities.

It's the Scouters' Meeting that will generate issues to be taken forward by you to the Executive meetings.

The Executive is the other team you will manage although your appointment of an effective Chairman will help you.

The Executive's role is to manage the affairs of the Group as a charitable trust. Although they will consider issues such as overall finances, insurance, health and safety, property and so on they are concerned with addressing the issues raised from the Leaders' meeting.

For example, the Leaders will need support in terms of resources, materials, equipment and funds to implement the Sections' programmes. It's the Executive's responsibility to manage those needs, approve them and supply what's needed.

Managing and developing teams is a specific skill you may have or need to develop.

WORKING WITH ADULT VOLUNTEERS - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Needs Work			All OK
The Group is positively addressing adult recruitment issues	1	2	3	4
Adult recruitment & retention is an agenda item for Executive Meetings	1	2	3	4
There are regular Leader meetings	1	2	3	4
There are regular Executive meetings	1	2	3	4
Meetings are effective	1	2	3	4
Sectional teams are effective	1	2	3	4
The Executive is effective	1	2	3	4
We have a "proper" induction process for new adults	1	2	3	4
I review adults regularly	1	2	3	4
I have access to membership and training records for all adults	1	2	3	4
People's contributions are recognised	1	2	3	4
Adults are happy	1	2	3	4
We have good Sectional programmes planned ahead	1	2	3	4
We have an active Group programme of activities	1	2	3	4
We keep parents informed of our programmes	1	2	3	4
Every adult actively participates in training	1	2	3	4
All necessary checks are conducted for all appropriate adults	1	2	3	4
I regularly visit Sections to observe them at work	1	2	3	4
	1	2	3	4
	1	2	3	4

SECTION 4

WORKING WITH THE ACTIVITIES PROGRAMME

You and the Sections' Programmes

Your role is to manage the adults within the Group and through them ensure that youngsters are receiving a quality programme of Scouting.

It's the Balanced Programme that ensures we are developing youngsters in line with our Scouting fundamentals. The programme of activities is our method of ensuring that youngsters develop in the widest way possible.

The programme your Section Leaders deliver will depend on their own skills, knowledge and experience whilst ensuring safety. Your Leaders can't know everything and so a wider programme of activities can be offered by bringing in those with appropriate skills and qualifications.

You should be assured that each Section has a programme that meets the requirements of the Balanced Programme consistent with the ages of the youngsters.

Sections should be planning ahead so they can be prepared. It will be useful for every Section to have several emergency programmes that can be run at short notice with little preparation. It can happen that even well planned programmes can fail at the last moment because key people or facilities aren't available. Rather than start scratching heads it is useful to be able to resort to Plan B - one of the Section's standby programmes.

Planning ahead

Each Section might have detailed weekly programmes covering the next few weeks, less detailed plans for the forthcoming months and longer term plans for the year or even longer.

These plans and programmes form the basis of discussion at the Group Scouters' Meeting. It's here that activities are agreed across Sections. Leaders know what's being done by the others, there's consistency, a smooth progression between Sections and no conflict.

Measuring Success

The Balanced Programme is supported by a range of Awards and Badges relevant to each Section. Youngsters do enjoy achieving them and being able to show what they've done.

Each Section should be able to monitor each youngster's progress through their training programme and be earning badges where appropriate. It's hardly scientific but recording the number of Awards and Badges issued might be a rough method of measuring the success of the Sectional programmes. In each Section the top award is the Chief Scout's Award and all youngsters should be given the opportunity to achieve this.

Resources and Equipment

Offering the young people a range of adventurous activities will depend on the equipment you have available to you.

You won't be able to offer camping if the Group isn't adequately equipped to do so. In the early days equipment might be borrowed from other neighbouring Groups but it should be an objective of the Group to provide equipment, resources and materials to support the planned

programme.

Also consider that having the correct equipment in good condition is a health and safety issue. Undertaking an activity without the correct equipment is unwise, to say the least.

Skills

The skills of your Leaders will dictate what you can do in terms of activities. The more adventurous the activity the higher level of skills needed. You need to be assured that your Leaders are adequately trained, experienced and, if necessary, authorised to carry out the activities they propose.

You should familiarise yourself with the special requirements Scouting has in place for a range of activities and the authorisation scheme for adults who want to run them. Please accept that these rules are to protect everyone and are not intended to restrict the activities available to youngsters. If you don't have the skill within the Group then there's usually a way to get someone who does have that skill.

In the District, we have specialist advisers. Contact the ADC (Activities) for advice.

Risk Assessments

Every adult needs to be aware of the requirement to conduct risk assessments for what we do. It's not just the obviously adventurous where accidents happen - most happen doing quite everyday things.

Your role will be to ensure that risk assessments are conducted. Try your own around the Group meeting place. Is it a safe place to carry out "normal" Scouting? If there's anything of concern it should be on the agenda for the Executive Committee to address - having made emergency repairs if needed.

Consider some of the following which are real

- Beaver Scouts went in a minibus to a nearby park for a picnic - the minibus broke down - how to affect the "rescue" of those concerned?
- A Leader broke a leg when he slipped on a wet patch resulting from water leaking through the roof - could you have coped?
- Your Group uses camping gas stoves for camp cooking. Are you able to store gas containers safely and legally?

ACTIVITIES - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Needs Work			All OK
Each Section forward plans its activity programme	1	2	3	4
The Leaders' meeting discusses activity programmes	1	2	3	4
The Group has an activity programme that is consistent with and supports the Sections' programmes	1	2	3	4
We have adequate resources and equipment	1	2	3	4
We train up adults to run our activities	1	2	3	4
The Executive plays its part in ensuring activities happen	1	2	3	4
Risk Assessments are natural throughout the Group	1	2	3	4
We monitor youngsters' progress through the training programme	1	2	3	4
The Group's activity programme is built around the Balanced Programme	1	2	3	4
I am aware of the authorisation schemes for adventurous activities	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4

SECTION 5

WORKING WITH THE GROUP SCOUT COUNCIL

You're Group Council

This can have a huge membership and is open to everyone who has an interest in supporting the Group. For exact details see POR but in essence it's anyone who supports the Group and includes the parents of young members.

The Group Council must have a constitution and hold an AGM. It is this body which effectively runs the Group and does this by deciding who sits on the Group's Executive Committee to represent their interests.

In many cases the Group Council is remote from every day Scouting and meets once, annually at the AGM. It is a reality that many parents do not turn up for the AGM and let you get on with running Scouting until they want to complain.

This arrangement may suit you but having an effective and supportive Group Council is something to be valued and you may want to consider how you could get more positive support. Some Groups have used a mixture of the following to increase attendance at the AGM: combine with awards presentation/cheese and wine/hot pot supper/quiz night, get children to present plays etc, hold it during Section meeting, announce a competition result.

Membership

Most people won't be aware that they are a member of the Group Council unless they are told. Certainly not parents and you might even check out the understanding of some of your Leaders!

So why not tell them through a Group brochure or welcome pack. A quality looking document that lets parents, their wider families and others in the local community know what they can do for Scouting.

Why not consider local politicians, business people, school heads, dignitaries, etc? The list is constrained only by your imagination.

What Does it Do?

The Group Council meets at least once a year at the Annual General Meeting. You have to hold one within six months of the end of the Group's financial year. You should report on the year past and present audited accounts. It's for the Group Council to accept these. The Group Council also supports nominations to the Group's Executive Committee from you and votes on elected members.

The Group Executive Committee is responsible to the Group Scout Council for the proper management of the Group.

Communicating

Constitutionally it's only one meeting per year but if you want to communicate effectively you'll probably need to do better than that.

It depends what you want of them. The more you want the more you need to keep in touch.

The AGM

What you have to do is clearly defined in POR and you are commended to read it. POR says is that they are obligatory but nowhere does it say they have to be enjoyable! But that doesn't mean we have to go out of our way to make them boring and uninteresting. Make them so people want to be there.

Invite people - personally - not via some anonymous leaflet. Keep the business down to a minimum and get on with the fun things. You have to nominate appointments to the Executive Committee - do it well before the event. Speak to people and get them on board so approving them becomes routine.

People can be elected at the meeting - again sound them out beforehand, don't realistically expect people to volunteer on the night.

Tell the DC (in plenty of time) when it is so that the DC or another member of the District Team can attend.

GROUP COUNCIL - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Needs Work			All OK
The Group has an active Group Council	1	2	3	4
We make our AGMs something special	1	2	3	4
We make a special effort to invite people to attend the AGM	1	2	3	4
We get a good turnout at AGMs	1	2	3	4
Our AGM is "professional" and business-like	1	2	3	4
Our AGMs are fun	1	2	3	4
We make sure that we "sell" the role of the Group Council to our supporters	1	2	3	4
We invite local supporters to join the Group Council	1	2	3	4
The Group Council meets more frequently than once per year	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4

SECTION 6

WORKING WITH THE GROUP EXECUTIVE COMMITTEE

What does the Executive Committee Do?

Your Group Executive does what you require of them and unfortunately it's a common situation in Scouting that it may not be doing what it should!

The Executive Committee members are charity trustees and are totally responsible to the Group Council for the effective management of the Group. They address all aspects of good stewardship and it's a role not to take on lightly. You need to be aware that there are reasons why a person may be ineligible to hold the position of a charity trustee. You need to be assured that everyone who is invited or offers to become a trustee is eligible.

They look after legal issues (charity issues, property deeds, insurance, etc.); accounts, (budgeting, cash flow, investments, etc.); and records (minutes, correspondence, accounts, etc.).

You appoint the Chairman of the Executive and work closely with them to manage the Group's affairs. Remember you, together with the Leader team, decide the activity programme and you take that programme to the Executive for its support in terms of providing resources, materials, funds, etc. This includes ensuring there are adequate numbers of adults to run the sections so adult recruitment and retention is very much the Executive's concern.

If you are a sponsored Group, then the sponsoring authority has a responsibility to provide Leaders. However, you are usually in a much better position than they are to identify potential recruits.

Who is who?

Membership of the Executive is agreed by the Group Council at the AGM. You nominate some members, others are elected by the Group Council and others can be co-opted. Officers will be the Chairman, Secretary and Treasurer.

Members are there to represent the interests of the young people and Sections. Other roles can be created as the Executive sees fit on a permanent or temporary basis: mini bus manager, hall manager, quartermaster, recruitment officer, media officer, fete manager, and so on.

The Executive can also establish sub committees for specific purposes such as a fund raising team, hall/building committee, etc.

The District is entitled to be represented at Executive meetings.

Doing its Job

The Executive Committee will probably need to meet regularly to discuss issues and to plan for the development of the Group.

Your Group Chairman will manage these meetings and work to an agenda. A key skill needed by your Chairman will be the ability to run effective meetings.

The agenda for meetings will depend on what issues are affecting the Group. Fund raising is often high on the agenda and rightly so if it's a priority for the Group. Deciding what needs to be discussed should result from the Group's development plan. This is the documented

plan which the Executive uses to know what it needs to be doing, by when, by whom, how it will know it's got there and where it is at the moment. Having such a plan makes running the meetings easier because you will know what you need to discuss.

Using sub committees can reduce the effort from the Executive. The fund raising committee can have a representative on the Executive and can report to its meetings. It means the Executive meeting doesn't have to concern itself with the detail of any fundraising.

The Group Secretary (or a minutes secretary if the Group has one) keeps minutes of all meetings. These are important documents and need to be kept. They may also keep other Group documents such as deeds, insurance documents, Leader records, census figures, etc.

The Group Treasurer looks after the Group's funds and maintains sets of accounts. As a charity it is important that your accounts are kept according to the rules of the Charity Commission. There must be proper bank accounts. Sections may maintain their own accounts but these are reported to the Treasurer and encompassed into the overall Group accounts. The rules are again explained very clearly in POR.

Training

Members of the Group Executive need to understand their role as charity trustees and their responsibilities. From time to time, training sessions especially for roles such as the Chairman, Secretary and Treasurer are provided.

Members

These are the adults interested in the Group's development and help steer it to success. They need to understand their responsibilities and be properly introduced to their fellow members and the way you operate.

GROUP EXECUTIVE - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Needs Work			All OK
The Group has an effective Executive Committee	1	2	3	4
The Committee understands its role and performs it	1	2	3	4
The officers are skilled and trained in their roles	1	2	3	4
The Group has a business plan	1	2	3	4
The Executive meets regularly and addresses the issues in its business plan	1	2	3	4
Meetings are effective and business-like	1	2	3	4
All necessary records are maintained	1	2	3	4
Our role as charity trustees is accepted and understood	1	2	3	4
We have appointed people for relevant roles, e.g. Quartermaster, Hall Manager, Recruitment Manager, etc	1	2	3	4
The Group maintains proper accounts and manages its finances and budget	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4

SECTION 7

WORKING WITH PARENTS AND FAMILIES

Parents and Families

Here's a group of people who should be close to your heart. Why?

They are the people that make up the large proportion of your Group Council - the body to which the Executive Committee is responsible. They are likely to be your first port of call for funds and fund raising

Occasional help

It is a common criticism from Leaders that "we never see parents".

Firstly don't beat yourself up. It's not Scouting it's a complaint everywhere - ask at your local school or any other local facility for youngsters. It's a social issue we have to accept and address.

Don't make it easy for parents to ignore you and certainly don't ignore them. If you can make Scouting a normal part of their life then there is greater chance of their involvement.

Consider how you relate to parents when a new youngster joins (or asks to join) your Group.

Do you give the parents a Welcome Pack which does just that: welcomes them to the Group, explains Scouting and what you do and most importantly the role and responsibility of parents?

Do you meet parents on the understanding you are sure they wouldn't send their child to Scouts without meeting all the adults concerned?

Do they get a personal invite to their child's first night, enrolment, going-up, etc? Do your parents get to play an active part in such ceremonies - not just as observers but playing a part?

Do you "enrol" the parent and family at the same time as the child? - a family membership certificate for example.

Recruiting Youngsters via Parents

In the Colony and Pack there is a greater likelihood that youngsters join Scouting through parental influence. Realising this means you can develop a strategy for recruiting youngsters by targeting the parents.

It means that the Group has to be visible to parents so they know you exist. You have to market yourself where parents are to be found. Some ideas might be local shops, businesses, schools, doctors' and dentists' surgeries, libraries, post offices, leisure centres, estate agents' offices, media and newspapers, your physical presence, etc. Make sure parents know how to contact you. Often we make it too difficult for parents to "find" us.

Parents as Adult Recruits

Parents and other family members are a prime source of adult help. At least they have more of a vested interest in Scouting than does any other person in the street.

Getting them involved is a subtle art and is an ideal role for someone on the Executive Committee. The Group's recruitment officer can be the person who has a focus on adult

recruitment and the necessary skills and personality to meet parents.

In fact talking recruitment is probably the last thing a skilled recruiter will do. They will ensure that parents are naturally involved in the Group's affairs and kept in touch with what the Group is doing. This is best done personally rather than at arm's length or via impersonal letters sent home with the youngsters.

If they feel a positive part of the Group they will feel that helping out is more natural. Perhaps a part of your plans will be to make the Group family friendly and ensure they are involved at every opportunity. Find out the interests and skills of your parents and then involve them when you are doing something that fits.

The Family Pack

Having your child in Scouting is a privilege not a right and there is a cost to being a member - not only financial but in terms of time.

Although parents are obvious contenders for Group membership you might open this up as wide as possible and make it clear that the opportunity to support the Group includes the extended family of grandparents, siblings, aunts, uncles and so on.

Families need to be aware of your expectations so there is no conflict in what they offer.

You might consider a Family Pack which explains modern Scouting and specifically how it works in your Group. It's an opportunity then to outline the role of the family in supporting a child through Scouting.

With access to a home PC it should be possible to produce some quite smart looking packs and if they are loose-leaf it's easy to keep them updated.

A pack might consist of a plastic folder with separate sheets on Scouting today; Aims, Method and Fundamentals; your Group's Sections; the Sections' programmes; the Leader team; the Executive; the Group Council; fund raising, subs and costs; Group activities; safety and security and CRB checks; adventurous activity permission forms; how you can help.

Rather than make it too blunt you might touch on how families can help out within each Section of the pack.

Communicating

Successful Groups have usually mastered the art of communicating with parents and families and realised that anonymous letters don't work and a personalised letter is better. Even better is personal contact by phone or face to face.

Some Groups use technology to keep parents informed and updated using email and text messages where they are appropriate. These are often appreciated as a follow up reminder of something that has been sent out via letter.

You might consider other opportunities such as a Group newsletter, flyers, formal invites, posters, or a web site. Do be careful that these are professional looking, well constructed, accurate, eye catching and up to date. Done poorly they will actually prove detrimental to the Group. Also ensure they are legal and don't put youngsters at risk through the publishing of photos, personal details, etc.

Parents and the CRB Process

Most families will be relieved to understand the Association's procedures regarding

checking any adult's suitability to join Scouting.

Explain it to families so they understand the lengths we go to and it will become easier if and when you have to ask them to submit to the same checks. It is a good to get all new parents CRB checked and then again when their child goes into Scouts (as the check needs to be repeated after five years).

Remember Scouting goes further than the law requires because we take our responsibilities for adult recruitment seriously.

PARENTSAND FAMILIES - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Need Work			All OK
The Group has a very positive approach to working with families	1	2	3	4
We are a family friendly Group	1	2	3	4
We have a Group pack for families	1	2	3	4
We communicate well with families	1	2	3	4
Our youngsters' families are very supportive	1	2	3	4
We run family activities	1	2	3	4
Families are a good source of new adult recruits	1	2	3	4
We operate an effective parent rota	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4

SECTION 8

WORKING WITH THE DISTRICT

Beyond the Group

In Chester and District we have 19 Groups, most with all three sections. There are also 6 Explorer Scout Units located across the District, which are fed by the Groups. There is also a very strong section of the County Scout Network based in the district, called Hollyoaks.

The District

This is your first line support. You report to the District Commissioner and the DCs' role is to support you and the Group. The District has a team in place that can support you and offer advice on all aspects of Scouting. If they can't provide help themselves they will be able to direct you quickly to someone who can support you. Make sure you have an up to date District Directory (downloadable from the District web site: www.chesterscouts.org.uk).

The District offers a range of activities to supplement those you run yourself. In some instances your ability to run activities may be limited by resources, skills, or experience. It's here that the District can offer further opportunities. If you would like specific activities run by the District - ask!

This is the District in its formal sense. Less formally it's you and the other Groups that fall within the District boundaries and can become a self help group. Your fellow GSLs will be a further source of valuable information and experience and you should maintain contact with them to help you in your role.

Perhaps you can get together with other Groups to help out each other with activities and programmes without having some formal District wide event.

District Meetings

Chester and District holds regular GSL meetings to discuss District wide issues. It's your opportunity to influence the style and direction of your District's Scouting. Each Section has its own meetings for Section Leaders and you should encourage your own Leaders to attend to both hear what is going on and to influence it.

The District Executive

The District has its own Executive Committee. Its role and make up is very similar to your own Group's.

The District Executive charges a levy on Groups to support its own administration and running costs. This is included in the membership subscription figure and is based on the census figures returned in January each year.

WORKING WITH THE DISTRICT - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Needs Work			All OK
The Group is an active participant in District activities	1	2	3	4
The Group actively participates in District section meetings	1	2	3	4
I work with my fellow GSLs	1	2	3	4
The Group works closely with other Groups and shares ideas and resources	1	2	3	4
I know who is who in the District	1	2	3	4
We support the District AGM	1	2	3	4
Training is effective in the District	1	2	3	4
The Group Executive is supported by the District Executive Committee	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4

SECTION 9

WORKING WITH YOUR LOCAL COMMUNITY

You're Patch

When considering how your Group can develop you need to know your local community. There's no point in having great expansion plans if, for example, you don't have an adequate population of young people.

Look at your community in terms of Scouting - what is the population of young people and their ages, what's the population of adults for recruitment potential, where are the schools and are they expanding or contracting, what's the potential for older, even retired people who may have time available.

Unless you are aware of these factors you may be planning in a vacuum and setting yourself unachievable targets.

The Community

Not just the physical location where you do your Scouting but is it a community and to what extent can you work with it to support the Group?

Understanding communities is important, again because we may have expectations that cannot be met. Some long standing Groups started where there was a local community but population has shifted and now the Group is isolated and isn't a part of today's community. New Groups may be formed within newly developing areas with new housing but no community. Maybe it's a commuter area where many local people spend most of their time outside the area where they live.

Which applies to you and do your plans take your situation into account?

Getting Support

What else exists in your community that can help the Group? What businesses; what community resources such as libraries, leisure centres, retail centres, etc. Local religious centres may be of help to the Group and establishing contact may be important to you.

What other youth services exist? These may be of help or they may be competing for membership.

Establishing a positive link with local schools is beneficial. They are a good source of recruitment particularly for the younger Sections and may be amenable to your putting on displays and recruitment events. If you use school premises for meetings it may serve you well to have someone sit on the governing body that may be able to influence decisions relating to amenities and charging. They may even provide an opportunity for sharing resources.

Local Authorities

You need to be aware of the support available for the local Council, Parish Council, etc. They may well be a source of funds and resources. Get to know local councillors who may be prepared to represent Scouting's interests. Make sure they have the opportunity to be seen doing good works on your behalf.

THE COMMUNITY - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Needs Work			All OK
The Group knows and understands its local community	1	2	3	4
We work positively with other local youth Groups	1	2	3	4
The Scout Group is well recognised within our local Community	1	2	3	4
We are aware of local community development plans and plan around them	1	2	3	4
The Group is quite representative of young people in our community	1	2	3	4
The Group plays its part in local events	1	2	3	4
The Group is seen as an asset by the local community	1	2	3	4
We work closely with local schools and colleges	1	2	3	4
We are in regular contact with local businesses	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4

SECTION 10

WORKING WITH IMAGE AND PUBLIC RELATIONS

The Group's Image

A lot of work has been done by The Scout Association to improve Scouting's image nationally but it is questionable if this gets down to the people in your local community. Do you know how Scouting generally and your Group in particular are perceived locally? What steps are you taking to promote the Group's image?

Hopefully it doesn't apply to you but in too many cases we are let down by our image. Tatty buildings, rusting mini buses, scruffy appearance, do nothing to show we are a leading youth education provider in the 21st century.

Promoting the Group

Scouting generally has a good image although possibly dated in too many people's minds. We've all probably had DYB, DYB, DYB quoted to us even by those who are too young to ever have heard it since it hasn't been used in Scouting since 1967. And what about big hats and shorts!

You are in the best position to change people's ideas of Scouting by being visible to the extent that the image you portray becomes the norm. Promoting the Group needs positive action and you need a plan for how you will achieve it.

Does the Group have a PR manager sitting on the Executive? An ideal appointment for someone who wants to help but not give too much time. Bear in mind they have to be switched on to the best ways of communicating.

Where to Promote

The local press can be a valuable source for promoting Scouting on a regular basis to a wide audience.

So where and how to promote the Group: local press, local events, shops, businesses, library, schools, community centres, leisure centres and Council offices? Could you arrange for local estate agents to include details of local Scouting in house buyer packs or leave addressed copies of Scouting magazine in doctors' and dentists' surgeries?

Many Groups have their own web site. It's a great way of keeping people informed whether they are existing parents or potential members. Do bear in mind however that a poorly designed, inaccurate or out of date web site does more harm than good and is best avoided unless it's professional and up to date.

Whatever medium you use be it the media, web, local notices, posters, letter heads they must look professional and portray Scouting in the best way possible. Use the guidance provided at the Association's Brand Centre: www.scouts.org.uk/brand

IMAGE AND PUBLIC RELATIONS - CHECKLIST

The following checklist has been included to help you identify what's going well with the Group and things that may need your attention. Use it if you feel it's useful and helps you focus on priorities. Add anything else that is specific to your own Group.

	Needs Work			All OK
The Group has a positive local image	1	2	3	4
The Executive recognises that image is something they need to address	1	2	3	4
We actively promote the Group locally	1	2	3	4
We have someone who looks after the Group's PR	1	2	3	4
The Group epitomises 21st century Scouting	1	2	3	4
The Group is visible within its community	1	2	3	4
People know we exist	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4
	1	2	3	4