

Greater London South West

Development Plan 2014-2018

Contents

1. Background	3
2. Headquarters 2014 – 18 strategy	3
3. GLSW's 5 Key Areas	4
4. What we will look like	5
5. The County Strategic Objectives	6
6. The Key Action Points	6
A. To continuously develop an effective recruitment, retention and development policy for adults, providing a positive impact on the number of young members.	7
B. To only have, well-managed Scout Groups of a sustainable size and composition providing good quality Scouting where they are required within the community, with each providing a vibrant and well-managed 6 to 25 Year Programme across a minimum of 3 sections.	10
C. To ensure Scouting in GLSW is open to all and represents the diversity within our community and reaches into new areas.	13
D. To present Scouting in GLSW to the public as a relevant activity for adults and young people alike and as part of an international charitable organisation.	15
E. To have dynamic, effective, and well-structured management systems to ensure good governance and to support Scouting across the County.	16
F. To ensure that all youth members feel able to contribute effectively in the delivery of their scouting.	18

1. Background to this Strategic Plan 2014-2018

In 2005 GLSW produced and implemented, its first County Strategy Document "*Thinking Differently about GLSW*", based around the Headquarters Strategic Vision 2012. That vision saw:

The Scout Association as:

A *growing* Movement - balanced across gender, age and ethnicity.

A *youth* Movement - led by young leaders who are supported by older volunteers and by a field-based professional support team.

A *focussed* Movement - with fewer but larger Groups and with fewer but more focussed campsites.

A *sound* Movement - with a strong financial and management base, both locally and nationally.

A *relevant* Movement - with a strong public perception socially, politically and commercially.

A *diverse* Movement - reflecting and celebrating the diverse nature of our community.

And to that end a number of generic objectives have been overarching our plans until today.

These were namely:

- An increased membership of young people.
- More trained adults to sustain a vibrant programme.
- A diverse County.
- Effective management of Scouting resources (people, buildings and equipment and money)
- Strong internal and external communications.

2. Headquarters 2014-18 Strategy

In 'Scouting for All' the Headquarters 2014-18 Strategy, Headquarters set a number of specific and measurable goals:

- Youth membership would be increasing to 500,000 with 150,000 adult supporters and young leaders.
- Scouting would be present and sustainable in 200 of the most deprived parts of the UK.

- Scout Groups will have more than four girls in each section.
- Scouting will continue to welcome disabled, lesbian, gay, bisexual, transgender, black and minority ethnic members.
- Scouting will be seen as open to people from all backgrounds by the general public.
- 80% of young people will be able to say they shape scouting, feel listened to and are taken seriously.
- 80% of young leaders will have the opportunity to develop their skills and have a positive impact on Scouting
- 80% of adults will help young people to shape their scouting.
- 8,000 quality community impact projects will be delivered per annum.
- 70% of the public will see Scouting as 'relevant' to modern society.

With this National change into having such specific and quantifiable objectives for the next five years, GLSW has taken the view that it will adopt five key areas for adoption into its Development Plan to 2018 so as to better reflect how we will approach achieving Headquarters objectives. As a County we will encourage and support innovation in everything we do in order to better provide Scouting for all and meet improvements in these following five key areas.

3. The GLSW 5 key areas.

Growth,
Inclusivity,
Youth,
Community,
Support.

Based upon all this our vision therefore for Scouting in 2018 remains, but with some changes of emphasis as follows:

4. What we will look like

Scouting in 2018 will be:

- shaped by young people in partnership with adults
- as diverse as the communities in which we live
- enjoyed by more young people and by more adult volunteers.
- relevant and visible within our society

How we will feel

Members of Scouting in 2018 will feel:

- empowered
- engaged
- valued
- proud
- supported

What we will do (our impact)

Scouting in 2018 will:

- have a positive impact in and on our communities
- be present and visible throughout the whole community
- prepare young people to be active citizens
- embrace and contribute to wider social change.

Added to these aspirations, we continue to want every youth section to be provided with a vibrant, balanced programme, which provides opportunities for all young people to have the opportunity to enjoy the experiences of their choice within Scouting. We also want all 'Scouts' to take part in "Community Impact projects" events organised on a District, County, Regional or National basis.

5. The County Strategic Objectives

The following **Strategic Objectives** have been derived from a review of the existing, which has resulted in a decision both to continue to use some of the original, supplemented with changes and additions in order to help the County achieve its goals. In keeping with previous decisions, these objectives will be supported by a number of **Key Action Points**.

County members will continue to lead and monitor on these following Strategic Objectives with support from Districts:

- Objective A:** We will continuously develop an effective recruitment, retention and development policy for adults, in order to have a positive impact on the number of young members.
- Objective B:** We will only have, well-managed Scout Groups, of a sustainable size and composition, providing good quality Scouting where it is required within the community, each providing a vibrant and well-managed 6 to 25 Year Programme, across a minimum of three sections.
- Objective C:** We will strive to ensure Scouting in **GLSW** is open to all and represents the diversity of our communities.
- Objective D:** We will ensure Scouting in **GLSW** is presented to the public as a rewarding and relevant activity for adults and young people alike and as part of an international charitable organisation.
- Objective E:** We will provide the dynamic leadership to have effective, management structures across the County, ensuring that not only our buildings and financial balances but all our assets are effectively used to sustain Scouting through to 2018 and beyond.
- Objective F:** We will ensure that all youth members feel able to contribute effectively in the delivery of scouting.

6. The Key Action Points

The Key Action Points detailed in the next section of this document will remain our main tool to ensure Scouting in **GLSW** is adequately developed through to 2018. The Points will continue to be reviewed on an annual basis, following the annual census (1st March) by the County Commissioner together with the County Team and the County Executive Committee. The Key Action Points should be the basis for Districts to implement their own development plans and ensure that their plans are specifically relevant to their community and situations.

A.	To continuously develop an effective recruitment, retention and development policy for adults, providing a positive impact on the number of young members.			
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
1. Improved recruitment, retention and development of adults.	Recorded annual one to one meetings for all adults. Implementation of the adult appointment process. Implement processes to say "Thank you". Promote adult recruitment initiatives.	Continued growth of adult membership up to national total of 150,000 Build towards 5 events per annum with defined budget	District Commissioners County	County Commissioner County Exec
2. Increased recruitment of young people.	Use the balanced programme, nights away and adventurous activities to promote increased recruitment of young people. ACCs to encourage Districts to run (sectional) taster and 'bring a friend' events for young people.	Continued growth in youth membership in all sections up to the national total of 500,000	District Commissioners	County Commissioner
3. Consideration of opening new groups in secondary schools, academy's etc.	To identify schools looking for after school based Scout Groups	Identify 5 schools to trial Scout and Explorer Scout sections. Identify possible funding streams.	County Team Adult Recruitment Officer DC's Development sub	County Team County Exec
4. All adults active within the County to be recorded correctly on the Membership Database.	Appointment Advisory Committee Secretaries to maintain records correctly.	Quarterly comparison of membership audit to be consistent with Membership Database.	Appointment Advisory Committee Secretaries	District Commissioners County Commissioner

5. All new adults have a clear expectation of their role and receive appropriate induction, mentoring and support.	Clear process (an agreed road map) to be in place and implemented by Groups and Districts. Districts to coordinate through County.	All new adults (and those with appointment reviews) clearly understand their role and receive one to one support from introduction.	GSL Appointments Advisory Committee LTM	District Commissioners
6. To explore the concept of Partnerships between generations within Scouting and progress the idea.	Districts to establish intergenerational formal and informal partnerships for adults to take part in.	80% of adults to attend at least one formal partnership meeting per year and to know their informal opportunities.	District Commissioners	County Commissioner
7. All newly recruited adults by the Adult Recruitment officer (ARO) to be passed to a named ambassador.	Appoint recruitment ambassadors with a determined role and responsibility.	Number of adults remaining after initial induction.	ARO, County	County Commissioner
8. To ensure adult training is appropriate, accessible, rewarding, and effective as well as being open to all.	Offer innovative adult training by a variety of methods including day courses, small groups, e-learning, workbooks, one to one and residential courses where appropriate.	TMs and LTMs providing adult training utilizing all available methods.	Training Managers	County Commissioner
9. All Warranted adults to hold a valid First Aid qualification.	To ensure that sufficient learning experiences are provided across the County to enable all adults to obtain their First Aid qualification.	Number and venue of courses planned and implemented to meet the needs.	Training Managers	County Commissioner
10. All adults hold a valid Safeguarding qualification.	To ensure that sufficient learning experiences are provided across the County to enable all adults to obtain their Safeguarding qualification.	Number and venue of courses planned and implemented to meet the needs.	County Safeguarding Co-ordinators	Training Managers

11. Provide a greater pool of adults ready and able to carry out the role of Training Advisor.	Review potential adults across the District (including retired appointment holders) and target an annual recruitment campaign at those identified. LTMs to liaise with District Appointment Secretaries	Sufficient TAs to meet needs within the District	LTMs Development sub	Training Managers
12. Provide appropriate support for adults working in an executive role in Groups, Districts and County.	Annual learning opportunity provided within the County and each District, based on the National scheme and District specific needs.	Number and venue of courses planned and implemented to meet the needs.	Training Managers Development sub	County Chair
13. Adults to feel rewarded	To consider new and innovative methods of rewarding adults for their voluntary service outside of the formal awards system. To review the application of the National Awards	Greater numbers of adults feel rewarded for their efforts. To consider the introduction of Awards working Groups across the county	County District	County and District Chair Development sub

B.	To only have, well-managed Scout Groups of a sustainable size and composition providing good quality Scouting where it is required in the community, with each providing a vibrant and well-managed 6 to 25 Year Programme, across a minimum of three sections.			
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
1. To have better managed Scout Groups of an optimal size and composition. Under represented areas of the community and or locality to be identified	Groups continue to recruit effective GSLs. ADCs to identify	At least 95% of Groups to have a GSL. 95% of Groups to comprise of 3 sections 90% of Groups to have a fully functional Executive Committee New Groups opened	District Commissioners and Chair	County Commissioner / Chair
2. To encourage an effective balanced programme that visits all Programme Zones within a twelve month period.	ADCs to organise workshops / skills days for Leaders, helpers and interested others including adults from outside Scouting together with the LTM.	Min 1 workshop a year takes place. 80% of all 'Scouts' to be offered 2 residential experiences per annum.(May be in association with the DOE)	Assistant District Commissioners	Assistant County Commissioners
3. To promote linking activities between all sections.	Districts to organise joint sectional events. Maintenance of membership age registers.	5 events take place in each District each year to help support a balanced programme across sections	Assistant District Commissioners DESA	Assistant County Commissioners

4. To encourage all sections to run at least one camp/ sleepover/ holiday/ etc. per annum	ACCs to promote camps/ sleepovers/holidays, nights away etc. DESCs, ESLs and SNet to organise at least one joint event per year to promote linking	80% of all youth members offered at least one Sleepover/ camp/ holiday/ night away/ international per year as appropriate.	Assistant County and District Commissioners	Assistant County Commissioners
5. To provide a forum for youth members to influence their section/ unit/ Group/ District / County	ADCs and ACCs to identify and promote appropriate opportunities	Opportunity for youth members to influence Scouting.	ADCs / ACCs	County Commissioner
6. To promote the use of Young Leader Explorer Scouts in Beaver, Cub and Scout Sections.	ACCs (BS), (CS) and (S) to work with ACC(E) to promote Young Leader Scheme as a viable option to mainstream Explorer Scouting.	Increased number of Explorer Scout Young Leaders.	Assistant County Commissioner (Explorer Scouts)	County Commissioner
7. Increased numbers of Explorers and Network members gaining Queen's Scout, Duke of Edinburgh Award, Scouts of the World and Explorer Belt Awards.	Regular DofE Clinics to be held. At least two opportunities per year to undertake QSA/DofE expeditions. Joint Explorer Network County Explorer Belt Expedition to be held every other year.	DoE Clinics to be in place. Minimum of 2 QSA/DofE expeditions take place. County Explorer Belt expedition offered every other year.	District Duke of Edinburgh Advisor Deputy County Commissioners County Scout Network Commissioner	County Commissioner
8. Explore new models for Network	Retention of more Young People into their twenties	Increase in overall Network membership	DCs, CC	CC

<p>9. Further develop the role and training of GSL's</p>	<p>Identify Training needs for both new and existing GSLs Identify fast track leaders Consider pool of high flying GSL's for use in Groups requiring assistance</p>	<p>Greater pool of highly trained, motivated and effective GSL's. More adults enjoying the scouting adventure.</p>	<p>DC's, CC Development sub</p>	<p>DC's CC</p>
----------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------	--------------------------------------	----------------

C.	To strive to ensure Scouting in GLSW is open to all and represents the diversity within our community and reaches into new areas.			
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
1. To promote a diverse range of activities.	Provide adults with more training and taster sessions in a diverse range of activities. Improve publicity and communication regarding all activities on offer in GLSW, surrounding counties and nationally.	Increased number of adventurous activity permits awarded in GLSW. Greater publicity of the full range of activities on offer in GLSW.	Assistant County Commissioner (Activities)	County Commissioner
2. Identified new areas of adventurous activity.	To consider and investigate areas currently not explored and provided	New area available and actively used Maintain number of activities available.	Assistant County Commissioner (Activities)	County Commissioner
3. Increased age range of membership in Scout Active Support Units.	Adventurous activities organised to encourage younger Leaders and ex-Network members (over 25s) to join SAS Units.	1 event a year takes place.	District Scout Active Support Managers	Deputy County Commissioner (Adult Support & Development)
4. To promote International programme elements to all sections. Encourage participation in International experiences and expeditions (including WS Jamboree, Moots etc.)	Provide International programme support on county website. Also information on all local, national and 'international' opportunities relevant to section.	GLSW Unit's and individuals participate in International events and opportunities.	Assistant County Commissioner (International)	County Commissioner
5. All adults will have an appropriate level of cultural and social awareness to ensure that opportunities to increase the diversity of membership are identified and implemented.	Cultural and Social Awareness Training to be available to all adults.	At least one training session to be provided and publicised across the Region each year.	Training Managers Development sub committee	Deputy County Commissioner (Adult Support & Development)

6. Develop effective communications both internally and externally across the range of media accessible to youth	Review and develop communication policy Use of co-ordinated e-shots and social media	Presence across and use by a wide range of media. High volume of social media traffic	All	DC's. CC
7. Actively engage with Community Leaders to ensure message of scouting reaches all within our community	Contacts and relationships forged	Sustainable Scouting present in new areas previously consider difficult	DC's, CC District / County Chair	County Commissioner / Chair

D.	To present Scouting in GLSW to the public as a rewarding and relevant activity for adults and young people alike and, as part of an international charitable organisation.			
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
1. Effective County and District Media Development Managers in role to promote Scouting in GLSW via all media forms.	Appoint County Media Manager. Appoint 5 District Media Managers. Arrange training for all new appointments.	A County Media Manager appointed and 5 District Media managers appointed.	County Chair	County Commissioner
2. Increased liaison between Scouting and local community organisations.	Identify local community organisations and make contact.	List of organisations established, routine exchange of newsletters, annual visit.	All	County Commissioner / Chair District Commissioners / Chair

E.	To have dynamic, effective and well-structured management systems to ensure good governance and support Scouting across the County.			
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
1. To have completed Districts Development Plans, which are published and circulated to all leaders within each District.	Agree and publish District Development Plans. Review District Development Plans annually.	All Districts have a published plan.	District Commissioners	County Commissioner
2. To have completed Group Development Plans, which are published and circulated to all Leaders and parents in each Group.	Agree and publish Group Development Plans. Review Development Plans annually.	All Groups have a published plan.	District Commissioners / Chairmen Development sub	County Commissioner / Chair
3. To develop local processes and mindsets that make it “easy” and “expected” to create new Groups and Sections.	Review of provision and need across the District.	Rapid response to identified need, as identified within District Development Plans.	District Commissioners	County Commissioner
4. All assets are managed, reviewed and utilised for the greater benefit of Scouting in each Group, District and County.	Every Group, District and County to create a 3 year Asset Register, which details use of assets.	Annual review of assets to be included within annual reports.	All Chairman and Trustees	District Chair County Chair County Commissioner
5. Provide appropriate support for adults working in an executive role in Groups, Districts and County.	Annual learning opportunity provided within each District, based on the National scheme and District specific needs.	Number and venue of courses planned and implemented to meet the needs.	Training Managers Development sub committee	County Chair

6.Ensure good governance in accordance with POR and the Charities Commission	Provision of effective and timely training in accordance with Headquarters modules. An agreed checklist be presented annually	Trustees, Trainers Programme of checklist reviews	DC's CC, Chair Development sub District Chair and Treasurers	CC, County Chair County Chair and Treasurer
------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------	---------------------------------------------------------------------	----------------------------------------------------

F.	To ensure that all youth members feel able to contribute effectively in the delivery of their scouting			
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
1. Ensure all youth members feel empowered, valued and proud and are imbued with a sense that they can make a difference	County and District training programmes Promote methods by which the voices of our youth membership can be heard and their input valued	All adult members making a conscious effort to consider all opportunities for youth empowerment	All leader trainers	All adult members DCs, ADCs, CC, ACCs
2. To ensure that young people feel acknowledged for their efforts	Awards ceremonies to reflect the efforts of young people that have achieved the highest awards within their sections or their contribution to the section.	Introduction across the board of such ceremonies	GSL's, Section Leaders, DC's	DC's, CC
3. Provide a relevant and informative communication tool within the County.	Carry out a poll of members through electronic communication. Investigate paid support Appoint e-manager	Use results from poll to implement any changes to format and content necessary. Consider a part time appointment	County e-manager	County Chair
4. Ensure the County website is used by the widest possible number of adults and young people in GLSW. Deliver the right information to the right people at the right time.	Review presentation of www.glsWSCouts.org.uk . Move towards a 'clearer' home page with areas for members (adults and young people), potential new member enquiries and a password restricted area for sensitive information.	To be based upon results from poll to implement any changes to format and content necessary.	To be agreed based upon 3. above.	Deputy County Commissioner (Adult Support & Development)
5. Effective use of the HQ membership management scheme across GLSW.	Encourage Districts, Groups and individual members to review their entry on the membership management system to 'clean' the data of errors and omissions.	Clearer complete database. Direct distribution of communications to appropriate adults.	County Appointments Secretary County Media Development Manager	Deputy County Commissioner (Adult Support & Development)