



Scouts WA Strategic Plan

2023-2026



Contents

Foreword	3
Plan on a Page	4
Purpose and Mission	5
Our Values	6
Strategic Priorities	7



Foreword from Chair and Chief

As we enter a new chapter of Scouts WA's organisational journey, in which we seek to extend our reach and strengthen our community impact, our purpose and mission remain at the heart of everything we do. Scouts WA's purpose is to encourage the physical, intellectual, social, emotional and spiritual development of young people so that they take a constructive place in society as responsible citizens, and as members of their local, national and international communities. This Strategic Plan presents a raft of opportunities for further improving the ways we achieve this purpose.

In developing our Strategic Plan for the next three years, 2023-2026, we put much time and consideration, first and foremost, into the needs and views of our members, volunteers, and staff. Over the past year we have consulted widely with those groups through surveys, focus groups, capturing feedback and testing concepts with working groups. We held specialised workshops with senior volunteers and staff, as well as our executive team and Board members. Together we have codesigned this plan, based on your feedback and ideas.

The plan laid out in these pages considers stages of development; the first stage is laying the foundations for success. This will involve building our capacity – through providing support to develop our people, tools, and processes–, gathering data, implementing frameworks, structures and systems, meeting compliance and quality standards, and embedding a culture based on our values.

Our new organisational values were developed over six months of consultation with members, volunteers, and staff, and then summarised and approved by our Board. These values will guide our behaviours and how we work together as we achieve our goals.

Once the foundational stage is complete, the next phase we will see us focussing how we can grow and increase our reach and community impact, including creating more opportunities for a broader range of young people to connect and develop within Scouts in Western Australia. We will also be creating opportunities for partnerships and supporters to join us in this exciting stage of our journey and welcome any organisations or individuals who are inspired by our purpose and values to connect with us.

Over the next three years we intend to implement a number of key changes to the organisation that will assist in achieving our strategic priorities. This includes embedding and expanding access for all Scouts to our new youth program and growing our membership. We are grateful to everyone who is with us on this journey and look forward to sharing the next chapter with you.

Stephen Davies
Board Chair

Ayden Mackenzie JP
Chief Commissioner

Strategic Plan

2023-2026

Mission

To contribute to the education of young people, to help build a better world, where people are self-fulfilled as individuals, and play a constructive role in society.

Purpose

To encourage the physical, intellectual, social, emotional, and spiritual development of young people so that they take a constructive place in society as responsible citizens, and as members of their local, national, and international communities.

Values

RESPECT

We are considerate of the feelings, thoughts, rights, and aspirations of ourselves and others.

INCLUSION

We provide equitable access to opportunities by encouraging diversity, compassion, and empathy.

COLLABORATION

We combine our strengths to achieve our common goals.

INNOVATION

We are creative and resourceful in moving forward and improving our community impact.

LEADERSHIP

We are accountable, lead by example and share our vision, whilst empowering, challenging, and supporting each other.

SUSTAINABILITY

We ensure our actions create an enduring and resilient world.

Strategic Priorities

OUR PROGRAM

Delivering a leading youth development program that provides young people with the skills, knowledge, and experience to be active citizens in their local, national and global communities.

OUR PEOPLE

Continue to be recognised as a leading youth organisation by strengthening and growing our membership and delivering best practice in experience for volunteers and staff.

FINANCIAL SUSTAINABILITY

Ensuring Scouts WA's finances meet the organisation's goals and needs in the short and long term.

QUALITY AND CAPABILITY

Providing consistently quality services aligned with business outcomes, enabling an agile approach to business continuity and efficiency.

INNOVATION AND GROWTH

Exploring opportunities to enhance, diversify and grow our services in response to community needs and in alignment with our purpose and values.

Strategic Objectives

Embed the Scout Program throughout all Scout Groups and provide support to all volunteers and members to understand the program.

Develop and implement a quality framework, standards, and an evaluation schedule to measure and monitor the quality of our program.

Better understand membership indicators and sentiment, including satisfaction, retention, and life cycle, and improve these.

Grow our youth membership by a minimum of 15% over the next three years.

Measure and communicate our social impact within an appropriate measurement framework.

Increase the number and range of opportunities offered to people from diverse backgrounds.

Be a volunteer and employee organisation of choice.

Consolidate our financials, meet compliance standards, and improve our efficiency in financial systems.

Increase the utilisation of our assets.

Implement a fundraising plan, including annual campaigns, gifts in wills, major donors, and corporate partnerships.

Improve our existing safety framework and implement a new Integrated Management System that covers Quality, Environment, Safety and Information Security.

Review our Constitution, including Rules and Regulations, in line with relevant legislation.

Implement a modern and effective operational structure that streamlines our business processes and delivers better outcomes for members, volunteers and staff.

Expand our recycling department including increasing presence in regional locations.

Improve our public image and brand recognition.

Undertake a digital transformation that provides a better experience for the membership, and more accurate and timely information to meet operational needs.

Develop a master plan for our Adventure Centres that focuses on improving quality, while increasing and diversifying utilisation.

Mission & Purpose



Our Purpose

To encourage the physical, intellectual, social, emotional, and spiritual development of young people so that they take a constructive place in society as responsible citizens, and as members of their local, national, and international communities.

Our Mission

To contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

Our Values



RESPECT

We are considerate of the feelings, thoughts, rights, and aspirations of ourselves and others.



INCLUSION

We provide equitable access to opportunities by encouraging diversity, compassion, and empathy.



COLLABORATION

We combine our strengths to achieve our common goals.



INNOVATION

We are creative and resourceful in moving forward and improving our community impact.



LEADERSHIP

We are accountable, lead by example and share our vision, whilst empowering, challenging, and supporting each other.



SUSTAINABILITY

We ensure our actions create an enduring and resilient world.

OUR PROGRAM

Delivering a leading youth development program that provides young people with the skills, knowledge, and experience to be active citizens in their local, national and global communities.

OBJECTIVES

1. Embed the Scout Program throughout all Scout Groups in WA and provide support to all volunteers and members to understand the program.
2. Develop and implement a quality framework, standards, and an evaluation schedule to measure and monitor the quality of our program.

SUCCESS MEASURES

1. Increased Peak Award submissions, increased Scouts Terrain engagement and decreased requests for program support from Section Leaders.
2. Implementation of the quality framework with reporting of key success measurements.

OUR PEOPLE

Continue to be recognised as a leading youth organisation by strengthening and growing our membership and delivering best practice in experience for volunteers and staff.

OBJECTIVES

1. Better understand membership indicators and sentiment, including satisfaction, retention, and life cycle, and improve these for members and volunteers.
2. Grow our youth membership by a minimum of 15% over the next three years.
3. Measure and communicate our social impact within an appropriate measurement framework.
4. Increase the number and range of opportunities offered to people from diverse backgrounds.
5. Be a volunteer and employee organisation of choice.

SUCCESS MEASURES

1. A report template and baseline metrics on membership indicators and sentiment established, with accurate data. Annual membership survey report including net promoter score, retention and attrition rates, opportunities for improvement, and factors contributing to attrition.
2. A social impact measurement strategy developed, including data frameworks for youth members, volunteers, and staff.
3. A cultural and socio-economic measurement strategy developed, including data frameworks for youth members, volunteers, and staff.

FINANCIAL SUSTAINABILITY

Ensuring Scouts WA's finances meet the organisation's goals and needs in the short and long term.

OBJECTIVES

1. Consolidate our financials, meet compliance standards, and improve our efficiency in financial systems.
2. Increase the utilisation of our assets, including Adventure Centres, vehicles, halls, and equipment.
3. Implement a fundraising and philanthropy plan, including annual campaigns, gifts in wills, major donors, and corporate partnerships, to increase our ability to deliver our program.

SUCCESS MEASURES

1. Able to report by cost centre and by Scout Group each month, both as units and in total, in a timely and accurate manner whilst meeting accounting and compliance standards.
2. A comprehensive audit of property, plant and equipment. The implementation of processes to record all equipment, and each venue's availability for rent, hire and/or maintenance is reported in a timely and accurate manner.
3. The number of donations made as a result of new fundraising campaigns; the percentage increase in prospective supporters held in our database; and results gathered from fundraising campaign evaluation surveys with internal stakeholders, donors, and prospective donors, measuring awareness, clarity of message, and the likelihood of future engagement.

INNOVATION

Exploring opportunities to enhance, diversify and grow our services in response to community needs and in alignment with our purpose and values.

OBJECTIVES

1. Expand our recycling department, including increasing presence in regional locations, by collaborating with local Scout Groups and leveraging local facilities including Scout halls and Adventure Centres.
2. Improve our public image and brand recognition with external audiences across WA.
3. Undertake a digital transformation that provides a better experience for the membership, and more accurate and timely information to meet operational needs.
4. Develop a master plan for our Adventure Centres that focuses on improving quality, while increasing and diversifying utilisation.

SUCCESS MEASURES

1. Increase in Recycling Centre revenue and product management.
2. Marketing and brand strategies developed and approved by our Board, in line with brand guidelines and Scouts WA purpose, values and vision.
3. Master plan for Adventure Centres developed, including current accurate data on utilisation, customer types and other relevant information and data.
4. Customer Relationship Management and finance software planning and scoping completed and partial implementation. Other software priorities clearly scoped and planned for implementation.

QUALITY AND CAPABILITY

Providing consistently quality services aligned with business outcomes, enabling an agile approach to business continuity and efficiency, and becoming an employer of choice.

OBJECTIVES

1. Improve our existing safety framework and implement a new Integrated Management System that covers Quality, Environment, Safety and Information Security.
2. Review Scouts WA's Constitution, including Rules and Regulations, in line with relevant legislation, enabling our ongoing good governance and organisational success.
3. Implement a modern and effective operational structure that streamlines our business processes and delivers better outcomes for members, volunteers and staff.

SUCCESS MEASURES

1. Volunteer and employee value propositions developed and implemented. Baseline data captured and presented regarding engagement and satisfaction.
2. Development of specific Safety and Quality Standards for service delivery, based on relevant legislation and standards. Implementation of a regular audit schedule for each service area within Scouts WA.
3. Reviewed governance model for our Board, including Rules and Regulations, aligning with legislative requirements and good governance standards.
4. Positive feedback increased from volunteers, and perception improved of the workload for volunteers based on annual feedback surveys. Reduced incidents relating to non-compliance and controllable errors in process (legal, human resources, risk management) based on incident reports, as compared to initial baseline reports commenced in 2023.





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