



Scouts WA

Strategic Plan 2017 to 2020

Without Targets

1 February 2019

The 2012 to 2016 Strategic Plan's **Critical Success Factors** are still valid (Exhibit 1), as is the **Environmental Scan** (Exhibit 2). That Plan set three overarching **Goals** (Exhibit 3), each with underpinning of **Objectives**. Many of the Objectives have been met, but many also remain as 'work in progress'.

Significant improvements have been achieved in the **'business of Scouting'** through the paid staff of our Branch Support Team and in the governance of the organisation. While there have been notable successes, the **'game of Scouting'** delivered through our volunteers remains our greatest challenge.

The new **organisational model** (Exhibit 4) has been deployed, but its implementation is not yet complete through all tiers and Formations. Many Leaders of Adults still find the **'Strategic/Operational Continuum'** (Exhibit 5) to be a challenging concept, with District and Regional Commissioner positions the hardest to fill.

There are many talented, highly qualified and very capable people amongst our volunteers. The reality of today's busy life is that too few of them are available to undertake senior leadership roles. Our success is constrained by our human

capability and we must temper our expectations in line with that capability.

Four Goals for the five years ahead are drawn from the previous Plan and recast with the benefit of what we have learned. Further, as we begin to implement Scouts Australia's **New Youth Program**, the five years ahead will not be 'business as usual' and, while the new youth program initiative will bring important benefits for our youth members, the changes will bring a raft of leadership and management challenges.

Goals and Outcomes	Responsibility	Strategies	2017	2018	2019	2020
<p>Programs: Deliver high quality programs in every Group.</p> <p>Outcomes: Groups with three sections or more and at least 70 members; robust awards program and increased achievements.</p>	<p>Chief Commissioner (Volunteers)</p>	<p>Actions: New Program Direction Deputy Chief Commissioner Youth Program</p>	<p>Actions: Plan for New Youth Program</p>	<p>Actions: 10 x Pioneer Groups: New Youth Program All Groups: The Adventure Begins program</p>	<p>Actions: New Youth Program launches at AJ2019 Jan 2019. WA Implementation:</p>	<p>Actions: 2020 Goal: All Groups running new Program by Campwest 2020</p>
		<p>Actions: Program Quality Matrix. Deputy Chief Commissioner Youth Program</p>	<p>Actions: Program Quality Matrix for Scout Section developed for delivery through DCs. Program Quality Matrices for Joeys, Cubs, Venturers and Rovers under development, finalise for 2018.</p>	<p>Actions: Program Quality Matrix rolled out through Sections, Groups and Districts, guided by DCs and District Teams but completed by Youth Section Councils such as Troop Councils</p>	<p>Actions: Assess, review and revise Program Quality Matrix programs</p>	<p>Actions: 2020 Goal: As the recognized pre-eminent youth development organisation, Scouts WA to have standing invitation to send Youth Representatives to Youth Focus Forums and Community Development Programs.</p>
		<p>Actions: Youth Empowerment Deputy Chief Commissioner Youth Empowerment</p>	<p>Actions: Develop plan for increased Youth Member roles in Branch & Youth Program delivery</p>	<p>Actions: Implement Youth Member Role at Swan Patrol and in other Branch bodies.</p>	<p>Actions: Develop and implement Youth Leading - Adults Supporting initiatives. Send more Youth Representatives to APR and National Forums</p>	
		<p>Actions: Diversity and Inclusion Deputy Chief Commissioner Adult Resources</p>	<p>Actions: Restructure and develop Equity & Wellbeing Portfolio to expand and develop programs across a spectrum of areas in need.</p>	<p>Actions: Develop and deliver Diversity & Inclusion activities to Sections and Groups through Equity & Wellbeing Teams</p>	<p>Actions: Scouts WA delivering outstanding Diversity & Inclusion programs and initiatives.</p>	
		<p>Actions: Sustainable Development Deputy Chief Commissioner Adult Resources</p>	<p>Actions: Restructure Environment Portfolio to embrace and implement UN and WOSM Sustainable Development Goals.</p>	<p>Actions: Develop and deliver Environment & Sustainability programs and activities to Sections and Groups through Equity & Wellbeing Teams</p>	<p>Actions: Scouts WA implementing and improving organisational processes, infrastructure and programs in to support the 17 UN and WOSM Sustainable Development Goals.</p>	<p>Actions: 2020 Goal: Scouts WA to be implementing and delivering Best Practice Sustainable Development processes and training programs.</p>

<p>Our People - Volunteers and Employees: Develop capability in line with appointments and build depth at all levels.</p> <p>Outcomes: Increased capacity to deliver current and more ambitious strategies.</p>	<p><i>Chief Commissioner (Volunteers)</i></p>	<p>Actions: Partner with UWA in Volunteering Study. <i>Deputy Chief Commissioner Adult Resources</i></p>	<p>Actions: Engage with and support UWA Surveys to learn more about improving Leader recruitment and retention.</p>	<p>Actions: Final stages of UWA Study, commence development and implementation of volunteer recruitment and retention programs based on the findings.</p>	<p>Actions: Improve the recruitment process (in terms of suitability and capability) and measure and monitor retention</p>	<p>Actions: 2020 Goals: enhanced personal development and role satisfaction for Leaders; better matching of roles and opportunities against skills and aspirations - achieving 'better fit' for Leaders. Results: increased retention; decreased burnout; and improved succession and advancement planning ensuring continuity of organisational knowledge and progress. Assess success of plan by metrics including increased retention periods and feedback from Leader Satisfaction Surveys. Ref UWA processes.</p>
		<p>Actions: Fill DC and RC vacancies. <i>Deputy Chief Commissioner Adult Resources</i></p>	<p>Actions: Active Recruitment Program to fill RC and DC Vacancies. Publicise new role opportunities in Scouts@Info, Scouts WA Facebook, Website and Volunteering channels</p>	<p>Actions: Fill all Commissioner roles, develop and commence active recruitment program for Group Leader Roles</p>	<p>Actions: Improve the recruitment process (in terms of suitability and capability) and measure and monitor retention</p>	<p>Actions: Review and adapt Adult Development Plan Program via metrics annually and especially at end of initial non-Commissioner Leaders 3 year review cycle – assess success of new plan by increased retention periods and feedback from Leader Satisfaction Surveys. Ref UWA processes.</p>
		<p>Actions: Improve and support personal and professional development in Leaders and Adult Helpers. <i>Deputy Chief Commissioner Adult Resources</i></p>	<p>Actions: Adult Development Plan revised and tested. Implementation from top-down commenced and completed in at Swan Patrol level before commencement 2018.</p>	<p>Actions: Adult Development Plan revised program rolled out top-down.</p>	<p>Actions: Adult Development Plans repeated on a 3-year cycle, except for Branch level Commissioners who are reviewed annually.</p>	
	<p><i>Executive Manager (Employees)</i></p> <p>Actions: Develop Transformational Leadership with a focus on Customer Service</p>	<p>Actions: Staff, Chief Financial Officer and Executive Manager undertake training</p>	<p>Actions: 100% of Staff JDs aligned to strategic plan objectives. Lunchtime training seminars for staff to communicate and engender increased autonomy. All JDs reviewed to incorporate seminar learnings</p>	<p>Actions: Empowered staff, resulting in improved customer satisfaction. Customer satisfaction measured by the number of complaints at beginning of the year compared to number at the end of the year.</p>	<p>Actions: Staff regularly able to satisfy customers while performing their tasks in the allocated 75hr fortnight, without the need for excessive 'volunteer' time</p>	
<p>Finance: Broaden and strengthen income sources.</p> <p>Outcomes: Increased capacity to deliver current and more ambitious strategies.</p>	<p><i>Chief Commissioner (Volunteers)</i></p>	<p>Actions: Simplify the administrative burden for Groups <i>Swan Patrol & Expanding Capacities Taskforce</i></p>	<p>Actions: Increase retention of trained Leaders especially GLs by simplifying planning and management tasks.</p>	<p>Actions: Investigate/explore/(develop if needed) end-to-end time-and-energy-saving event and activity management tools such as current software apps already in use in the education sector</p>	<p>Actions: Enhance and simplify management processes, improved support, and better two-way communications between Branch and Group.</p>	<p>Actions: 2020 Goals: To simplify tasks and increase efficiencies in administrative processes at the Group Level in order to maximise the time and effort which can be devoted to delivering better programs</p>
		<p>Actions: Every Group to have at least three Sections and 70 youth members. <i>Swan Patrol & Expanding Capacities Taskforce</i></p>	<p>Actions: Identify Groups with less than three Sections and 70 youth members.</p>	<p>Actions: At least half the Groups under the two benchmarks to have at least three Sections and 70 youth members by December 2018</p>	<p>Actions: Improve percentage of Groups under the two benchmarks to have at least three sections and 70 youth members by December 2019</p>	<p>Actions: 2020 Goals: Grow the organisation by establishing new Groups in new and developing communities, both urban and rural. Share Scouting values with communities and sectors who are</p>

		Actions: Growth: plan to open new Groups in forecast urban demographic growth areas. <i>Swan Patrol & Expanding Capacities Taskforce</i>	Actions: Revisit Local and State Government Population and Development Plans.	Actions: Assess target locations for New Groups to start in. Identify six growth locations, two per Perth Regions and one per Country Regions, and initiate New Group growth strategy. Opt in to planned Community facilities, establish a stakeholder footprint with Councils and developers	Actions: Review and revise New Group growth strategy	currently unable to access the program
		Actions: Growth: Support all Groups to grow, especially those facing demographic and/or distance challenges. <i>Swan Patrol & Expanding Capacities Taskforce</i>	Actions: Investigate strategies to provide support for At Risk Groups. Maintain and improve Youth recruitment and retention numbers to grow Groups.	Actions: Address shortcomings in membership recruitment and billing processes. Follow up early departures.	Actions: Develop guidelines for better support of Groups facing demographic and/or distance challenges.	
	Executive Manager (Employees)	Actions: Recycling	Actions: Submit comments on proposed new Government scheme	Actions: Attend Government Meetings. Contribute to Working Group.	Actions: Attend Government Meetings. Contribute to Working Group	Actions: Commence recycle business if viable
		Actions: Scout Foundation	Actions: Prepare and accept legal framework	Actions: Activate Scouts WA Foundation	Actions: Launch Scout Foundation	Actions: Attract new contributors and benefactors
Branding: Increase community awareness, recognition, and approval of the Scouts WA values-based 'Brand' and our capacity to contribute positively to our Society. Youth Leading, Adults Supporting. Outcomes: Enhanced profile and reputation and increased interest in Scouting.	Chief Commissioner (Volunteers)	Actions: Promote 'Brand' to increase public visibility and recognition to drive Membership growth. <i>Chief Commissioner's Portfolio via Arts & Technology Team</i>	Actions: Establish Branding and Marketing Committee.	Actions: Develop cost-effective ways to promote a contemporary image for Scouts WA which is in line with WOSM and National Goals and Guidelines.	Actions: Explore promotional and branding opportunities to support Branding initiatives in conjunction and collaboration with National re-branding program.	Actions: 2020 Goals: Scouts seen in WA as the pre-eminent Youth-Lead organisation. Great Brand recognition leads to greater pride among our Youth members and enhanced recruitment and retention.
Redress	Board Chairman	Actions: Redress	Actions:	Actions: Implement Redress for survivors	Actions: Survivors encouraged to access Redress Scheme	Actions: Subject to preparedness of Survivors to come forward, we will deal with Redress expeditiously and aim to have it finalised by 2020

30 month life cycle reality

Structure not staffed

2012 Critical Success Factors

Dimension	2012 Critical Success Factors
Programs	<ul style="list-style-type: none"> • Deliver uniformly high quality, informal educational programs that are values-based and centred on the Scout Promise and Law and which address areas of personal growth by applying the Scout Method and the 'SPICES' (Social, Personal, Intellectual, Character, Emotional and Spiritual) framework with emphasis on outdoor activities that attract <u>and retain</u> youth and adult members. • Maintain a strong membership pool of adult leaders and supporters. • Communicate the benefits of Scouting to parents and the wider community.
Organisation	<ul style="list-style-type: none"> • Deliver straightforward management based on delegated authority, with clear and effective communication. • Form key strategic partnerships, which produce tangible benefits that advance Scouting.
Resources	<ul style="list-style-type: none"> • Ensure that Leaders and office bearers are properly trained, both initially and ongoing. • Set and maintain reasonable and realistic workloads. • Make greater use of information management systems. • Establish at least three significant revenue streams underpinning Branch operations. • Adopt a sustainable, life-cycle approach to the management of the Branch's properties.

2012 Environmental Scan

Dimension	Strengths	Weaknesses	Opportunities	Threats
<p>Programs</p>	<ul style="list-style-type: none"> • A proven and effective informal educational program. • Relevance of programs reviewed on a regular cycle. • A wealth of material on how to deliver good quality programs. • Strong interest and support in the community. • Value for money, but (as a weakness) not always conveyed effectively. • Well-established and recognised brand “Be Prepared” built up over 100 years, but (as a weakness) not actively promoted. • Considerable intellectual property, but (as a weakness), the knowledge is not well shared and resides with too few individuals. • Sound award systems for both youth and adults. • Adventurous activities programs, but (as a weakness), not delivered to their full potential. • WWCC card for all Leaders and adults. 	<ul style="list-style-type: none"> • Program delivery not of a uniformly high standard and weak quality assurance mechanisms. • Very few youth members complete the '6 to 26' continuum. • Suspect quality of program delivery causes a higher than necessary 'churn-rate' of youth and adult members. • Average length of youth membership is well short of the ideal. • The benefits of Scouting are not being conveyed to parents to full effect. • Leaders who, for one or more reasons, not complying with policies/not delivering the programs as intended. • Sections operate as 'silos' rather than part of a learning and growth continuum. • Cub Scouts and Scouts 'peak awards' as 'exit points' on achievement can lead to early departure if youth members are not actively encouraged to aspire to the ultimate youth achievement, the Queens Scout Award. • Linking between sections is not seamless and can be a barrier, with particular issues for Scouts to Venturer Scouts. • Waiting lists exist, but Groups and Districts not working collegially on the placement of youth to eliminate waiting lists. • Sections below critical mass leads to sub-optimal program outcomes. • Resistance to Joey Scouts Section in some Groups. • Cost of Scouting in lower social economic communities, if not wider. • Youth peer pressure that Scouting is not “cool”. • In some quarters, such as the media, Scouting is <i>passé</i>. • 'Duty to God'/'spiritual awareness' not necessarily a 'comfortable fit' in an increasingly secular ('Godless') society. 	<ul style="list-style-type: none"> • Scouting's share of the youth cohort is less than two per cent and greater Perth's population will increase by a third over the next 20 years. • Promotion of the "Areas of Personal Growth" model (that encompasses 'SPICES' across the program continuum and the 'Scout Method'), which distinguishes Scouting from other youth organisations. • Increased 'age-friendly' inter-Sectional linkages. • Young Leader Program for Venturers as an avenue to more and younger Leaders. • Communicate the educational outcomes to parents to offset belief that Scouting competes with schooling. • Engage families in Scouting. • Interest is strong and demand is not being met - gaps in Groups' coverage of greater Perth - lifting the membership of current Groups located in Perth to 70 would increase youth membership by 50 per cent. • Value in a targeted, strategic approach to the formation of new Groups. • Scouting as a tech-savvy organisation (also listed under 'resources' below). • New target groups, including Aboriginal and migrant communities and youth with special needs and those at risk. • Partnering with complementary organisations. 	<ul style="list-style-type: none"> • A huge array of alternative offerings for the attention youth. • Loss of youth and adult members due to underperforming program delivery. • Scouting viewed as a distraction from final years of schooling. • Possibility of Leaders committing youth related offences or engaging in pornography offences and resultant adverse publicity.
<p>Organisation (Management, structure, communication and partnerships)</p>	<ul style="list-style-type: none"> • An effective operating model at the Group level, although there might be some circumstances where other than the Group model is appropriate and (as a weakness), the organisation's receptiveness to such alternatives is yet to be tested. • Increasingly robust governance. • Overall, the Branch Support Team is better connected with program operations than in the recent past although (as a weakness), across the entire team, there is room for improvement, 	<ul style="list-style-type: none"> • Strategic thinking is largely absent and there is an inappropriate focus on operational matters at senior levels. • Many critical volunteer management positions are unfilled and succession planning is patchy across the organisation and overall, is not done well. • Out-dated hierarchical structure, overlaid with unclear matrix accountability lines. • Preoccupation with "Branch" versus Groups (although current actions are beginning to address this matter). 	<ul style="list-style-type: none"> • With Groups as the focus, simplification and devolution of management and decision making and streamlining of operating procedures. • Smaller aggregations of Groups (Districts) provide better opportunities for mentoring and mutual support between Group and Section Leaders. • Greater use of information and communication technology. • Partnering with complementary organisations. • Strengthening Scouting's standing with key community decision makers, as well as the wider community. 	<ul style="list-style-type: none"> • Inability to sustain the desirable suite of operations for want of volunteers in key management positions. • Marginalisation of Scouting to the point of irrelevance in the wider community. • Resistance to change within the organisation - need to continue building support and momentum for the 20-year Vision and goals.

	<p>while (as an opportunity), there exists solid good will to build on.</p> <ul style="list-style-type: none"> Increasing use of electronic communication. Strong good will towards Scouting in the wider community. 	<ul style="list-style-type: none"> Groups (and Districts) are not uniformly strong and there are a number with worrying gaps in leadership in both uniformed and committee structures. Little evidence of formulating and following development plans for Districts and Groups; many Groups have sub-optimal youth numbers. Communication breakdown and information gaps and poor promotion of Scouting to important external audiences. 		
Resources (Human, information, financial and physical)	<ul style="list-style-type: none"> Dedicated and experienced volunteers. Sound adult recognition awards system, but (as a weakness), not always applied consistently. Increasingly robust governance and leadership by the Board. Progress in streamlining processes and communications. Stable financial position, with reasonable reserves. Greatly improved budget setting and financial reporting to Board. Solid asset base. 	<ul style="list-style-type: none"> Many volunteers putting in excessive hours, leading to burn-out and discouraging others to become involved and many critical volunteer management positions are unfilled. Reliance on inexperienced volunteers. Wasteful of time contributed 'free' by volunteers. Slow completion of Basic training by Leaders, poor Wood Badge completion rate and minimal continuing professional development. Personal Leader Advisor (PLA) program falling short of expectations. Not all Groups have trained Group Leaders and not all Groups have a functional Group Committee. Weak information management systems and culture; poor retention of records and corporate information. No direct access to Scoutrak for Section Leaders. Narrow funding base primarily membership subscriptions and supplemented by government grants. Inadequate asset management policies, procedures and guidelines. Aging facilities which have not been maintained on a sustainable life-cycle basis; dependence on multi-use community facilities. Duplication of resources (eg canoes, boats and trailers). 	<ul style="list-style-type: none"> Spreading the workload by the application of the RMS-recommended small team 'patrol system' to management. Enhanced training and skills development through eLearning and a less centralised approach. Focus paid staff focused on activities they are better placed to do than volunteers, leaving the latter to do more of what motivated them to join Scouting. Scouting as a tech-savvy organisation. Tapping the potential of 'lazy assets' (in particular the Murray Street property) to generate significant additional revenue. Long-term benefits of a Scouts WA Foundation. Rationalisation of assets to optimise their use. Partnering with schools to utilise facilities and for the Scout program to be embraced by school communities. Partnering with property developers to develop facilities for Scouting (and others) to support the formation of new communities. 	<ul style="list-style-type: none"> Potential volunteers put-off by excessive hours committed by some volunteers and others lost prematurely due to burn-out (of self and/or family). Changing trends in volunteering. 'Fly-in-fly-out' work impacts on parents' availability and their preparedness to volunteer and in some Groups, the proportion of families in this situation is quite high. Ageing key volunteers. Some experienced volunteers are stuck in the past and resistant to change. Financial limitations and potential vulnerability if the income base is not broadened. Loss of government funding. Closure of poorly maintained properties. Increasing user-pays approach to facilities by local government authorities.
Dimension	Strengths	Weaknesses	Opportunities	Threats

2012 to 2016 Overarching Goals

1. Deliver uniformly high quality and challenging youth programs and in so doing, increase overall membership.
2. Implement a new organisational model that is collegial (Leaders working collaboratively and supporting each other as colleagues), in which Groups are at the centre of the organisation, and everything else exists to provide guidance and support.
3. Deploy and optimise the use of resources on a sustainable basis.

Exhibit 4

Organisational Model

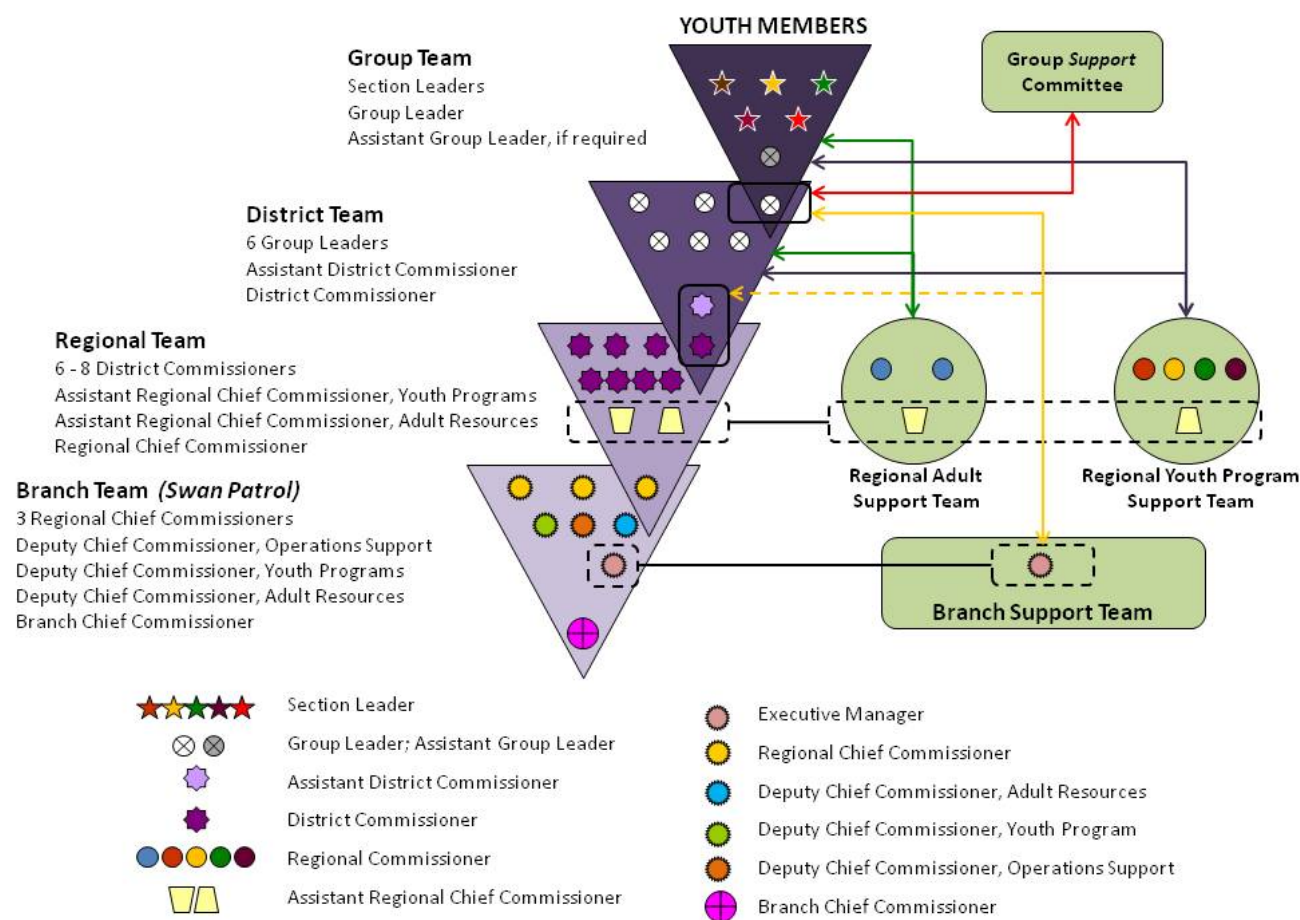


Exhibit 5

Strategic to Operational Continuum

