Scouts Victoria's Triennial Plan for the Support of Scouting
2015-2018
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Executive Summary

For 42 million people around the world today, Scouting means fun and friendship, adventure and challenge. But Scouting’s real purpose is far broader than that. For over 100 years it has fundamentally been an educational program that develops leadership, resilience, confidence, teamwork and values.

In Victoria, more than 16,000 young people aged from 5 to 26 years participate in age-specific programs, supported by more than 4,500 adults in 400 community-based Scout Groups.

As a volunteer-based organisation in an increasingly complex world, Scouting faces many challenges but there are also opportunities to extend Scouting's benefits to many more young people.

We have a Vision and clearly defined Mission

“Together sharing Scouting” summarises a vision where all Victorians have access to quality Scouting. The vision of this plan will guide Scouts Victoria in achieving the Aims and Mission of Scouts Australia.

This will be made possible because a large and positive group of volunteers, staff, supporters and young people is committed to bringing Scouting fully into the community, building its relevance and sharing its outcomes.

Realising the vision will see volunteers and young people thinking of themselves not just as part of their local Scout formation, but as serving a local community that needs the benefits of Scouting.

It also describes a vision in which all Scouts and all Victorian young people share access to a consistently high-quality program and access to the same developmental outcomes. This means that as an organisation we need to responsibly share our Scouting resources together.

It envisages a time when an understanding of Scouting’s value is shared not only between Scouting’s members, but shared equally with government, the private sector and the community, and when all share responsibility to make Scouting thrive as a change for good in our world.

‘Together sharing’ recognises that Scouting is collaborative (based on the patrol system of teamwork). This Vision for Victorian Scouting reflects our Mission of Scouting which we share with all Scouts, 40 million worldwide. It is our shared Mission that recognises that Scouting, as a movement, provides its members with the necessary skills and values to actively participate from infancy and adolescence to adulthood, in the development of local communities. As a social force Scouting promotes a culture of
peace and forms its members to make constructive contributions to their communities. We understand that this can not be done alone, we must all do this together.

**The strategic plan is based on six Strategic Priorities:**

Scouts Victoria’s strategic priorities reflect those of the world Scouting body:

- Youth Engagement
- Educational Methods
- Diversity and Inclusion
- Social Impact
- Communications and External Relations
- Governance

To make world-level aspirations seem ‘real’ at a local level, a series of objectives, measures and targets have been developed around the concepts of membership, quality and participation.

The Plan also highlights a number of important new key initiatives that will be the focus of our work over the next three years, including:

- To progressively roll out existing and new education programs, including those directed at senior secondary level and entrance to tertiary education;
- Establish programs to realise income opportunities, including through engagement with past members as well as corporate and philanthropic funds;
- Review administrative processes for staff and volunteers to reduce paperwork and duplication, and make volunteering easier with more time to focus on program delivery;
- Introduce structures and guidelines for job sharing of roles in Scouting, encouraging more adults to volunteer;
- Conduct a review of adult training in Victoria to ensure that all training and trainers meet volunteers’ needs as well as industry and community standards and expectations;
- To continue developing a culture of safety through the provision of training, resources, personnel and direct support, reinforced by policies and processes across the organisation;
- Develop and renew support structures that ensure direct support for Sections, Groups and Districts by all State personnel;
- Develop a suite of marketing materials to enhance our shared responsibility for the promotion of scouting including peer-to-peer marketing program, media training for youth spokespeople, identifying opportunities for media exposure,
merchandise, and revitalizing the website, Scout Magazine and social media platforms;

• Develop a suite of programs and resources for Scouting in Victoria with a view to specifically empowering youth through these educative opportunities in PR, media, promotion, branding and advocacy, so that young people can identify, act and capitalise upon opportunities to promote Scouting in the media and speak on relevant issues;

• Support quality program delivery at Group level through an enhanced Scout Central platform to
  o share programs
  o provide better access to adventurous activities
  o develop the skills and knowledge of volunteers
  o provide access to Education Adventure Centres whereby adults and youth can learn by doing alongside each other;

• Develop and support a ‘youth involvement model’ for Scouts Victoria to support and encourage Youth Leading and Adults Supporting;

• Seeking feedback on Scouting and the satisfaction of youth members and adults through a range of tools;

• Develop a Community Infrastructure Strategy to ensure Scout Groups have an environment that is conducive to deliver the program and camp sites that support adults with program delivery for our youth members.
THE MISSION OF SCOUTING

Scouts Victoria is a constituent part of The Scout Association of Australian, being the recognized organisation for membership of the World Organisation of the Scouting Movement (WOSM). Scouts Australia's National Executive Committee and National Council, of which Scouts Victoria is a voting member, adopted the WOSM Mission for Scouting in November 1999.

The Mission of Scouting had been previously adopted at the 35th World Scout Conference in Durban, South Africa in June – July of 1999. Illustrating both the local and global impact of Scouting, the Mission of Scouting has been captured in Victoria’s brand ‘Prepare for Adventure, Prepare for Life.’

"The Mission of Scouting is 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."

We achieve this by:

- **Involving young people through their formative years in a non-formal education process.**

- **Using a specific method that makes each individual the principal agent in his or her development as a self-reliant, supportive and committed person.**

- **Assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.**
"Together sharing Scouting" summarises a vision where all Victorians have access to quality Scouting. The vision of this plan will guide Scouts Victoria in achieving the Aims and Mission of Scouts Australia.

This will be made possible because a large and positive group of volunteers, staff, supporters and young people is committed to bringing Scouting fully into the community, building its relevance and sharing its outcomes.

Realising the vision will see volunteers and young people thinking of themselves not just as part of their local Scout formation, but as serving a local community that needs the benefits of Scouting.

It also describes a vision in which all Scouts and all Victorian young people share access to a consistently high-quality program and access to the same developmental outcomes. This means that as an organisation we need to responsibly share our Scouting resources together.

It envisages a time when an understanding of Scouting's value is shared not only between Scouting’s members, but shared equally with government, the private sector and the community, and when all share responsibility to make Scouting thrive as a change for good in our world.

'Together sharing' recognises that Scouting is collaborative (based on the patrol system of teamwork). This Vision for Victorian Scouting reflects our Mission of Scouting which we share with all Scouts, 40 million worldwide. It is our shared Mission that recognises that Scouting, as a movement, provides its members with the necessary skills and values to actively participate from infancy and adolescence to adulthood, in the development of local communities. As a social force Scouting promotes a culture of peace and forms its members to make constructive contributions to their communities. We understand that this can not be done alone, we must all do this together.
The slogan of Scouts Victoria is two-fold.

“Prepare for adventure” reinforces that Scouting is fun, and includes a range of adventurous activities. Scouting has used this model of applied learning to deliver our program for more than 100 years through an age-appropriate, developmental, award scheme that builds on each young person’s skills, knowledge and abilities while developing the whole person – physically, intellectually, emotionally, socially and spiritually. Participation and teamwork, such as the Patrol System in the Scout section, are critical to this development.

“Prepare for Life” highlights the long-term benefits of Scouting. While the young focus on the fun and friendship, adventure and challenge of Scouting, they may be unaware of the underlying educational aims that are core to Scouting.

Every parent wants the best for their child, a future filled with opportunities, achievement and happiness. Scouting helps prepare young people with a broad range of skills and qualities including leadership, resilience, confidence and working cooperatively in a team, as well as values such as helping others and making a contribution to their community.

As Scouts prepare for good times and adventure, their parents will see them also preparing for life.
Scouting is fun, adventurous, challenging and a commitment. It is an educational movement. Scouting has experienced 8 years of consistent growth with the potential for exponential growth which can then develop resilient youth. Our programs, the friendships, the skills learnt and the activities undertaken combine to give children and young adults the resources to develop self worth and confidence.

Scouting is a worldwide movement that has shaped the development of children, youth and young adults for over 100 years. Scouting is arguably the biggest and most successful youth organisation in Australia.

Scouting in Victoria has been coeducational since the 1970s with some 16,000 young people, aged between 5 and 26 years old, participating in age-specific Scouting programs across Victoria in 2015. Currently there are groups in more than 400 locations across Victoria, supported by over 4,500 volunteer leaders and other support adults. These local Scout Groups operate out of purpose-built scout halls (on Scout Association freehold and leasehold land) or community halls (owned by others), and make use of a range of activity centres and scout camps located across Victoria (most of which are Scout Association freehold or leasehold).

Scouts Victoria – Duties, Powers and Structure

Scouts Victoria is legally established under State legislation – the Scout Association Act 1983 (Vic) – and is an incorporated body with defined duties and powers, and a constitution. The ultimate governing body is the Branch Council whose duties include the election of members to the Branch Executive Committee (BEC), a body that is responsible for the management of the general business of the Branch.

In summary, the BEC can receive, borrow, raise and deal with all money, funds and assets of the State Association; buy or sell property; employ people; enter into contracts; work cooperatively with other similar organisations; and enter into any arrangement with any educational authorities or any Government department. The BEC operates in accordance with formal procedures and policies, including the requirement of declarations of the State Team’s private interest, codes of conduct, ensuring all adults have current ‘working with children’ checks and have completed the formal training programs for all adults in Scouting, managing personal accident and property insurance, and overseeing Critical Incident Plans. It includes an active sub-committee structure
including finance, insurance and risk management, and property development sub-committees.

The BEC recommends the appointment of a Chief Commissioner who is given responsibility for the general supervision and direction of uniformed activities for Scouts Victoria. The Chief Commissioner has established a team of experienced leaders, all of whom are volunteers, to form a ‘State Leadership Team’ (SLT), who work with teams of volunteer leaders at the State, Region and District level to support successful Scouting at over 400 community-based Scout Groups.

The BEC and SLT are supported by a small professional secretariat, led by an Executive Manager, based at the Victorian Scout Centre in Mount Waverley.

**Scouts Australia**

Scouts Victoria is part of the Scout Association of Australia, which functions in accordance with the provisions of a Royal Charter and By-Laws.

Scouts Australia has defined the Mission, Aim and Methods of Scouting:

**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.

**Aim:** To encourage the physical, intellectual, emotional, social and spiritual development of young people so they take a constructive place in society as a member of their local, national and international community.

**Methods:** We achieve our aims through a progressive self-education system called the Scout Method.

The national association is currently undertaking a ‘Youth Program Review’, which will in turn inform a review of the existing national strategy plan’s current Mission and Vision. The ‘Youth Program Review’, in which Victoria is actively involved, will determine the ‘product’ that will serve future Australian young people and may lead to some major changes in the current Scouting program to reflect today’s needs and circumstances.

**Policy and Rules**, as adopted by the National Council of The Scout Association of Australia, is a statement of policy and practice for the conduct of Scouting in Australia and is binding on all formations, members and supporters of the Movement. The **Policy and Rules** of the Australian Scout Association of Australia provides the Branch Executive Committee with additional powers and duties.
Scouts Australia is a member of the World Organisation of Scout Movements (WOSM). Today, 40 million Scouts are driving positive change in over 160 countries. WOSM’s recently adopted triennial plan, *Forward Together Towards Impact and Growth*, defines six priorities which are intended as a foundation for not only the international body but for the respective national bodies. These priorities are youth engagement, educational methods, diversity and inclusion, social impact, communications and external relations, and governance.

**World Scouting’s Mission:** The Mission of Scouting is 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 constructive role in society.

**World Scouting’s Vision:** By 2023 Scouting will be the world’s leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values.

**Our External Environment**

As a volunteer-based organization in an increasingly complex world, we face many challenges but there are also many opportunities we can grasp as we continue grow and prosper.

Victoria’s population is growing at significant rates. Communities exist now that did not exist ten years ago. We need to continue to respond to the development of the Metropolitan Planning Authority’s (formerly the Growth Areas Authority) precinct structure plans.

Community expectations and regulatory regimes are changing and we need to continue to respond to the outcomes of the current Federal and State inquiries into child abuse. External sources of funding are tightening, with the current program of State Government Scout facility refurbishment funding ending.

Innovations in the delivery of formal education continue, with employers and the education sector increasingly recognising the value of a Scouting education. Over a quarter of Victoria’s population was born overseas, with over 20% speaking a language other than English at home, and over 100 different faiths are followed. And of the growing number of families with dependent children under the age of 15 and/or dependant students, currently 27% are single parent families.
Victoria continues to see a resurgence in membership numbers. With 3.7% membership growth in 2013-14 and 27% growth over 8 years, Scouting is growing across the state. *Scouts Victoria will continue to deliver quality youth programs in local communities across the state resulting in continued growth. Victoria is experiencing unprecedented growth with Scouting having to develop strategies to ensure that all young people can benefit from the experience of the Scout program in their local community. This will require Scouting to work and engage with the wider community.*

A refurbishment program of Scout Halls and other Scouting facilities saw the enhancement of over 30 Scout facilities in 2013/14 and development projects are progressing in three growth areas on the edge of Melbourne. However, some active Scout Groups don’t have their own Scout Halls, a number of Scout Halls are not occupied by an active Scout Group and we currently don’t offer Scouting in many areas including some of Melbourne’s growth areas and some regional areas.
The World Scout Conference, the peak body of the World Organisation of the Scouting Movement, adopted the 6 strategic priority categories used in this plan at the 2014 Conference in Slovenia. Scouts Victoria has also adopted these priorities to reflect our strategic intent, adding in the local context. Scouts Australia also voted in favour of adopting the Conference’s priorities which will direct the National Association’s plan the next World Scout Conference in Azerbaijan 2017.

**Youth Engagement**

Scouting should give young people the opportunity to develop the skills and knowledge to empower them to take an active part in the Movement and their communities. Involvement, recognition and intergenerational exchange are keys in the framework for our youth members.

**Educational Methods**

The Youth Program should provide a non-formal learning environment strengthening the capacity of young people to face the challenges of tomorrow. Scouting should attract, train and retain quality adult volunteers to deliver the Youth Program.

**Diversity and Inclusion**

Scouting should reflect the societies in which it exists and actively welcome all individuals without distinction. This diversity should be reflected in the membership but also the methods used within the Movement.

**Social Impact**

Every Scout should be involved in community service and share their experiences to inspire others. Through activities and projects, Scouts contribute to their communities and become leaders of positive change.

**Communications and External Relations**

Scouting’s profile should accurately portray what we do and why we do it, reflecting our shared values. By using the most impactful methods of communication, and engaging in strategically relevant partnerships, Scouting should be recognised as the world’s leading youth movement.

**Governance**

Good governance requires policies and procedures that reflect legal obligations and community expectations. It needs to be transparent, accountable, efficient through defined roles and responsibilities, and clearly focussed on the objectives of the organisation. Youth member, leader and employee safety needs to be paramount and the management of financial and other physical assets prudent, but responsive. Risk needs to be actively managed.
A progressive series of objectives and targets have been defined for each of the six Strategic Priorities. Namely the Strategic Priorities lead to measurable objectives lead to validating measures using available data.

We have a Vision and a clearly defined Mission, reflecting those of WOSM. To make world-level aspirations seem ‘real’ at a local level, a series of objectives, measures and targets have been developed around the pillars of membership, quality and participation:

• **Membership:** We know we’re as good as our members: the quality of our adult support, the ambition of our youth leadership, and the strength in our diversity. When we’re at our best, new members join and existing members stay.

• **Quality:** There are many measures of quality, including fun, learning, social impact and external profile. Quality in Scouting is the effectiveness of our educational method and the extent of our impact on our communities but also in the way we relate with each other and the extent that we live up to expectations that the community and we set for us.

• **Participation:** Scouting is a diverse and exciting educational program and it’s most effective when our young people engage in the full range of activities and take the opportunity to lead their own Movement. If we truly believe this, we must also work hard to ensure that the full range of our educational program is accessible for all young Victorians to participate.
## Strategic Direction 1 – Youth Engagement

### Objectives

<table>
<thead>
<tr>
<th>YE1</th>
<th>Young people leading Scouting with adult support across the organisation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>YE2</td>
<td>Responsive program delivery through a youth-driven Plan-Do-Review approach.</td>
</tr>
<tr>
<td>YE3</td>
<td>Significant increase in the number of young people regularly participating in adventurous activities.</td>
</tr>
<tr>
<td>YE4</td>
<td>Proactive implementation and support of Youth Program Review outcomes to ensure a smooth transition.</td>
</tr>
<tr>
<td>YE5</td>
<td>Nurtured commitment to sharing quality Scouting enables significant membership growth.</td>
</tr>
<tr>
<td>YE6</td>
<td>Educational attainment through full participation in the program, in part evidenced by achievement in the award scheme.</td>
</tr>
</tbody>
</table>

### Measures:

1. Proportion of sections delivering a quality program using the Scout method
2. Number of youth members undertaking adventurous activities through participation in Scouting’s programs
3. Scouts Victoria YPR Implementation Plan developed
4. Growth compared with the previous year of youth members
5. Proportion of members achieving highest section award

### Targets (for July 2016)

1. Establish base line data using the Victorian sponsored upgrade to ‘Scout Central’, allowing the new Program and Attendance modules to measure program delivery in sections and groups
2. 60% of youth members undertaking adventurous program through participation in a program supported by an activity team
3. Implementation plan developed
4. 3% increase in number of youth members from the 2014-2015 census figures
5. Increase of 5% of members achieving highest section award from 2014-2015
## Strategic Direction 2—Educational Methods

<table>
<thead>
<tr>
<th>Objectives</th>
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</thead>
<tbody>
<tr>
<td><strong>EM1</strong></td>
</tr>
<tr>
<td><strong>EM2</strong></td>
</tr>
<tr>
<td><strong>EM3</strong></td>
</tr>
<tr>
<td><strong>EM4</strong></td>
</tr>
</tbody>
</table>

### Measures:

1. **Proportion of youth and adults who complete Volunteer Support Needs Survey**
2. **Proportion of sections delivering a quality program through the areas of personal growth using Scout Central 2.0V**
3. **Proportion of sections delivering a quality program using the Scout Method, including number of outdoor activities**
4. **Number of additional pre-service teachers contributing to program delivery**
5. **Number of additional Venturer-in-Schools programs established**

### Targets (for July 2016)

1. A ‘Volunteer Support Needs Survey’ developed and trialed in one District or Region
2. 60% of sections delivering a quality program through the areas of personal growth
3. 60% of sections delivering a quality program through the Scout Method
4. 100 additional pre-service teachers contributing to program delivery
5. At least 5 Venturers use their QS Award to gain access to tertiary studies with these case studies being recorded and reported by Scouts Victoria.
### Strategic Direction 3 – Diversity and Inclusion

<table>
<thead>
<tr>
<th>Objectives</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>DI1</strong></td>
<td>Development and education of the existing membership to ensure that all demographics and localities have ready and welcome access to Scouting that is representative of its community.</td>
</tr>
<tr>
<td><strong>DI2</strong></td>
<td>Promotion of Scouting as a coeducational organisation.</td>
</tr>
<tr>
<td><strong>DI3</strong></td>
<td>Scouting actively welcomes all people as members including those who are same sex attracted, gender diverse and from culturally and linguistically diverse communities. Scouts advocate on diversity and inclusion issues.</td>
</tr>
<tr>
<td><strong>DI4</strong></td>
<td>Maximising opportunities for development and mentorship to ensure that Scouting’s leadership and management is representative of the groups that it serves.</td>
</tr>
</tbody>
</table>

**Measures:**

1. Number of additional youth and adult members recruited as a result of campaigns targeting under-represented groups
2. Monitoring across all levels with strategies for addressing any imbalance where the percentage of one gender is at or below 30%
3. Number of submissions made on diversity and inclusion issues externally
4. Number of identified future leaders from a range of backgrounds being supported through a structured mentorship program

**Targets (for July 2016)**

1. Campaign targeting under-represented groups, developed with target areas identified, mapped and planned in alignment with *Plan Melbourne 2050*, the State Government’s metropolitan planning strategy
2. Ensure that Scouting has representation of genders at all levels of the organisation
3. 3 submissions made to Government and major civil society bodies on issues relating to community resilience, youth issues, diversity and inclusion or mental health
4. 20 future leaders being supported through a structured mentorship program
### Strategic Direction 4 – Social Impact

#### Objectives

<table>
<thead>
<tr>
<th>SI1</th>
<th>Scouting contributing to community resilience</th>
</tr>
</thead>
<tbody>
<tr>
<td>SI2</td>
<td>Former Scouting members identified and engaged in enriching the Scouting community and broader community</td>
</tr>
<tr>
<td>SI3</td>
<td>Development of Scouting community leaders to ensure strong and inspiring leaders are driving Scouting and their communities</td>
</tr>
<tr>
<td>SI4</td>
<td>Recognition by parents and the community of Scouting’s educational impact</td>
</tr>
<tr>
<td>SI5</td>
<td>Scouting contributing to the peace education of young Victorians as members of a global community</td>
</tr>
<tr>
<td>SI6</td>
<td>Scouting contributing to the emotional and psychological resilience of young people</td>
</tr>
</tbody>
</table>

#### Measures:

1. Total number of Scouting alumni engaged through an online platform
2. Proportion of Scout Groups with a fully trained Group Leader
3. Proportion of schools that receive material detailing Scouting’s educational impact
4. Proportion of youth members participating in a Messengers of Peace Project, Scouts of the World Award or an international service project or overseas Scouting event
5. Proportion of adults trained in mental health first aid

#### Targets (for July 2016)

1. Scouting alumni program established, with at least 6000 alumni members
2. 60% of Groups have a GL that is Basic Trained and 30 % of Scout Groups with a fully trained Group Leader
3. 25% of schools receiving Scouting information
4. 10% of eligible youth members participating in an international project or event
5. 10% of eligible adults trained in mental health first aid
## Objectives

| CE1 | Brand and message that is consistently delivered on at all levels |
| CE2 | Clear, contemporary and effective communication of the benefits of Scouting so that the community sees Scouting as a valuable and relevant youth development program |
| CE3 | Every Scout empowered to promote Scouting through tools for community use |
| CE4 | Scouting participating in credible and valuable advocacy on youth issues |
| CE5 | Recognition that Scouting achieves shared community objectives, attracting government and private resources |

### Measures:

1. Proportion of utilised Scout Halls with consistently branded signage
2. Proportion of Groups that receive local press coverage
3. Number of young people participating in peer-to-peer marketing programs or media training
4. Value of new contributions from governments and private benefactors towards the development of Scouting, in cash or in-kind totals

### Targets (for July 2016)

1. 50% of utilised Scout Halls with consistently branded signage
2. 30% of Groups received local press coverage
3. 20 young people participating in trial peer-to-peer marketing programs or media training
4. $1m of new contributions from governments and private benefactors towards the development of Scouting
### Objectives

| G1 | A realized culture of safety reinforces Scouts Victoria as a safe place to operate, and a place for young people to enjoy an educational program with opportunities for adventure and responsible risk-taking |
| G2 | Recognition as leading the sectors in which we operate in best practice policies and practices relating to the safety and wellbeing of children and young people generally, and in particular those who are vulnerable |
| G3 | Management that ensures Scouts Victoria is a trusted, prudent and efficient manager of financial and physical resources to achieve our objectives |
| G4 | Ensure Scouts Victoria’s legal and operational frameworks are up to date and relevant |
| G5 | Realignment of culture, values and behaviours to enable mobilisation of Scouting resources towards shared Scouting objectives |
| G6 | A responsive professional support structure of paid and volunteer staff working in a focused and collaborative manner |

### Measures:

1. Proportion of Groups and Districts with a Development Plan in an agreed format
2. Proportion of ‘Priority Policy’ gaps filled
3. Number of additional funded, refurbished, reopened or leased out community facilities realised including future green-fields sites brought to detailed planning stage under a BEC Community Infrastructure Strategy
4. Audit complete with BEC receiving copies of 100% of existing documentation compiled in one document type for reference together with a detailed plan to address any identified gaps
5. Proportion of volunteers responding to the Volunteer Satisfaction and Support Survey that are satisfied with support provided
6. Proportion of Adults in Scouting and employees with clearly defined roles and responsibilities that are focussed on the support and delivery of Scouting.

### Targets (for July 2016)

1. 25% of Groups and Districts with a Development Plan
2. BEC initiates or reviews or establishes working parties to develop 1 policy / policy area per quarter;
3. 2 refurbished, 2 restarted and 1 disposal of excess assets per Region plus 2 additional funded community facilities in green-fields areas brought to detailed planning stage under a BEC Community Infrastructure Strategy
4. 100% of ‘Priority A’ policies adopted by BEC, 100% of BEC have copies of all existing documentation and a play to address 100% of identified gaps with tasks allocated;
5. 60% of volunteers responding to the BEC agreed survey tool
The following ‘key initiatives’ will be a focus of work undertaken by the SLT and the BEC as they work towards the attainment of the objectives and targets for each measure over the next three years.

- To progressively roll out existing and new education programs, including those directed at senior secondary level and entrance to tertiary education;

- Establish programs to realise income opportunities, including through engagement with past members as well as corporate and philanthropic funds;

- Review administrative processes for staff and volunteers to reduce paperwork and duplication, and make volunteering easier with more time to focus on program delivery;

- Introduce structures and guidelines for job sharing of roles in Scouting, encouraging more adults to volunteer;

- Conduct a review of adult training in Victoria to ensure that all training and trainers meet volunteers’ needs as well as industry and community standards and expectations;

- To continue developing a culture of safety through the provision of training, resources, personnel and direct support, reinforced by policies and processes across the organisation;

- Develop and renew support structures that ensure direct support for Sections, Groups and Districts by all State personnel;

- Develop a suite of marketing materials to enhance our shared responsibility for the promotion of scouting including peer-to-peer marketing program, media training for youth spokespeople, identifying opportunities for media exposure, merchandise, and revitalizing the website, Scout Magazine and social media platforms;

- Develop a suite of programs and resources for Scouting in Victoria with a view to specifically empowering youth through these educative opportunities in PR, media, promotion, branding and advocacy, so that young people can identify, act and capitalise upon opportunities to promote Scouting in the media and speak on relevant issues;

- Support quality program delivery at Group level through an enhanced Scout Central platform to
  - share programs
  - provide better access to adventurous activities
  - develop the skills and knowledge of volunteers
- provide access to Education Adventure Centres whereby adults and youth can learn by doing alongside each other;
- Develop and support a 'youth involvement model' for Scouts Victoria to support and encourage Youth Leading and Adults Supporting;
- Seeking feedback on Scouting and the satisfaction of youth members and adults through a range of tools;
- Develop a Community Infrastructure Strategy to ensure Scout Groups have an environment that is conducive to deliver the program and camp sites that support adults with program delivery for our youth members.
Implementation

This strategic plan is designed to guide all major decision-making and, in particular, where the available resources can be best targeted for the support of Scouting.

From this plan, each member of the SLT and relevant BEC sub-committees will develop detailed Action Plans encompassing the key actions defined in this Strategy Plan, as well as other actions required to attain the defined objectives and in particular, to reach the 2015/16 targets for each measure. These action plans will detail the required tasks, include milestone dates, define the lead responsibility for undertaking each task, and list any person/s or group/s assisting.

It is envisaged that for those people in Scouting who manage other adults or youth leaders a range of Action Plans that will be discussed and delivered in the respective part of the organisation, be it development, adult training and support, program delivery or any of the others.

For leaders and youth delivering the program, the Strategic Plan is to help design and support the development of Scouting. The included initiatives will start to become resources and programs that support what we do. It may influence the way that volunteers are asked to deliver the Scout program, and the processes that help support them in doing so. As volunteers develop their Group or Section plan, it will be important they refer to this plan as well as portfolio Action Plans developed that are relevant to each role.

Reporting

Once agreed and approved, this plan will be published and made generally available. A summary version will be produced and actively distributed.

The BEC, its sub-committees and the State Leadership Team together with their respective Teams will provide half-yearly progress reports on the implementation of the Key Initiatives and progress on reaching the targets derived from the validating measures applicable to their portfolio and area of management. Some of this reporting will require a base line data set to be established. The reporting will occur in November and May each year.

This plan will form the basis of how we report what we do to the wider Scout membership and the community. The BEC will produce an annual report based on a 30 June year-end and make it generally available. The report will include:
- Key achievements;
- Reporting of legislative compliance;
- An audited annual financial report;
- An assessment of performance against the strategic plan.

**Review**

The Strategic Plan will be reviewed annually and provide an opportunity for the wider Scouting community to contribute and be involved. Progress on achieving the adopted Validating Measures and Targets will be assessed and realistic targets defined for the following year.

*For any questions relating to this plan, please email triennialplan@vicscouts.asn.au*