

SCOUTS RACE EQUITY REVIEW

FINDINGS AND RECOMMENDED STEPS FOR EMBEDDING
ANTI-RACISM AND ADVANCING RACE EQUITY

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CONTEXT

The Scouts has ongoing work and objectives to embed equity, diversity and inclusion (EDI) throughout the organisation. As part of the commitment to the long-term work required to embed race equity across the Association, an exploratory audit was required to understand the lived experience of Black, Asian and minority ethnic people as well as race equity issues within organisational practices.

Hayley Bennett from HTVB Consulting Ltd carried out a race equity review between December 2020 and June 2021, providing an explanation of key findings alongside recommendations to address concerns raised by staff and volunteers.

ABOUT THIS REPORT

This report presents the findings of the race equity review, outlining the feedback and analysis from qualitative research across the following themes:

1. Organisational commitment to race equity
2. Awareness of race and racism
3. Staff recruitment, development and progression
4. Volunteer attraction, recruitment, and development
5. Inappropriate behaviour and discrimination
6. Leadership & role models

The findings within each theme are supported with directly quoted verbatims sourced from the listening sessions and surveys conducted. Corresponding recommendations are also presented under each theme's findings.

METHODOLOGY

The review involved conducting qualitative research to explore lived experience of staff and volunteers. This was supported with an analysis of organisational data and documentation to see what barriers might exist for race equity.

Qualitative research was conducted via surveys and listening sessions. Thirteen group listening sessions took place alongside eleven 1-2-1 interviews. Participants were drawn from a variety of ethnic backgrounds, and geographic locations. Meetings with leadership, including the Board and Team UK, and other key stakeholders, were also held.

Volunteers were asked to complete a survey which specifically looked at the experience of Black, Asian and minority ethnic volunteers. Volunteers from all other ethnicities were invited to share their views through a different survey link. Additional survey data from the staff survey on 'tackling racism' from June 2020 was also analysed.

SUMMARY OF RECOMMENDATIONS

1) Organisational commitment to race equity

1. Create a clear and coherent vision for race equity
2. Review governance of race equity work
3. Improve Team UK and Inclusion Team's representation
4. Create opportunities to recognise Black, Asian and minority ethnic staff and volunteers
5. Enable the growth of community-led networks

2) Awareness of race and racism

6. Provide training for staff
7. Create race-specific training and resources for volunteers
8. Review existing volunteer EDI training for effectiveness
9. Create practical guidance on race equity
10. Create language guidance
11. Clarify alignment with MSF:
12. Pilot the creation of new community-centred Groups or networks
13. Maximise existing opportunities to raise awareness

3) Staff recruitment, development and progression

14. Review current talent management processes
15. Update the Jobs page on the website
16. Use external support to deliver recruitment change
17. Carry out pay reviews
18. Create development programmes for Black, Asian and minority ethnic staff

4) Volunteer attraction, recruitment, and development

19. Provide more support for inclusive recruitment and communications
20. Design onboarding opportunities for volunteers from under-represented groups
21. Introduce a support model for new Groups
22. Improve data collection and analysis.
23. Review appointments committee
24. Continually review the funding and support needed for units in racially diverse areas
25. Require more transparency in volunteer appointments.
26. Promote national roles to people external to Scouts as standard
27. Create pathway programmes for volunteer progression

5) Inappropriate behaviour and discrimination

- 28. Offer practical guidance and expectations around cultural and religious inclusion**
- 29. Analyse and record stats relating to racism reported by staff and volunteers**
- 30. Establish a zero-tolerance approach to racism**
- 31. Include racism and discrimination in whistleblowing procedures**
- 32. Create a communications campaign**

6) Leadership & role models

- 33. Identify role models and case studies of good practice**
- 34. Carry out succession planning**
- 35. Creating opportunities for allies amongst staff and volunteers**
- 36. Empower Black, Asian and minority ethnic young leaders**

Feedback and recommendations

1. ORGANISATIONAL COMMITMENT TO RACE EQUITY

As an organisation, Scouts needs to demonstrate a clear commitment to race equity and anti-racism within its communications, values and response to challenges. The race equity review and action plan should be seen as the first step in demonstrating the importance of embedding race equity to staff, members and volunteers.



1.1 STAFF AND VOLUNTEERS SEE A CLEAR LINK BETWEEN RACE EQUITY AND SCOUTS' MISSION AND VALUES

The overwhelming majority of people taking part in review see a clear link between race equity and the mission and values of Scouts. This is an important lever to help communicate and embed the ongoing race equity work. Better articulation of this link is needed to ensure buy-in for work taking place and to promote understanding of exactly why it matters to individuals as members and staff.

1.2 BUILDING TRUST

The feedback from staff and volunteers was very mixed about whether the organisation's commitment to race equity is genuine. Whilst some staff and volunteers have specifically noted leadership's visible commitment to race equity (see section 6 *Leadership & Role Models*), there are many people from Black, Asian and minority ethnic backgrounds who are skeptical about the commitment to real change. Some perceive it as "tokenism" and "lip service" due to not being able to see this commitment in day-to-day actions. This is understandable sentiment at this stage but it should not be underestimated as a risk to progressing the action plan. The skepticism also relates to feelings from people from Black, Asian and minority ethnic backgrounds who feel that this review has come too late or is happening too slowly. Taking measurable action at a pace will be important to rebuilding trust in the commitments.

1.3 COMMUNICATIONS IS MAKING A DIFFERENCE

Staff and volunteers felt that the visibility of Scout's desire to increase racial diversity is clearly demonstrated in the communications – including the website, social media and within traditional media appearances. It is commendable to see how official channels of communication are proactively ensuring visibility of people from under-represented racial backgrounds to help change external perceptions of Scouting.

1.4 RESPONSES TO BLACK LIVES MATTER

Staff, in particular, shared positive feedback on how The Scout Association, in particular, CEO Matt Hyde, responded to the killing of George Floyd and the subsequent resurgence of the Black Lives Matter movement in Summer 2020. This response should be seen as a tangible demonstration of inclusive leadership.

Although the response was not popular with everyone involved in Scouting, it was important for leadership to seize the moment and use the platform Scouts has to speak out about racial injustice. The response meant a lot for people from Black, Asian and minority ethnic groups and the impact should not be understated.

1.5 STANDING BY THE COMMITMENT

Numerous negative responses to the race equity review have been shared by members who do not understand or support the specific focus on race. Scouts' leadership needs to continue to display a clear stance and maintain their commitment in the face of these views and be able to easily articulate why the focus is necessary, in line with strategic priorities.

The comments from the membership survey shared below indicate how some members feel about the Race Equity Review:

- "This is not the Scouting I grew up with and not the mindset that I want to expose my children to. I fear they will be seen as unimportant youth members because they are white"
- "Scouting does not discriminate, everyone is welcome. Now save a few million pound and crack on with something more important."
- "Stop making white people feel excluded. You don't want white peoples input for a reason! Racism works in many ways."
- "There is nothing to improve as there isn't actually a problem."
- "Nothing, why does anything need to be done. Why is there so much focus on this?"
- "I sometimes wonder why I give so many hours of my time to enrich the lives of young people when I am clearly not as important as a member from a minority background."
- "Stop focusing so much on race (we are all part of the same human race) and instead focus on the importance of everyone following the Scout Law"

Black, Asian and minority ethnic volunteers revealed that when sharing their negative lived experience, this has to be "framed incredibly carefully so as to not offend white people's sensitivity". A white volunteer specifically shared that they thought "young people want to tackle world issues head on and sometimes we tiptoe around them to avoid riling up adult volunteers".

There is a perceived desire not to disenfranchise current members due to their "ownership" of the organisation. Some staff feel that there is a fear about being seen as 'too radical' because it could mean volunteers are lost. Education and awareness are needed to help bring people along with

the progress Scouts wants to make, as well as clarification on the values and behaviours expected for members, staff and volunteers.

1.6 OVERRELIANCE ON BLACK, ASIAN AND MINORITY STAFF AND VOLUNTEERS

A threat to Scouts' commitment to race equity is the governance and ownership of addressing race equity issues. Currently there is fatigue and disengagement amongst Black, Asian and minority ethnic staff who want change to happen but feel like they carry the burden of expectation to get too involved in delivering the change. Race equity work across Scouts must be repositioned to be the responsibility of all rather than the remit of passionate people who often have a lived experience of racism.

It is commendable that volunteers have created a space for volunteers from under-represented racial groups, currently known as the Community of Practice. This network should be seen as a fantastic resource for Scouts as an organisation, and also for volunteers who want to connect with likeminded people and receive support. However, the formation of this group highlights how Black, Asian and minority ethnic people feel that they need to use their unpaid and often emotional labour to take matters in their own hands. It is a symptom of the underlying overreliance on Black, Asian and minority ethnic people to lead the way in making change happen. This ensures the work is authentic but is ultimately inequitable because additional work is unduly falling on Black, Asian and minority ethnic people. It is imperative that this group is adequately supported and recognised, whilst also ensuring that the organisation does not place too much expectation on this group to deliver.

Whilst progress is also being made in the growth of the Inclusion Team's work, many volunteers and staff members commented that this team is currently not racially representative. This should be examined to ensure there are not specific barriers for Black, Asian and minority ethnic people to applying to take part.

It is promising that the Head of Equity, Diversity & Inclusion role has been created and this will help to amplify the importance of this work. Scouts would benefit from additional resources and roles, allowing for greater strategic impact which can sometimes be impeded by reactive operational tasks, such as responding to necessary issues or queries.

1.7 STRENGTHENING THE RELATIONSHIP WITH THE MUSLIM SCOUTS FELLOWSHIP

Throughout the review, the Muslim Scouts Fellowship (MSF) was cited as an example of good practice or as a resource for the organisation. Whilst it is evident that people across Scouts are appreciative of MSF, it became apparent during this review that MSF is often used as *the* example when The Scout Association needs to demonstrate that they are racially and culturally inclusive. In listening groups with staff and leadership it was hard for people to share examples of role models, or good practice, that were not key figures within MSF.

This highlights two potential challenges, firstly that Scouts needs to broaden community engagement work with a wider range of racially diverse communities. Some staff and volunteers feel that it is "laziness" how MSF is used to "tick a box" for racial diversity within Scouts. Secondly, The Scout Association needs to do more to ensure they recognise the value that MSF brings. Currently some volunteers feel that there is a lack of understanding of what they do and why. In difficult times, MSF volunteers have expressed that they do not feel like they are a priority. In particular, the silence from The Scout Association and lack of public support given during media criticism of MSF has caused harm. Work is needed to ensure volunteers feel supported and respected.

Currently MSF are leading on community engagement for Muslim communities, but it appears to some that the value of this work is not always understood by people within The Scout Association. Tensions relating to the autonomy of MSF are impacting people's wellbeing and morale, with the growing popularity of Muslim Scout Groups being met with suspicion at District Level where they should be met with celebration. Similarly to the Community of Practice, it is important from an equity lens that MSF is adequately supported and recognised for the value and impact it has for Scouts.

Recommendations

- 1. Create a clear and coherent vision for race equity:** This should be done in consultation with staff and volunteers and reference the values of Scouts as well as the ambitions for growth.
- 2. Review governance of race equity work:** Ensure that race equity work across Scouts is the responsibility of all through objectives and responsibilities for staff, the Board and Team UK, Senior Leadership Team and volunteer leaders.
- 3. Improve Team UK and Inclusion Team's representation:** Ensure that Team UK has increased racial diversity in the next cohort. The makeup of Team UK should aspire to match the representation of ethnic minorities within the UK. The current Inclusion Team should also include a wider range of people from under-represented racial backgrounds.
- 4. Create opportunities to recognise Black, Asian and minority ethnic staff and volunteers:** Use awards and recognition to appreciate people going above and beyond to progress race equity within Scouts.
- 5. Enable the growth of community-led networks:** Support the new Community of Practice and MSF through deliberate allocation of resources, staff time and access to funding.

2. AWARENESS OF RACE AND RACISM

Increasing awareness about race and the issues faced by Black, Asian and minority-ethnic people is important to ensuring that behaviours and practices are equitable within Scouts. Black, Asian and minority ethnic staff, volunteers and young people are likely to have negative experiences in wider society that reflect structural inequities and their subsequent biases. In order to promote race equity, Scouts must look to build staff and volunteers' capacity to mitigate against racial bias and empathise with the inequities that Black, Asian and minority ethnic people may experience. Building awareness can lead to more inclusive and impactful interactions, relationships and outcomes within Scouts.

"There's an element of white privilege and lack of understanding of why it's important"

"At HQ, there is awareness but we do not act on the awareness"

"We like to think we are aware at HQ but that isn't the case"

"There are a lot of closed narrow minds regarding what constitutes racism - white people need to really hear what racism is and why it needs to stop"

"I have mixed feelings about organisations like MSF: they do great stuff but I wish it wasn't necessary"

"People think I am being woke"

"Leader training is important - but we do not have the time to read through everything"

"Districts aren't supported in understanding differences"

"Black History Month events were poorly attended. The engagement is disheartening in itself."

2.1 LANGUAGE AND TERMINOLOGY IS A BARRIER FOR WHITE STAFF

The fear of saying 'the wrong thing' for white people was a prominent theme of discussion in all listening sessions and interviews with staff. This is a common barrier to staff being proactive in championing race equity within their roles. Survey data from the Leadership Forum indicates that staff are not as comfortable as they should be talking about race and ethnicity. The graph in Appendix i shows that 81 staff members surveyed during the Leadership Forum ranked themselves as being 3.3/5 in being comfortable talking about race, racism and race issues with others within Scouts.

2.2 VARYING LEVELS OF AWARENESS ABOUT ISSUES RELATING TO RACE EXISTS FOR STAFF

White staff attending the listening sessions mostly expressed that they felt themselves and other staff were very aware of issues relating to race. For the Black, Asian and minority ethnic staff attending the listening sessions, they felt that generally white staff feel that they know more than they actually do. This gap in perception could highlight a potential challenge to future learning and development opportunities provided. Staff should be given the opportunity to take part in challenging training on the topic of race that builds self-awareness and ensures everyone is given the same foundational knowledge to build from.

81 staff members surveyed during the Leadership Forum ranked themselves as being 2.6/5 in understanding the experiences and needs of members and volunteers from ethnic minority backgrounds (see Appendix i). This ranking is particularly low, highlighting the need for more training for staff who regularly interact with members, in particular.

2.3 CONSULTATION WITH VOLUNTEERS FROM BLACK, ASIAN AND MINORITY ETHNIC BACKGROUNDS COULD BE MORE IMPACTFUL

Staff are aware that they need to consult the needs and experience of volunteers from Black, Asian and minority ethnic backgrounds but shared that the process can sometimes be flawed. There is a recognition that representation is required when designing elements of the programme. Whilst volunteers and young people are consulted, it is much easier for staff to go to the same people who are usually called upon. Volunteers who are consulted are the ones who are already engaged so the views and experiences of the “unknowns” are not taken into consideration.

Staff shared that these volunteers can often become “spokespeople” when they are asked to represent communities for their ideas, and this feel like they are extracting time, expertise and resources from people without recognition. Staff are also mindful that they want to ensure Black, Asian and minority ethnic volunteers do not feel responsible for ensuring the community they are part of is represented in these consultations.

Staff admitted that they often do not have the time to find people to consult with and this can impact on the effectiveness of the work. One person shared that it took three months to create a working group that was reflective of communities to design a new badge and that this process took too much time.

2.4 LACK OF CULTURAL AWARENESS WITHIN THE MOVEMENT

A stand-out issue for volunteers from racially diverse backgrounds, who also practice faith, is that there is a lack of understanding and support around religious and cultural customs. This excludes volunteers and negatively impacts on how they feel about being involved in Scouting.

When interacting at a local and district level, many volunteers who have religious dietary requirements have felt excluded by other volunteers failing to recognise the importance of their requirements. Whilst some examples shared showed that volunteers had not considered the need to cater for dietary requirements, other examples referenced needs being overlooked or ignored.

There is some lack of desire to accommodate people if their religious requirements request a change in how things are usually done. This relates to dietary requirements as well as religious observance. Some volunteers have faced resistance to requests to change times or dates of events if they clashed with religious observances such as fasting during Ramadan, observing Shabbat or even prayer times. Other examples shared relate to the location of volunteer meetings in pubs or venues that centre around alcohol.

2.5 THE NEED FOR SPACES THAT CENTRE NEEDS OF COMMUNITIES

In many of the conversations and listening sessions, there was debate about whether having community-centred groups is the right approach to increasing racial diversity within the Movement. There was a particular focus on whether having Muslim Scout Groups is the right solution, or that the approach should be to integrate Muslims into existing groups. Other

discussions explored whether the MSF model is a model that should be replicated for other communities.

Due to the current lack of awareness internally and the external perception outside of Scouts, Muslim Scout Groups are needed and have been successful. Listening to volunteers, it is clear that community-centred groups are offering a unique opportunity responding to the needs and aspirations of groups they represent. Many Muslim volunteers who took part in the listening sessions specifically commented on how they would not have otherwise got involved in Scouting without the groups that represent their experiences.

Scouts should ensure to provide volunteers and members with the opportunity to choose a group that meets their needs by both supporting the growth of community-centred groups as well as increasing the awareness and capabilities of all groups to receive members and volunteers from a wide range of backgrounds. Some people taking part in the listening groups fail to see the need for such groups and feel it is "segregating people" but this is a view that should be challenged. It is also important for Scouts' leadership to be on the same page about this topic. Some feedback shared that there is a particular lack of understanding amongst senior volunteers.

Scouts should pilot new approaches with other communities to see if the lessons learned can both grow the number of people involved with Scouts, as well as provide opportunities to raise awareness about the experiences and needs of people from under-represented communities. The growing number of external community groups that champion diversity in the outdoors show there is a demand for safe spaces and proactive community building. Examples of UK-based groups include:

- [Black Girls Camping Trip](#)
- [Steppers UK](#)
- [Muslim Hikers](#)
- [All the Elements](#)
- [Mosaic Outdoors](#)
- [POC in Nature](#)

2.6 OPPORTUNITIES TO RAISE AWARENESS EXIST IN THE CURRENT STRUCTURE

Feedback within the listening sessions highlighted the existing opportunities for Scouts to raise awareness of issues relating to race and race equity. Many people referenced the fact that Scouts is a global movement with inclusion at its core. Existing opportunities such as the World Scout Jamboree were cited as effective in raising cultural and racial awareness. Scouts should maximise these links and events using communication channels to ensure the learning is accessible for the whole Movement.

Within the programme, badges create the opportunity to build cultural awareness but some volunteers feel this can be "surface level". A number of volunteers from a range of backgrounds suggested a unique badge that explores championing inclusion from a race equity lens. Feedback from one volunteer suggested encouraging Groups at the District level to formulate 'unofficial' badges that look into local issues relating to race, culture and faith that other local Groups can take part in.

2.7 EXISTING TRAINING AND RESOURCES

Building awareness through access to training and resources is an important way for Scouts to use its platform to advance race equity. Feedback from the listening sessions was mixed about the role that training could play. Some advocated for race awareness being an essential training

topic for volunteers, others stated that it should be available but not mandatory and a small number of people doubted the effectiveness of training due to time restraints on volunteers.

Very few volunteers had positive perceptions of existing inclusion training. This should be evaluated to ensure it is fit for purpose. However, the existing training offered on 'generational theory for manager' has been effective for volunteers, meaning that a similar format could work on the topic of race. It is essential that training is engaging, supportive and accessible for it to be effective for busy volunteers.

Resources and support are available on the topic of inclusion, in particular for cultural and religious awareness. Some volunteers shared that whilst they know there is information available from HQ, the information tends to be "superficial" rather than "practical" beyond policy. It is essential that volunteers can easily translate policy and advice into practical actions, and that resources are made easily available. Another barrier to information is the format of the website which is hard to navigate for some volunteers.

Recommendations

- 6. Provide training for staff:** All staff should be given the opportunity to take part in challenging training on the topic of race and be provided with tools and resources to build personal awareness. Training should be done regularly, and induction training should include reference to race equity.
- 7. Create race-specific training and resources for volunteers:** This should not be mandatory as it may impede effectiveness, however awareness of the race equity action plan and commitments should be part of all future onboarding. A particular focus should be on micro-aggressions and cultural awareness.
- 8. Review existing volunteer EDI training for effectiveness:** Current training should be engaging and practical to enable volunteers to apply EDI principles to their roles. Bitesize and accessible training should be designed to be role-specific.
- 9. Create practical guidance on race equity:** Engaging, informative and empowering content should be made available to all volunteers. This should cover how to proactively promote race equity, as well as how to respond to challenges. It is essential that this is easily searchable on the website.
- 10. Create language guidance:** The communications team should support the creation of language guidance and 'a tone of voice' for talking about race in the context of Scouts.
- 11. Clarify alignment with MSF:** Governance should ensure that MSF is perceived as in line with the essence of Scouting and a key part of the growth of the Movement.
- 12. Pilot the creation of new community-centred Groups or networks:** Use existing networks and work in collaboration with charities and community initiatives that cater to the needs of racially under-represented communities across the UK.
- 13. Maximise existing opportunities to raise awareness:** Communications should ensure that opportunities like the World Scout Jamboree are used as tools to raise cultural and racial awareness through communications about the events. Work in consultation with race equity experts and Members to design unique badge that explores championing inclusion from a race equity lens.

3. STAFF RECRUITMENT, DEVELOPMENT AND PROGRESSION

Currently 12% of staff are from Black, Asian and minority ethnic backgrounds. Representation is lowest at the highest grade but above the UK average in the two grades before this. As part of the overall EDI strategy, Scouts aspires to increase its racial diversity. Promoting race equity as an employer will mean removing barriers to recruiting, progressing and retaining staff from Black, Asian and minority ethnic backgrounds.



3.1 MORE INCLUSIVE RECRUITMENT PRACTICES ARE NEEDED

From the advert development stage right through to candidate selection, the recruitment process requires adjustments to ensure more equitable outcomes. Staff attending the listening sessions and the Leadership Forum referenced that managers want to reach a wide range of people but there currently lacks support in how to do this. The desire to reach a wider pool of candidates is encouraging but there is work to be done in ensuring hiring managers are given the means to achieve this.

It is encouraging that Scouts has used recruitment agencies who specialise in reaching a diverse range of talent for senior roles, including Board positions. Proactive recruitment will be key to improving racial diversity within staff. Some employees, in particular a few from Black backgrounds, have been actively encouraged by staff in their network to go for roles and been successful. This shows the importance of utilising networks and being deliberate about reaching out to people rather than relying on people coming to Scouts by themselves.

There were some examples of bias highlighted by staff who had been involved in hiring. These examples included people recruiting in their own image (affinity bias) and relying on cultural fit when selecting candidates. Some biases appear to be built into the existing recruitment process too, including restrictive requirements could deter people from Black, Asian and minority ethnic backgrounds. The requirements for candidates to have a degree, be Gilwell-based or have experience within Scouting will limit the number of people who can apply for roles and act as a further barrier for people who already have the perception that Scouts is not for them.

Whilst there are challenges relating to the fact some adverts for roles appeal to the existing membership, there was recognition amongst staff from Black, Asian and minority ethnic

backgrounds that the positive policies outlined on the website had an impact on convincing them to apply for roles. The imagery on the website, in particular the People page could be more representative in order to appeal to more people.

The recruitment policy has been redrafted to help address potential bias in the process and there are efforts made to have representative panels which has made a difference. Staff feel that a more "open mind" is required when it comes to recruitment to ensure people with different backgrounds and experiences are brought in. Some suggested using external representatives as part of the interview panels to ensure there is racial diversity and a more objective opinion.

3.2 PROACTIVE SUPPORT IS NEEDED FOR BLACK, ASIAN AND MINORITY ETHNIC STAFF TO PROGRESS

Staff taking part in the listening sessions shared that they desired greater transparency on the promotion process, as well as how to access courses to help with their development. Scouts should ensure that the promotion process is easily accessible to all and encourage managers to have regular career conversations with their direct reports.

Some staff mentioned that access to Senior Leaders is limited. They shared that this could be impacting people's opportunities to learn about what it takes to progress within Scouts. Increasing informal and formal mentoring is key to ensuring all staff are encouraged to aspire for progression.

3.3 RETAINING STAFF

The culture and environment at Gilwell was described as inclusive by most staff. The team environment and 'the people' are positive drivers for retaining staff from all backgrounds. It was raised that Scouts is missing a staff forum or space for people to come together and discuss major events in the news or issues that affect people. Some staff felt they would benefit from having a better support network but Black, Asian and minority ethnic staff identified they do have people within the EDI team to talk to alongside other allies.

The one barrier to retention that was referenced by some staff was pay. Scouts should monitor pay to ensure that it remains competitive in order to reduce attrition which could see the organisation losing valuable and high performing talent.

3.4 LEADERSHIP REPRESENTATION

Throughout the listening sessions, the lack of racially diverse senior staff representation was flagged as a barrier to attracting, developing and retaining staff – as well as volunteers. The lack of visible representation at senior levels is a concern for many Black, Asian and minority ethnic people involved in Scouts as either staff or volunteers because people feel that it feeds into the perception of Scouts "being for white people". It also concerns staff who feel that the race equity commitments will be limited by the lack of representation in key decision-making roles.

3.5 PUBLICISING EDI

As the largest youth organisation in the UK, Scouts has a large influence on the sector when it comes to EDI. Staff are encouraged by the work being done internally but want this work to be more visible externally. Staff feel proud of this work this should be used as a lever for attracting the best talent and changing perceptions.

Reviewing the Scouts website showed that EDI is not as visible as it should be. There are opportunities to include more information about the EDI commitments and policies under the

About Us header. It is best practice to publicise the Equality and Diversity Policy online. Within the Jobs page, staff benefits and policies are visible but these do not appear when searching the website. Such positive benefits should be easily accessible to have the maximum impact on recruitment.

Recommendations

- 14. Review current talent management processes:** A review using a racial equity lens will help Scouts see where gaps exist that could be creating disadvantage. Within recruitment and promotion. Policies and processes should be accompanied by guidance for line managers to have more inclusive recruitment as well as impactful career conversations with Black, Asian and minority-ethnic co-workers.
- 15. Update the Jobs page on the website:** Create a 'best in class' jobs page which provides transparency about Scouts' EDI commitments and policies as well as contains stories and blogs by staff from a wide range of backgrounds.
- 16. Use external support to deliver recruitment change:** Where diverse and representative panels are not possible, use external representatives to ensure there is racial diversity independence. Continue to use recruiters to source a diverse range of candidates.
- 17. Carry out pay reviews:** Ensure that Scouts remains attractive and competitive within the charity sector by regularly reviewing pay. Commit to yearly equal pay audits to determine and correct where staff from under-represented groups may be being paid less than their peers.
- 18. Create development programmes for Black, Asian and minority-ethnic staff:** Support Black, Asian and minority ethnic staff to navigate barriers to leadership positions through a programme of professional development, peer-support, training and skills advice. As much as possible, engage senior leaders with the programmes, providing opportunities for them to take part in sessions so that this leads to more racially diverse sponsorship.

4. VOLUNTEER AND MEMBER ATTRACTION AND RECRUITMENT

Currently there are a number of barriers to recruiting Black, Asian and minority ethnic volunteers, as well as retaining and progressing them. Improving racial diversity amongst volunteers is essential to the growth of Scouts in an increasingly racially diverse UK. Having volunteers who represent a wide range of racial backgrounds will provide young people from ethnic minority communities with positive role models and ensure that Scouts reflects the communities in which they operate in.



4.1 THE BRAND IS CHANGING BUT PERCEPTIONS REMAIN

Many volunteers and staff shared that they believe Scouts appears as a middle class, white and Christian organisation, despite many efforts to change this image. This was the biggest barrier shared to attracting volunteers from under-represented groups. In particular, the links to religion were referenced as potential barriers. Open groups are using religious buildings which is seen as very positive internally but externally it might imply it is an exclusively Christian or Muslim group.

Volunteers recognised how the brand of Scouts is adjusting to portray a more inclusive organisation. For some, this is working at a local level. In particular, the social media is seen as very forward thinking and imagery is representative. Scouts is often visible in the media and volunteers have noticed that racial diversity is often represented in media appearances.

At a County level, communication tends to be less diverse in terms of the imagery used. This remains a barrier for people's inclusion once they have already joined Scouts but is also a barrier to prospective members when communications such as posters are displayed in local areas.

4.2 PROACTIVELY INCLUSIVE ONBOARDING IS KEY

Instead of feeling like there are many hoops to jump through, all volunteers need to feel included from the beginning. The current onboarding process is inconsistent which can lead to some new volunteers feeling unsupported. The ongoing work on the new volunteer journey is an

opportunity to address this and it is essential that consultation occurs with a range of people from under-represented backgrounds.

Some volunteers who are Black, Asian or come from minority ethnic backgrounds have benefited from having existing volunteers proactively reach out to them and give additional support and encouragement during the onboarding process. This is something that should be encouraged across the UK. MSF has provided this support for Muslim volunteers and there is the opportunity for the Community of Practice to be more visible as an initial support system for new volunteers too.

4.3 ADEQUATE DATA COLLECTION IS REQUIRED

A common response within the listening sessions and surveys was that currently the data collected on members and volunteers is not fit for purpose. Volunteers recognise that if they are not capturing the data and needs of their people, they face challenges about how they can make their experience inclusive. There is a requirement to collect better data on young people and adults through the Census and enabling data collection when people join. This could help to address issues relating to dietary and accessibility requirements and prevent assumptions being made.

It is important for volunteers to get to know the ethnicity makeup of the community in which each Group is based but currently this is not provided to volunteers. Some volunteers have been proactive about researching this data and are looking at ways to ensure their members are representative of the wider community. A resource breaking down how to retrieve and analyse this data from the UK government would be useful in enabling volunteers to see the work that is needed at local level.

4.4 REPRESENTATION IN VOLUNTEERS IS KEY TO ATTRACTING AND ATTAINING MEMBERS

Volunteers and staff are aware of the importance of having volunteers who represent the young people to help grow membership. Several examples were shared by volunteers who have single-handedly directly made a positive difference to membership recruitment by utilising their personal networks.

Parents have also shared how important it is for them to enable their children to see role models. One volunteer shared that a parent had told them that "if it wasn't for you, I wouldn't have sent my kids to camp", showing how important representation is to building trust.

Representation is also important in reducing the experiences of exclusion and discrimination felt by volunteers, with many people citing that there is a clear difference in attitudes and behaviours when there are representative leaders.

4.5 VOLUNTEER FEEDBACK FOR INCREASING RACIAL DIVERSITY WITHIN MEMBERSHIP

Within the survey and throughout the listening sessions, volunteers had good practice examples and feedback to share about how to attract more young people from Black, Asian and minority ethnic backgrounds into Scouting. The suggestions and examples included:

- Utilise CV building as a hook to provide opportunities for young people from Black, Asian and minority ethnic backgrounds who are less able to access internships
- Do not underestimate the power of word of mouth when reaching community groups
- Target advertising and promotion in schools and community centers

- Use open days which have been successful in Barking and Dagenham
- Develop a standard method for managing waiting lists to remove any bias
- Become involved with the Syrian resettlement programme to include asylum seeking children who are often unsettled and move around frequently
- Send more paid staff to go out into the communities to promote Scouting and the benefits it brings with it

4.6 APPOINTMENTS COMMITTEE IS CITED AS OFF PUTTING

A standout barrier to volunteer recruitment that was shared by some volunteers was the nature of the appointments committee. There is a perception that these panels are daunting and can discourage potential volunteers from proceeding with the process. The lack of diversity of these panels is seen as a barrier.

Volunteers suggested that people taking part in the committees should be representative where possible and that people taking part in these panels should be trained in inclusivity to prevent negative experiences.

4.7 FLEXIBILITY IS ESSENTIAL TO MAKING OPPORTUNITIES INCLUSIVE

It is especially important for Scouts to have a flexible approach to volunteering commitments, so that volunteers feel comfortable and supported throughout their involvement in Scouting. Many volunteers taking part in the listening sessions feel that Scouts currently has an expectation that people should come to Scouts when actually Scouts should be proactively reaching out to people and accommodating them based on their needs.

One volunteer expressed that “we are trying to make everybody fit into the same little box” which is inhibiting the ability to be fully inclusive. Another volunteer expressed the need for Scouts to understand that ideas of volunteering are different in different communities and that opportunities should be flexible enough to accommodate this.

Scouts needs to promote and offer a more flexible way to volunteer, showcasing the opportunities that exist beyond being a Scout Leader and volunteering directly with young people. There are a significant proportion of Black, Asian and minority ethnic volunteers who volunteer in these kinds of roles but are less visible. Whilst it is important to have volunteers who represent the young people involved, positive experiences in these ‘behind the scenes’ roles can lead to other opportunities that do interact directly with young people.

4.8 COST REMAINS A CLEAR BARRIER

In order to create a level playing field for volunteers and members, some volunteers feel that more access to unique funding opportunities is necessary to increase the racial diversity of volunteers. People taking part in the listening sessions have heard anecdotally that volunteering is a barrier for people within their community or family networks due to the cost implications (including time away from work and out of pocket expenses).

Some volunteers shared that their young people have missed out on opportunities because people are not able to afford them. There was also recognition that some people are not able to say they cannot afford events or opportunities so can miss out on the support available.

Scouts' existing work to increase opportunities within areas of deprivation is key to addressing inequity but many volunteers feel more work is needed and called for targeted programmes, and additional resources to correct the disadvantage. This is particularly needed for newer Groups who are less established and do not own resources or property.

4.9 NEW RACIALLY DIVERSE SCOUT GROUPS FACE BARRIERS ON APPLICATION

Feedback from the listening sessions stated that the current process for setting up new Scout Groups is not conducive to growth or a positive experience. This is a barrier to inclusion as it can cause additional issues for people who have traditionally been excluded or under-represented which may result in them disengaging with Scouts. It also highlights that the process itself could present Scouts as an organisation that is not open.

Volunteers shared that it takes around twelve months to set up a group and that it is not a smooth process. Scouts could learn from the work MSF are doing to reach out to Muslim Groups before they complete set up in order to see if they can support. This should be encouraged by promoting MSF to Muslim Scout Groups or by providing MSF with information about potential new joiners. This support model should also be part of Scouts' inclusion strategy by putting in place outreach and support to Groups who are being set up by Black, Asian and minority ethnic people or are being proposed in areas of high racial diversity.

4.10 VOLUNTEER RETENTION AND DEVELOPMENT

Volunteers from Black, Asian and minority ethnic backgrounds feel that their development as volunteers can be stifled by favouritism with many sharing anecdotal stories of seeing people's friends being recruited for progression opportunities. Survey feedback shared stated that managers tend to recruit people who align with their views, leading to exclusion. There were calls for a change to the process to develop greater consistency and fairness in decisions made. Suggestions included a more score-based process or an out of District/County person being involved in decisions.

Individual bias is seen to influence volunteer progression. One volunteer shared that they felt there were perceptions from more "traditional" adults in believing that was an ethnic minority they were not suitable to be a Section leader or Youth Commissioner. Another volunteer shared that they suspected they had been discriminated via the survey: "sometimes there is something in the air where you just have to work a little harder or a little longer to get recognised, by it a female thing or a race thing, so of the older scouters still have a very old fashion way of thinking".

A particular challenge exists for Senior volunteering roles where many volunteers from all racial backgrounds felt that a wider pool of candidates is required. It was noted that recruiting from outsiders for senior roles is frowned upon culturally. There was also a recognition that too often length of service is equated with suitability for higher roles leading to Districts and Counties having too many older adults controlling the direction and strategy without opening opportunities for more diverse representation.

With National volunteer posts, there is already a majority white pool of candidates, but people felt that the current expectation that people are already members before they can apply for most national volunteer posts should be changed.

Some white volunteers expressed that they lacked confidence in how to sensitively approach people for roles using positive action or encouragement. This is felt by ethnic minority volunteers who are approached for roles but feel they are being tokenised because it is done in an insensitive way.

Some volunteers from under-represented racial backgrounds felt that either deliberate actions on talent development are required through more informal sponsorship and mentoring, or formal programmes that create pathways for volunteers.

Recommendations

- 19. Provide more support for inclusive recruitment and communications:** Collect good practice case studies on what is being done to increase racially diversity at District and County/Area/Region level. Support the existing Diversity RAG Assessment by offering more tangible pieces of advice. Ensure contact centres can offer practical tips and good practice when asked.
- 20. Design onboarding opportunities for volunteers from under-represented groups:** Build a race equity lens into the new volunteer journey. Collect and monitor the diversity data of new joiners. Where possible, offer regional or national networking and support systems where local support may not exist.
- 21. Introduce a support model for new Groups:** Put in place specific outreach and support to Groups who are being set up by Black, Asian and minority ethnic people or are being proposed in areas of high racial diversity.
- 22. Improve data collection and analysis:** Collect better data on young people and adults through the Census and enabling data collection when people join as members. Create factsheets breaking down how to retrieve and analyse local ethnicity data from the UK government to enable volunteers to see the work that is needed at local level.
- 23. Review appointments committee:** Carry out a review of how appointments committees are run and assembled to determine how they can be improved for all new volunteers.
- 24. Continually review the funding and support needed for units in racially diverse areas:** Distribute additional funding and staff support for units and ensure funding is made available for individual members, volunteers as well as units.
- 25. Require more transparency in volunteer appointments:** Require feedback for volunteers and allow volunteers to appeal decisions via a more independent route. Practical guidance on positive and proactive inclusive recruitment for volunteers should also be made available.
- 26. Promote national roles to people external to Scouts as standard:** Open roles to individuals with less or no experience of Scouts. When unable to source diverse candidates from within Scouts, ensure external candidates have been encouraged to apply even if it requires a longer recruitment process.
- 27. Create pathway programmes for volunteer progression:** Run volunteer networking and leadership development events for volunteers from Black, Asian and minority ethnic backgrounds.

5. INAPPROPRIATE BEHAVIOUR AND DISCRIMINATION

Whilst there was acknowledgement from some Black, Asian and minority-ethnic staff and volunteers that racism and discrimination is not something they had experienced, there were many instances of inappropriate behaviour and discrimination shared. The impact of these incidents of racism and racial micro-aggressions cannot be underestimated in causing harm, exclusion and disengagement with Black, Asian and minority ethnic people within Scouts.

In order to promote race equity, all staff, young people and volunteers should be safe from discrimination. Promoting race equity requires effort to build the capacity of staff and volunteers to support and empower Black, Asian and minority ethnic people who may be facing racial discrimination inside and outside of Scouts.



5.1 EXAMPLES AND TYPES OF RACISM AND EXCLUSION SHARED BY VOLUNTEERS

Although most staff shared that they had not witnessed or experienced racism at work, a range of negative experiences and racist behaviours have been experienced by some staff who took part in the listening sessions. Verbatims from the listening sessions and direct quotes from the survey are detailed below:

- "BLM meant people experienced and witnessed a lot of racism in the movement and it was hurtful to experience that as a person of colour"
- "Since starting at the Scouts I have experience racism from staff and been made to feel uncomfortable due to certain celebrations and Scouty type words."
- "Feeling the pressure to soften my communications so as not to be accused of being 'aggressive'."
- "How members talk to customer service workers is appalling"
- "Feeling excluded when not knowing 'in-jokes'"
- "Micro-aggressions relating to peoples names"

- “Not receiving support when I have explicitly and repeatedly requested it; however, another member of staff can ask for the same thing and receive it straight away.”
- “Witnessing a senior member speak negatively about Muslims and show Islamophobia.”

5.2 TYPES OF RACIST BEHAVIOUR SHARED BY VOLUNTEERS

Whilst some volunteers from Black, Asian and minority ethnic backgrounds had not experienced any racism or exclusion, most volunteers from all backgrounds shared direct or indirect experiences within the listening sessions and survey. Verbatims and summarised experiences are detailed below:

- “Everyday requires a justification for why you’re there”
- “When we go to campsites people do stare”
- “Kids say people are looking at us”
- “It feels we have to justify why we are here”
- “Black kids were stereotyped as naughty”
- “I’ve been called a chocolate person”
- “We have to jump through extra hoops”
- Senior volunteers using powers and rules to deny opportunities without any adequate reasons given
- People appearing to be awkward around difference
- Being unwilling to cater for dietary requirements
- People being underhandedly racist at an event at Gilwell Park
- Ignorance about cultural differences
- Jokes and banter
- Brown people are being held to higher standards as volunteers
- Black, Asian and minority ethnic volunteers doing a lot of the work and white volunteers take the credit
- The mixing up of names of Muslim people and groups
- Micro-aggressions

5.3 EXCLUSION FOR VOLUNTEERS

The most common examples of racism shared relate to the exclusion Black, Asian and Minority ethnic volunteers had felt being minoritised within their Groups or Districts. There were several examples shared whereby volunteers had felt that they had been denied opportunities to access support, training or roles without a clear reason. One example referenced how a volunteer had been excluded from communication about opportunities including the COVID recovery fund, therefore they missed out on this opportunity.

It was a common experience for Black, Asian and minority ethnic volunteers to have felt that they had been treated differently. It was commented that local rules give authority and control to volunteers who can “just say no” without giving a reason. Sometimes the exclusion is subtle and people do not have evidence of the discrimination taking place. However, it is felt that volunteers have exerted their authority and because the rationale is lacking racism appears to be the only reason.

Exclusion has also been felt when facilities or opportunities are not accommodating for people's cultural or religious requirements. For example, space for prayer is lacking in some District level events including training opportunities. It excludes and disengages people when their needs are not being met.

Another aspect of exclusion relates to the common types of inappropriate jokes and banter within Scouting. The types of jokes and banter can exclude and make people feel uncomfortable and

some people have stopped being involved as volunteers because they do not want to be exposed to this.

5.4 UNWILLINGNESS TO MEET THE NEEDS OF PEOPLE'S CULTURES AND FAITH

It was commonplace for people to have been in situations where their dietary requirements had been ignored or perceived to be an inconvenience. It is seen has due to "ignorance" and "laziness" but there were some examples where volunteers organising events had been unwilling to accommodate at all.

Volunteers shared how failing to accommodate their dietary requirements could be "make or break" in determining whether the young people could attend opportunities. This was the case for people from a range of religious backgrounds including Jewish, Hindu and Muslim volunteers.

5.5 STAFF LACK CONFIDENCE TO SPEAK UP ABOUT RACISM EXPERIENCED

Most staff shared that they would not be confident to speak up if they witnessed or experienced racism. However, some people felt more comfortable speaking up about issues impacting others. Staff shared that they believed there are colleagues who are prepared to call it out when things are unacceptable.

Anecdotal stories about Black staff being bullied in the past were shared in the listening sessions but staff were unsure about whether these issues were reported. Some staff were aware of an incident where a staff member had been dismissed for racial bullying.

5.6 VOLUNTEER AND CHARITY DYNAMIC IMPACTS ACCOUNTABILITY

Accountability is seen an issue within Scouts because of the charity and volunteer dynamic that influences people think certain things should be overlooked or let go. Many of the people who attended the listening sessions expressed that people involved with Scouts are "nice" and that this can be a barrier affecting people speaking up.

Staff, in particular, can feel discouraged about speaking up about inappropriate comments from volunteers due to the fact the volunteer is unpaid and not expected to be held to the same standard as staff members.

Staff and volunteers were mindful racism can sometimes be "unconscious" or "unintentional". Scouts should be mindful of the impact that even unintentional exclusionary behaviours have on engagement for staff and volunteers. It is important that Black, Asian and minority-ethnic staff and volunteers are still empowered to raise issues that may not show a conscious intention to cause harm.

5.7 FLAWS IN THE CURRENT REPORTING PROCESS FOR RACISM

Amongst staff there is awareness that reporting pathways including the whistleblowing line exist. There is recognition of the benefit of having the employee forum as a source of support for staff too. However, staff shared that reporting issues and the processes that follows is not quick enough. Staff also feel that measures are not in place to prevent retaliation.

Staff particularly referenced how it can be difficult to challenge managers. Some felt that social dynamics get in the way of reporting issues because where friendships and "cliques" exist amongst managers there are perceptions that the process will not be followed fairly.

For volunteers, people felt more comfortable to report racism where they had evidence. Volunteers mostly feel comfortable to challenge comments and behaviors made by young people. Due to the nature of the common experiences of exclusion felt by volunteers, they do not feel the current reporting methods would work to respond to exclusionary behaviors and decisions made by people at local level and in Districts.

The most common barrier to reporting issues for volunteers is the "cliques" and friendships within Scouting. People shared that they felt the friendships and even families meant that issues would be difficult to raise or would not be taken seriously. Volunteers from all backgrounds are aware of the relationships and "do not want to rock the boat". For volunteers it is easier to stay silent about issues because they feel the effects or repercussions would limit opportunities for them and the members.

5.8 HR IS A FORCE FOR GOOD

Whilst it was recognised that previous HR team did damage and caused mistrust, the new HR team are more proactive on acting on issues to do with discrimination. Staff members have recognised that HR have a positive reputation which would help them feel more comfortable speaking up about issues.

5.9 RISKS FOR YOUNG PEOPLE REQUIRES A ZERO TOLERANCE

Scouts needs to take a zero tolerance against racism in order to ensure the safety and wellbeing of young people involved as members. Currently there are grey areas about what constitutes racism and what should be reported.

The strong views against race equity and in response to the Black Lives Matter blog that expressed by some volunteers is a concern as it is unclear what kinds of views that young people are being exposed to. It is also concerning that many volunteers and staff feel they cannot hold volunteers to account as they are giving up their time. Allowing behaviours to go unchecked could present a risk of young people being exposed to micro-aggressions and racism.

Recommendations

- 28. Offer practical guidance and expectations around cultural and religious inclusion:** Use the Faiths and Beliefs page on the website to provide useful guidance and policy expectations for dietary requirements and scheduling around religion.
- 29. Analyse and record stats relating to racism reported by staff and volunteers:** On an ongoing basis, monitor incidents of complaints by demographic groups and schedule an annual review of all incidents of discrimination at Board level.
- 30. Establish a zero-tolerance approach to racism:** Review current reporting mechanisms by ensuring policies and processes for speaking up do not penalise individuals who raise concerns. Discrimination complaints from volunteers should be escalated to HQ. Embed a zero-tolerance message across all documentation relating to policies. Feedback should be anonymously collected following all reports of racism made. This should be independently assessed to monitor how staff, members and volunteers are finding the process.
- 31. Include racism and discrimination in whistleblowing procedures:** Offer additional or revised routes for volunteers wanting to report discrimination where it has not been dealt with at District level.
- 32. Create a communications campaign:** Educate everyone involved in Scouts about what is unacceptable and what constitutes a micro-aggression, as well as how to report issues in order to increase reports and accountability.

6. LEADERSHIP & ROLE MODELS

Promoting race equity is the responsibility of the leadership of Scouts. It is important that leadership feels this responsibility and that it is committed and equipped to drive the change needed. Advancing race equity requires addressing the issue of under-representation of Black, Asian and minority ethnic people in leadership positions within Scouts. Providing role models for Black, Asian and minority ethnic people is an essential role that Scouts can deliver to further opportunities and positive outcomes to those under-represented in society.



6.1 PERCEPTION OF LEADERSHIP & HQ'S APPROACH TO EQUITY, DIVERSITY AND INCLUSION

There is a positive perception of how HQ and leaders on both Team UK and the Board of Trustees are driving forward race equity, diversity and inclusion at Scouts. Volunteers recognise that leadership cares about race equity but that this does not trickle down to District and local level.

6.2 MORE ETHNICITY MINORITY LEADERS ARE NEEDED

Black, Asian and minority-ethnic representation is lacking within leadership, creating barriers to progression and retention of staff and volunteers. Not being able to see role-models in leadership positions prevents people from believing they can progress. It can also reinforce people's biases about what constitutes a leader.

Where senior volunteers from Black, Asian and minority-ethnic backgrounds do exist, listening session feedback has highlighted the positive impact this has had. Volunteers have noticed a difference in how they are treated with regard to accessing opportunities such as mentoring.

Although there was recognition of the Board's commitment to race equity, many people taking part in the listening sessions referenced how the Board has not historically been representative. In

particular, the lack of racial diversity on Team UK was a common theme discussed by volunteers who questioned why the current most senior leadership positions are not as representative as they should be.

In discussions about the Board makeup, some staff shared that they felt they could not relate to the Trustees. There were calls for recruiting young trustees from racially diverse backgrounds in order to bring about true representation and change.

Some discussions focused on the process of how Board members are selected and questioned whether existing networks are preferred by Scouts. Other discussions noted how the current Board recruitment process is attractive and seems transparent. There was also recognition that external recruitment support has been successful in placing Board candidates.

6.3 LACK OF BLACK REPRESENTATION IN LEADERSHIP

The listening session feedback highlighted the specific challenges of the lack of Black representation in management and leadership positions for both staff and volunteers. In geographical areas where there are high proportions of Black people, there is still limited representation of Black people as volunteers.

At board level, Busoga Sodeinde and Lexie Sims were cited as role models but there are not visible Black leaders beyond this. Within the Board makeup, representation was described as being "one in one out for Black people". It is important that the drive for better representation is done in a meaningful and transparent way to build trust and deliver the impact that better representation can bring.

6.4 ROLE MODELS DO EXIST BUT ARE NOT VISIBLE ENOUGH

During the listening sessions, staff and volunteers were explicitly asked who they see as a role model from a Black, Asian and minority ethnic background, but the overwhelming response was that people struggled to name role models or ambassadors.

Staff, Board members and volunteers feel that role models are not visible enough. Better communications about Ambassadors such as Dwayne Fields and Saray Khumalo is required because these are less well known than other Ambassadors.

6.5 WHITE ALLIES ARE ROLE MODELLING GOOD PRACTICE

During discussions about role models, a range of white volunteers were namechecked as 'allies' who should be highlighted within the Movement. These individuals are seen as exceptional volunteers who deserve recognition but also have lessons to share with others in their position. Showcasing what white volunteers are doing to drive forward change will be a useful way to promote behaviours that are required to embed race equity within the Movement.

6.6 DISTRICT AND COUNTY COMMISSIONERS ARE KEY TO CHANGE

Volunteers from all backgrounds expressed that the District and County Commissioner roles are key influencers to change. The feedback suggested that these roles are targeted with training and support to promote race equity and ensure that barriers are removed within their areas.

Many of the positive experiences shared by volunteers from Black, Asian and minority ethnic backgrounds were influenced by District Commissioners who had been proactive in supporting their personal or Group development. This was highlighted in discussions with volunteers who have successfully set up Muslim Scout Groups with the support of their District.

6.7 STAFF LEADERS FEEL EMPOWERED

Staff leaders surveyed overwhelmingly feel empowered to influence change when it comes to race equity (see Appendix ii). This is an important enabler for Scouts as the race equity work develops. Although comfort around speaking about race remains a barrier, Scouts have the opportunity to maximise the role of staff leaders to be change agents through role-modelling allyship.

Recommendations

- 33. Identify role models and case studies of good practice:** Discover and collate a range of examples of inspiration work or people who are advancing race equity. Encourage people to nominate role models and share their successes to accompany the race equity action plan.
- 34. Carry out succession planning:** Identify key individuals from Black, Asian and minority ethnic backgrounds who could be potential leaders. Encourage existing leaders (including staff, the Board and Team UK) to mentor and actively 'sponsor' people to climb. Offer shadowing opportunities such as attending leadership events and meetings.
- 35. Creating opportunities for allies amongst staff and volunteers:** Support white people wanting to play a role in advancing race equity through equipping them with skills and resources for allyship. Collate examples of allyship actions amongst staff and volunteers that can be shared widely as educational materials.
- 36. Empower Black, Asian and minority ethnic young leaders:** Including young people from underrepresented racial backgrounds in decision making is important for Scouts to focus on as an organisation. Scouts should create opportunities to include Black, Asian and minority ethnic young people's voices in programme design and decision making opportunities (such as on advisory boards or committees). Scouts needs to provide space for the young people to influence the governance of the organisation to both drive the effectiveness of the programme, but also to create important developmental opportunities for youth and young adults.

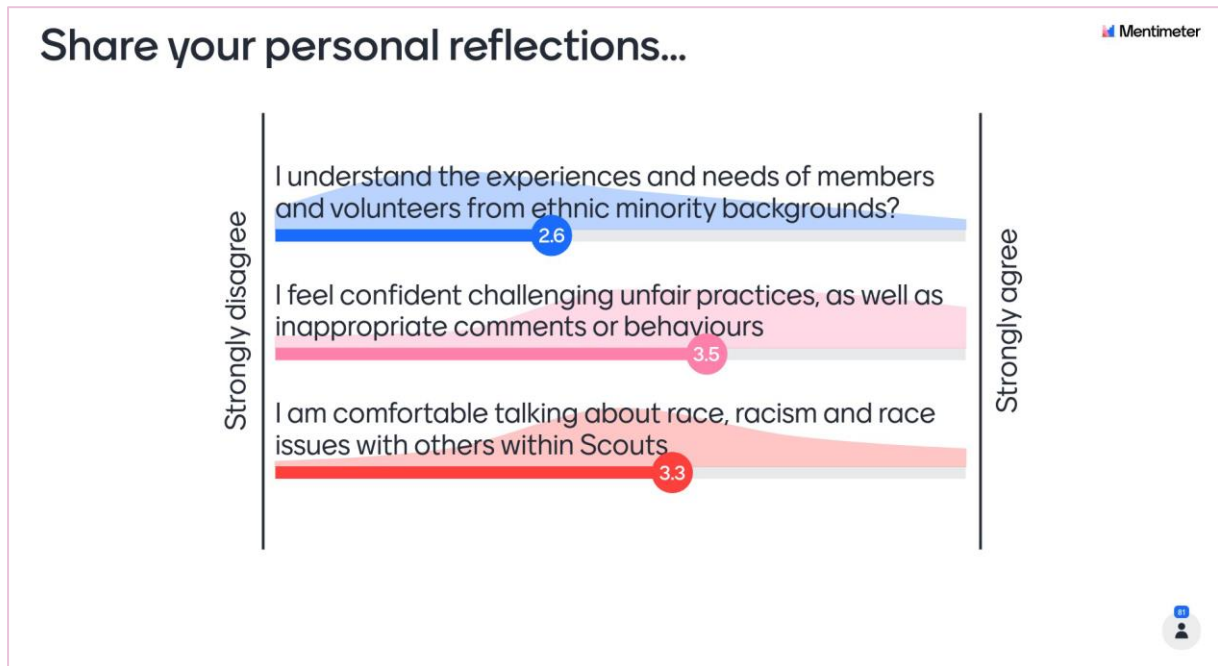
Action planning and next steps

To support the effective use of this report consultation and feedback will take place to identify the priority actions to take forward. The above recommendations and further discussion will lead to the development of a race equity action plan with tangible commitments and objectives.

Embedding race equity practice requires the ongoing review of experiences, processes, policies and activities to mitigate against barriers. Further opportunities to source to the views and experiences of Black, Asian and minority ethnic volunteers should be encouraged to ensure that volunteers feel heard and given the opportunity to shape the work of Scouts.

APPENDIX

Appendix i: Menti.com responses during staff Leadership Forum



Appendix ii: Google form responses for staff attending the Leadership Forum

