

Scouts Victoria

Strategic Plan 2017-2020



Foreword and introduction

Foreword from the Chairman and Chief Commissioner

Scouting is a program that is valued by the Victorian community. The youth membership of Scouts Victoria has grown for eleven consecutive years.

Our organisation is now at a critical point where we are in the position to choose a more ambitious growth path - growth in terms of the opportunities we provide and the number of young people that grasp them. The reason that Scouting should grow is that our purpose is to develop young people. To fulfill this purpose we need to make sure that the Scouting program is available and attractive to all young people in Victoria so that all young Victorians can create a better world through Scouting.

This means doing some things differently. It means continuously improving the program we deliver, providing better support to Scout Groups where Scouting happens, engaging proactively with local communities and helping them to start new Scout Groups.

This strategy will guide our work to achieve our ambitions. It also outlines where we need assistance from communities and all levels of government, specifically to ensure that Scouting has the facilities to provide the Scouting program in new communities.

JOHN DE WIJN QC

Chairman of the Branch Executive Committee

BRENDAN WATSON OAM

Chief Commissioner

Scouts Victoria acknowledges Victoria's Aboriginal communities and pays respect to their Elders both past and present. We acknowledge the richness of Aboriginal cultures in Victoria and their connection to country.



Introduction

What this plan does and how it came about

Purpose of this document

The purpose of Scouts Victoria's strategic plan is to guide the work of the organisation over the next three years.

Development of the plan

This plan has been created as update on previous strategies. It captures the drivers that are most likely to affect our organisation today and into the future.

The Branch Executive Committee and the State Leadership Team began the development of an updated strategic plan in early 2017. Our Commissioners and State Youth Council contributed to the directions, which draw also on the wisdom of the broader membership through input at 2016 and 2015 conferences.

This plan was adopted as the guiding strategy of Scouts Victoria in mid-2017 and will be reported on and reviewed progressively over the coming years.

This document is working if it:

- Guides how we make decisions and allocate our scarce resources
- Provides clarity about the outcomes that Scouts Victoria seeks to achieve in ten years.
- Clearly embeds the main work of the organisation over the next three years in the outcomes that we are seeking to achieve.
- Provides a simple basis to measure progress against the outcomes, using accessible data that's meaningful and helps our work.
- Guides business planning at every level of Scouting, and provides clarity to all staff and volunteers on where they fit in the plan.
- Provides a snapshot of our organisation to stakeholders and our supporters, including how they can help.

These factors will be considered as the plan is periodically reviewed.

Strategic context



Organisational context

How Scouting organises itself drives how Scouting is delivered and how we undertake planning.

Scouting is delivered in over 400 Scout Groups in Victoria. These Groups are supported by volunteers led by a volunteer Group Leader. These Groups are helped by a network of District, Region and State supporters.

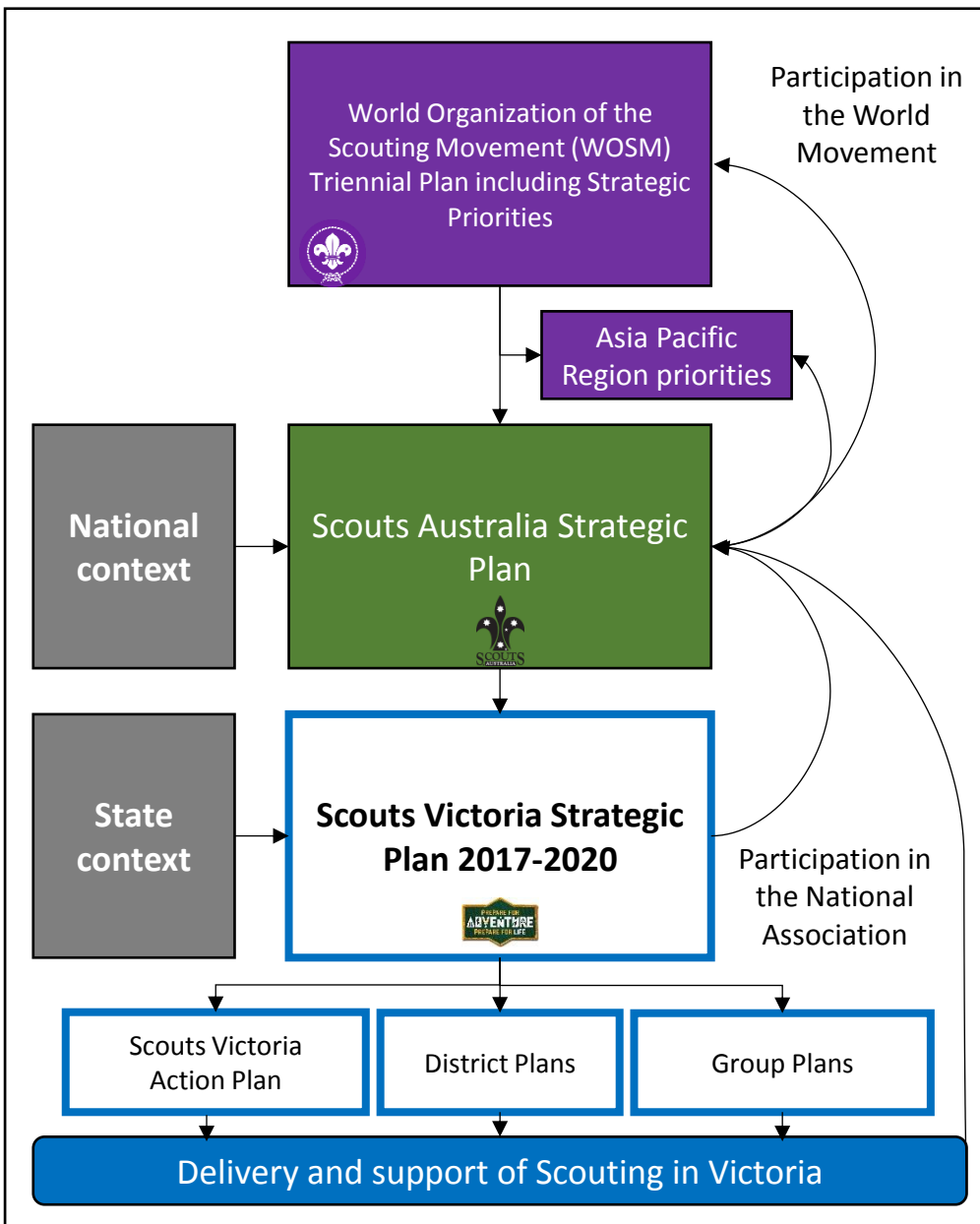
Scouts Victoria (Scouts Australia - Victorian Branch) was formed under a Victorian Act of Parliament and operates under a constitution. This constitution provides for a Branch Executive Committee working on behalf of the State Council, uniformed leadership delivered through the Chief Commissioner, and a paid secretariat provided under the Executive Manager.

Scouts Victoria is a constituent part of The Scout Association of Australia, which is the recognized organisation for membership of the World Organization of the Scouting Movement (WOSM). Scouts Australia establishes the direction for Scouting in Australia, and through Scouts Victoria's involvement in the national association we help set the framework for the youth program, adult training and development, and our shared development priorities.

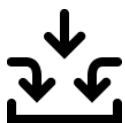
Through this structure, the 17,400 young Victorians who are Scouts share a youth movement with 40 million young people around the world.

Planning within this organisational context requires a clear view to the young people and communities that our organisation serves, as well as the national and world plans that we contribute to.

Cascade of strategic documents in Scouting



Strategic context



Drivers

Understanding the wider landscape and the major internal and external drivers helps us plan for the future

Factors that drive Scouts Victoria's planning are drawn from the Scouting's organisational context within national and world directions, as well as from the expectations and shifts occurring within the broader Victorian community. Scout Groups will also factor in the local drivers that affect their capacity to deliver program and recruit effective volunteers.

Drivers identified that will shape the direction of Scouts Victoria over the next ten years include:

	Population growth	A growing Victorian population
	Safety	The need to provide a safe environment for young people and adults, while providing an adventurous program involving responsible risk-taking
	A valued program	The increasing value of our educational program
	Local government	The need for positive and consistent relationships with local councils
	Quality volunteers	The challenge of finding and retaining volunteer time and skills needed for the contemporary Scouting program
	Quality facilities	The unsuitable nature and location of many of our built assets for the delivery of the program and attracting members
	New communities	The need to ensure Scouting is part of new communities, and communities where we are poorly represented
	Youth Program Review	The likely adoption of a new national Scouting program which will need to be proactively rolled-out and supported to ensure a smooth and beneficial transition in Victoria

Strategic context



The fundamentals of Scouting

The foundational components of what Scouting is are defined nationally and globally, and these form the basis of any plan for Scouting

Scouts Victoria draws on a rich legacy of Scouting fundamentals that define the Scouting program globally and are interpreted within the national context. These contribute some of the strategic 'building blocks' to our Strategic Plan. The **purpose** and **mission** of Scouting in Australia, guided by the founding **principles** help direct Scouts Victoria towards a successful vision of Scouting.

The **Scout Method** outlines the educational approach adopted by the organisation, defining some of the fundamental characteristics of what Scouting offers young people and what defines our unique and sophisticated approach within a competitive environment.

The fundamentals of Scouting, particularly as expressed through the Promise and Law, define the 'rules of the game' of Scouting.

The purpose of Scouting

The purpose of Scouting is to contribute to the education of young people in achieving their full physical, intellectual, emotional, social and spiritual potentials as individuals, as responsible citizens and as members of their local, national and international communities.

The mission of Scouting

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.

Principles

The Principles of Scouting, as identified by the founder, Lord Baden-Powell, are that Scouts serve their God, act in consideration of the needs of others and develop and use their abilities to the betterment of themselves, their families and the community in which they live.

Methods

The principal methods used by the Association to achieve its aims are:

- Voluntary membership of a uniformed group which, guided by adults, is increasingly self-governing in its successive age groups;
- Commitment to a code of living as expressed in the Promise and Law, the meaning of which is expanded as the member grows towards maturity;
- The provision of a wide range of attractive, constructive and challenging activities, including opportunities for adventure and exploration, both indoors and outdoors;
- The provision of opportunities for leadership and responsibility;
- Learning by doing;
- Encouragement of activities in small groups;
- An award scheme that encourages participation in the full range of activities and provides recognition of individual achievements.

Strategic directions



Plan on a page


Our purpose

The purpose of Scouting is to contribute to the education of young people in achieving their full physical, intellectual, emotional, social and spiritual potentials as individuals, as responsible citizens and as members of their local, national and international communities.


Our vision

Young Victorians creating a better world


Strategic directions

 **1. Deliver a contemporary youth-led program**


- a) Proactively plan, deliver and continuously improve the roll-out the new youth program, with tailored and quality support for adults and youth
- b) Make it easier to access adventurous and specialist program
- c) Improve program support, targeting retention
- d) Empower and support youth in the leadership of Scouting at all levels

 **2. Ensure there are suitable facilities where we need them**


- a) Finalise an organisation-wide facilities strategy
- b) Plan and deliver required facilities identified in Scouts Victoria's facilities strategy, sourcing funds from the community, all levels of government, and from excess stock.
- c) Manage facilities to ensure they meet community expectations

 **3. Grow and support Scouting in under-represented communities**

- a) Identify towns and suburbs where Scouting is under-represented and prioritise opportunities to develop new Groups.
- b) Remove any barriers preventing participation of under-represented demographics
- c) Ensure the organisation's operating model supports country Scouting

 **4. Engage with the community and government at all levels as a voice for young people and to leverage community support**

- a) Promote positive Scouting internally and externally.
- b) Support young people to speak for Scouting locally and state-wide
- c) Engage with community and political representatives to build recognition of Scouting's value among decision-makers.

 **5. Develop the effectiveness of our organisation and people**

- a) Lead our community in child protection
- b) Make volunteering more fulfilling and effective in Scouting
- c) Recruit, develop, support and recognise great volunteers
- d) Manage and allocate our resources to ensure the long-term sustainability of Scouting

Some priority actions

Success looks like

- A. Our membership grows**
- B. The Scout program effectively develops young people**
- C. We help build resilient communities**
- D. Scouting is trusted by the community**
- E. Our organisation is robust and sustainable**



Strategic directions



Strategic Direction 1: Deliver a contemporary youth-led program

Overview:

Delivering a quality Scouting youth program is the centre of Scouts Victoria's work as an education provider.

The program structure and its main elements are determined by the National Association, adapted from core principles common to Scouting around the world. The support of this program, and the provision of a range of specialist activities and events lies at the State level, responding to the support needs of local Scout Groups. The program at its heart is the set of activities planned, delivered and reviewed by young people and adult volunteers at the local level, as well as the uniting ethos and 'way of doing things' provided by the Scouting fundamentals.

Scouting in Australia is embarking on a massive change program, designing and engaging the membership on a new program that better delivers on our purpose in the 21st century and responds to the educational needs of today's young people. Transitioning to and supporting this new program will be one of the most significant undertakings that Scouts Victoria will deliver. For this reason, it's important that the roll-out of the new program occurs in a way where we truly gain its anticipated benefits. It's also important that our methods of supporting the local program through the organisation match the transformation of the program itself.

While work on the new program continues, there remain considerable opportunities to provide more responsive program support to local Scout Groups and to significantly build participation in adventurous and specialist activities.

Some priority actions:

Proactively plan, deliver and continuously improve the roll-out the new youth program, with tailored and quality support for adults and youth

Make it easier to access adventurous and specialist program

Improve program support, targeting retention

Empower and support youth in the leadership of Scouting at all levels

Success looks like:

- Youth members fully participate in a program validated against educational needs

The Scout program effectively develops young people



Strategic directions



Strategic Direction 2: Ensure there are suitable facilities where we need them

Overview:

Local Scout Groups and volunteer management committees operate Scout Halls and campsites across the state, providing the 'home-base' for a great program. Many of the buildings are a product of volunteer labour and in-kind contribution, and reflect a century-long investment of Scouting commitment and community support. This is an investment that needs further contributions as Scouting grows to serve a growing Victorian community. Collectively as a state association, we manage a portfolio of facilities that varies in ownership, tenure and condition. Maintaining and periodically upgrading Scouting facilities comes naturally to our strongest Scout Groups, while other Scout Groups need some assistance in maintaining a facility that presents the best shop-front to the community.

For new communities to enjoy the benefits of Scouting, they need a local Scouting facility. The Scout Halls of the future are likely to be shared community facilities to some extent. This reflects financial constraints that communities, government and Scouting share, and it also reflects contemporary understandings of community service provision, where community programs are integrated and use common facilities efficiently. However, the Scout program is multifaceted. With five age groups and a vast array of possible activities, Scout facilities need to be robust, available for Scouting multiple nights and days a week, and need to have space for equipment and displays. We know that Scouting is delivered best when there is a solid home for the Scout Group that the young people can make their own. The aspiration for Scouting is to operate the facilities that we need where we need them, but to make them vibrant community facilities used by complementary organisations that contribute to the activity and occupancy of the space and share in the maintenance and improvement of the facility. We do this best when Scouting leads, either as a 'lead tenant' of a shared community facility with secure tenure for Scouting to invest, or as a community-focussed 'landlord' of Scout-owned property.

Alongside the 'home base' of the community Scout Hall, we operate campsites and activity centres across Victoria. These require clear direction and targeted investment to ensure that we offer accessible and attractive facilities to support a diverse outdoor program.

Some priority actions:

Finalise an organisation-wide facilities strategy

Plan and deliver facilities identified in Scouts Victoria's facilities strategy, sourcing funds from the community, all levels of government, and from excess stock.

Manage facilities to ensure they meet community expectations

Success looks like:

- Youth membership exceeds percentage growth in the 5-25 year old population
- All Scout facilities meet expectations for safety and usability



Our membership grows
Our organisation is robust and sustainable

Strategic directions



Strategic Direction 3: Grow and support Scouting in under-represented communities

Overview:

Some of our growth will build on Scouting's strengths in established communities and our existing demographics. We also have a responsibility and an opportunity to ensure that Scouting is enjoyed across all segments of the Victorian community. Actively making Scouting accessible to all contributes to a youth and adult Scouting membership that is representative of the community that it serves, indicating Scouting's enduring relevance and value to Victorians. A diverse and representative Scouting membership also contributes to social cohesion and community resilience.

When we talk about under-represented communities, we mean existing and new metropolitan suburbs as well as country towns and regional centres. We mean diverse cultural and religious communities. We mean including people of different abilities, genders, sexuality, socio-economics, volunteers of all ages and educational attainment.

To do this we have to have models of delivery that support difference, just as Scouting is adapted worldwide to support difference. We need to target growth opportunities in new communities and provide a support structure that works. We need to continue to value and celebrate the diversity of our existing members. We have to have the cultural literacy to bring new migrant groups into Scouting, empowering the leadership of those communities and providing Scouting as a platform for personal growth and exchange with the broader Victorian community. We also have to make sure that our commitment to new communities is an enduring one – one that includes support over an extended period as we consolidate and integrate new Scout Groups.

Some priority actions:

Identify towns and suburbs where Scouting is under-represented and prioritise opportunities to develop new Groups.

Remove any barriers preventing participation of under-represented demographics

Ensure the organisation's operating model supports country Scouting

Success looks like:

- Youth membership exceeds percentage growth in the 5-25 year old population
- Scouting has a presence in all major settlements and is demographically representative

**Our membership grows
We help build resilient communities**



Strategic directions

Strategic Direction 4: Engage with the community and government at all levels as a voice for young people and to leverage community support

Overview:

Scouting exists because the community demands it. The success of Scouting locally is determined to a great extent by the goodwill and determination of communities to have the benefits of a vibrant Scout Group in their neighbourhood.

Harnessing this goodwill requires concerted effort to build the profile of Scouting and build the positivity felt by Victorians towards the Scouting Movement, both locally and state-wide. It also requires the community to have accurate and contemporary information about what Scouting delivers today, given that many impressions of the program are formed from historical understandings and depictions in popular media.

Part of our engagement with community and political representatives is driven by the need to have our community contribution better understood. If Scouting's contribution was recognised through financial contributions on par with those received by providers of community sport, we could future-proof quality Scouting and the community benefits it delivers for the next century.

When we engage with the community and engage in community discussions, we do so in the interests of our Movement, but also on behalf of young people in Scouting and the community. As we build a Scouting organisation that is led by young people with adult support, our capacity and credibility to advance the views and interests of young people is improved, and we become a vehicle for active citizenship.

Some priority actions:

Promote positive Scouting internally and externally.

Support young people to speak for Scouting locally and state-wide

Engage with community and political representatives to build recognition of Scouting's value among decision-makers.

Success looks like:

- Recognition from government and community that Scouting is a positive voice for young people
- Youth membership exceeds percentage growth in the 5-25 year old population
- Scouting has positive brand recognition

Our membership grows
We help build resilient communities
Scouting is trusted by the community

Strategic directions



Strategic Direction 5: Develop the effectiveness of our organisation and people

Overview:

If Scouts Victoria is going to achieve its growth ambitions while delivering a trusted, quality program, it will need to manage itself and its resources strategically and effectively. Historically, Scout Groups operated with little intervention or support outside their local community. Today, the broader community expects that Scouting will manage its volunteers effectively, that safety will be assured state-wide, and that Scouting will be accountable for its use of resources.

In directing our financial resources, we will need to increasingly think about the greatest impact for the Scouting dollar, which means more sophisticated prioritisation at a State level.

We also need to continue to develop our human resources in a time when volunteering in any community organisation is getting more difficult. Volunteers need to be valued, and they also need to draw value from their time in Scouting. Some volunteers are hooked for life. Others will contribute for a short time, and move on as life circumstances change. Our model for recruiting, selecting, inducting and managing volunteers needs to work for these different people, while also ensuring that as an organisation we have the capacity to do honour to our duty of care and to provide the quality of program that the community and our young people expect.

To be an effective organisation we need to lead in Child Safety. Scouts Victoria has a number of controls in place through policies, procedures, lived practice and culture that contribute to the safety of the organisation. We understand that the success of Scouting will rely on exceptional child safety and a high level of community trust that is genuinely deserved. This can only occur if we commit to leading in child safety.

Some priority actions:

Lead our community in child protection

Make volunteering more fulfilling and effective in Scouting

Recruit, develop, support and recognise great volunteers

Manage and allocate our resources to ensure the long-term sustainability of Scouting

Success looks like:

- The quality of Scouting's child protection processes is externally validated and celebrated
- Adult membership is adequate in capacity and capability to support youth membership growth
- Financial, human and physical resources are aligned to deliver the strategic directions

**Scouting is trusted by the community
Our organisation is robust and sustainable**



Delivering and monitoring the plan



Embedding the plan

The following cycle describes what happens from here to realise the strategy and keep it up to date.



1. Business planning

This strategic plan will guide the development of Scouts Victoria's more detailed Action Plan.

This will also include specific measures and targets.

The plan will also guide business planning of Scout Groups, Districts and other formations within the organisation. Frameworks and tools will be provided to support this



2. Monitoring

Leaders within the organisation that 'own' the key priorities will report to the uniformed leadership and Branch Executive Committee on progress. Projects will have governance arrangements suitable to their scale and complexity.



3. Evaluation and reporting

Achievement against the measures will be reported periodically to the Scouting and broader community including through the Annual Report.



4. Updating the strategy

Priority actions will be updated as part of annual business planning. The strategic directions may be recalibrated at the end of the three year period to ensure that they continue to work towards the organisation's desired outcomes for 2027.



Delivering and monitoring the plan



Scouts Victoria growth framework

One of the most important indicators that we’re doing something right is that our youth membership grows.

This is not just an indication of the quality and impact of the program, it also helps achieve our purpose directly by providing our educational program to more and more people.

While membership growth is not the only outcome, it’s an important one, and we need to understand the dynamics that contribute to membership growth at all levels of the organisation, while also maintaining the quality and value of that membership and fulfilling our other responsibilities.

The strategic plan provides direction on the strategies that will best grow membership. These strategies are relevant at a state level where Scouting develops and deploys growth initiatives across the state, but they also apply locally where the same fundamental factors underpin the membership health of a Scout Group.

Outcome	Relevant Strategic Direction
Our membership grows	1. Deliver a contemporary youth-led program
	2. Ensure there are suitable facilities where we need them
	3. Grow and support Scouting in under-represented communities
	4. Engage with the community and government at all levels as a voice for young people and to leverage community support

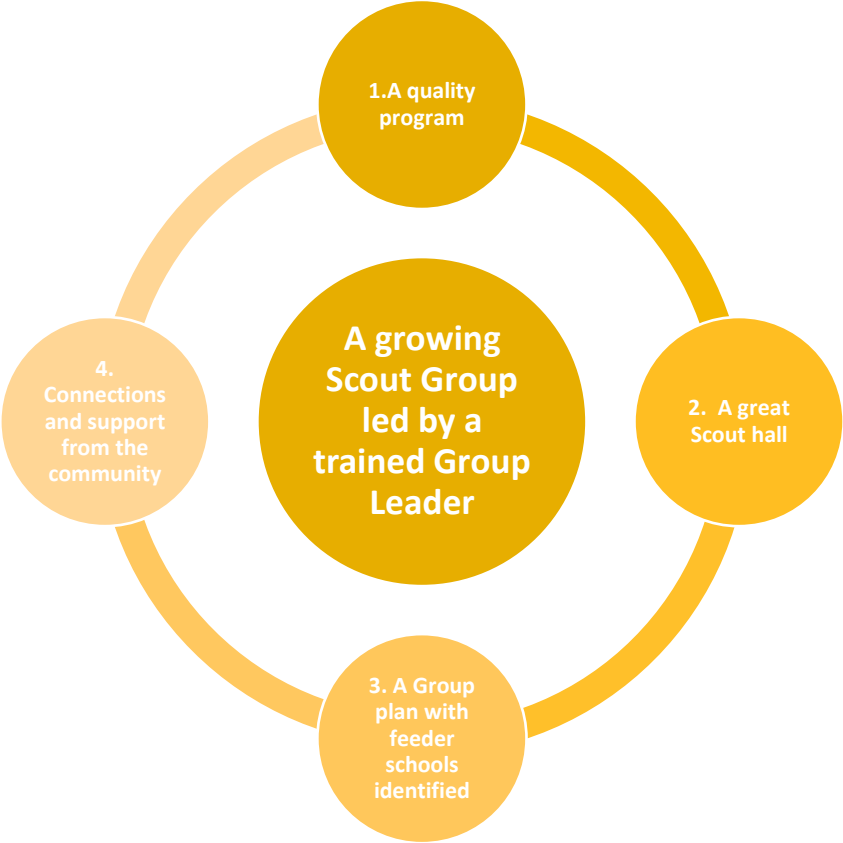
Elements of the Strategic Framework that directly drive growth



In delivering this plan, we aim to achieve a youth membership of 26,500 by 2027.

This goal will see us strive to raise our average annual percentage growth from 2% over the last 10 years to 4.4% from 2019.

Growth factors of a Scout Group, consistent with the Strategic Framework





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