

Scouts Victoria's Strategic Plan

2021-2024

Version 0.5



A bold plan for Scouting in Victoria

This plan is Scouts Victoria's consolidated strategic plan from 2021 to 2024 (inc). It guides the decision making of the BEC, the Chief Commissioner & team and the staff.

We aim to continue to transform Scouting in Victoria, to be ambitious in our goals and to embrace opportunities for change.

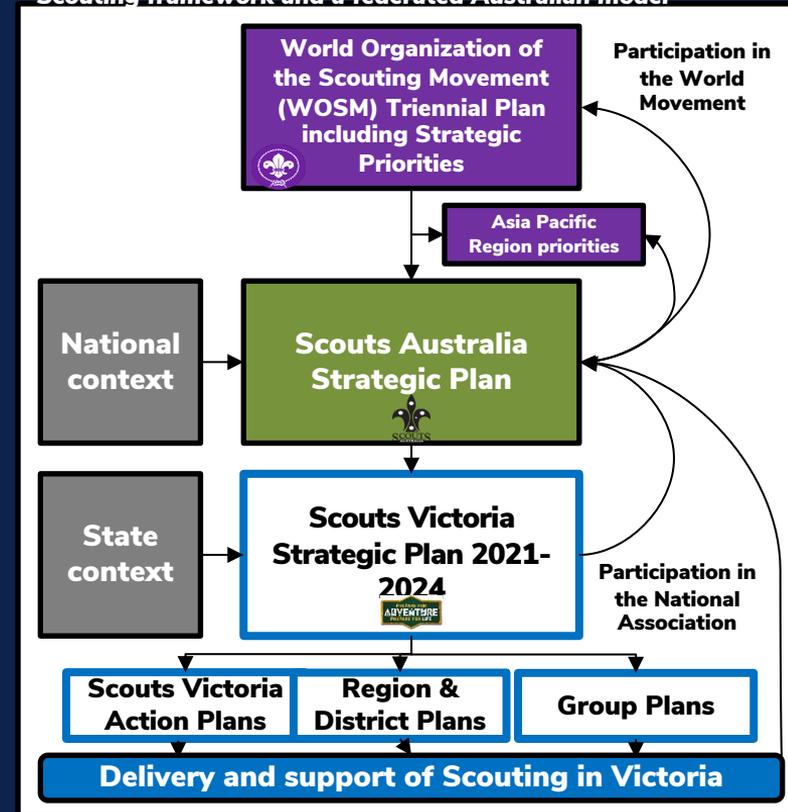
We are:

- Delivering the best program for our youth
- Building an organisation that's ready for change
- Shaping a mode of volunteering that fits the 21st century
- Looking outwards and building openness with partners
- Significantly updating our public profile
- Better articulating our community impact
- Futureproofing our organisation

In doing so we are:

- Taking our people on the journey
- Building a model that's resilient
- Delivering as part of a national framework and a World Movement

Setting the direction for Scouting in Victoria within a World Scouting framework and a federated Australian model



Scouts Victoria is a unique organisation delivering a valuable program

Our strategy recognises Scouts Victoria's unique place in the Victorian community. It aims to solidify and strengthen our position as the pre-eminent developmental program for young people, in an environment in which there are competing demands for the time and attention of young people and their families.

Scouts Victoria is unique and differentiated because of:

Our educational method

- We deliver holistic self-paced training that delivers resilience and skills for life
- Young people achieve 'personal bests' in a non-competitive environment through a wide range of outdoor, adventurous and creative experiences

Our immersive way of life

- Scouting is an immersive, active and inclusive way of life, providing a sense of belonging
- We are an internationally connected community with Scouting opportunities worldwide

Our community ethos

- We are proudly community-driven, youth-led and volunteer-supported
- We walk the talk as a movement of young people supported by adults

Our unique value proposition

- We are made up of young people from all age ranges, shaping the future of Australians.
- We are here to develop leadership and life skills in a youth-led organisation.
- We develop happy and resilient young people. Our members find belonging, enduring friendships and a 'place' through Scouting
- Our program is volunteer-driven and affordable which makes it more accessible to the whole community

**Our Program is
fun,
challenging,
adventurous
and inclusive**



Scouting faces compelling external change

Our strategy responds to the changing challenges and opportunities in our external environment. Scouts Victoria embraces change in our external environment as the foundation for delivering greater impact for young people and communities.



Increasing regulatory and community expectations for safety

Government and community expectations delve deeper into Scouts Victoria's operations than ever before, particularly relating to safety. Cost and time to meet and exceed our responsibilities will increase. Retaining and training a geographically and culturally diverse volunteer team to meet growing expectations under scrutiny presents a distinct challenge. The cost to address past failings is significant.



High expectations for the quality of physical facilities

The community increasingly expects that young people will participate in activities with high quality facilities, with the benchmark set by our competitors often with support from government. Maintenance and improvement of facilities is costly, with reduced local capacity to pay, and factors such as climate resilience to be considered. Co-contributions required to secure facilities funding presents additional cost.



Increased need and opportunity to engage and partner externally

Scouting has a fantastic tradition of resilience and 'self-help'. However, increasingly our regulatory environment requires greater benchmarking and awareness of wider practice. We have also begun to leverage enormous opportunities to partner with government on community facilities, education sector involvement and diversity and inclusion. Sustaining this, while also exploring private sector partnerships, demands a different focus.



Growing youth population and demand for quality active recreation but growing competition

The youth population is growing, but Scouts Victoria's share of that market is not assured with growing competition. New and changing programs from our competitors encroaches spaces that Scouting previously held without much contest. Sporting codes are growing their offerings targeting new age-ranges and genders. A key challenge is ensuring that Scouting has a footprint in the developing suburbs where the youth population is expected to grow the most.



A packed change agenda for Scouting in Australia, with cost and delivery implications for Victoria

Changes across the national Scouting association have deep and immediate impacts for Scouts Victoria. Victoria's delivery of an upcoming national Jamboree - a significant undertaking for any organisation - will bring opportunities but also divert energies. The need for a national IT strategy will bring cost impost to Victoria with a constrained opportunity to influence its suitability for Victorian members. The rollout of a new youth program has challenged other Branches, with a significant change management task ahead for Victoria.



Changing patterns of volunteering and time budgets

While there is growing interest in volunteering in the community, the time budgets of volunteers are shrinking. This presents challenges for Scouting with volunteer roles typically requiring deep involvement with a training commitment to match the complexity and risk in the program. Nevertheless there are opportunities to engage potential volunteers who are seeking belonging, potentially with different volunteering 'packages'.



We build on enviable foundations

Our strategy draws on the significant strengths of an organisation delivering for Victorian young people for over a hundred years. It also considers how our internal capabilities and systems need improvement to deliver for the next century.



Our physical infrastructure is an important enabling asset, but also a critical liability

Every Scout Group needs a home. Our homes across Victoria vary greatly in quality, tenure and management. For Scout-managed facilities, we expect time-poor volunteers to deliver professional facilities management to meet external obligations and our own safety expectations. At the same time, there are Scouting communities that lack a home. Our activity facilities are the platform for a deeper adventurous program, but are yet to reach their potential.



The skills needed to deliver and manage the program are increasingly sophisticated

Scouting has always been a more sophisticated (and valuable) program to deliver than competitors such as sport. A changing national program that turns up the dial on youth leadership and outdoor adventure has enormous opportunities for our young people. But it relies on a multi-skilled and adaptable adult volunteer cohort and even greater centres of specialised skills – all of this while volunteer time budgets are increasingly constrained.



Our financial model has weathered well, but won't set us up for sustainable growth

Generations of sound management has kept Scouts Victoria in an enviably solid financial position. However, the headwinds we currently face are unprecedented in the life of the organisation. The financial model that helps us maintain and grow a quality program while fulfilling our obligations and recovering through COVID-19 may not be the one we currently have.



We haven't yet found our voice to the community

While we've made great strides in our external interfaces (e.g. a modern Chief Scout; a renewed relationship with government and schools) we haven't yet been able to fully define ourselves with the community and young people. Our growth potential is constrained by outdated or non-existent recognition of Scouting among parents and young people. A new tone of voice that represents today's Scouting is yet to be formed, and we've yet to turn the amp up to eleven so that the whole community knows who we are.



There are lots of demands on our technology infrastructure but not a unifying direction

Technology has become critical in delivering and supporting the program. Our federated model brings challenges in delivering the tools that our youth and leaders need. The diversity of our program and the breadth of our management model mean the demands on our technology are similarly diverse and broad. It is difficult to make informed trade-off decisions about where we focus our effort and deliver value-for-money outcomes through technology.



We haven't previously had to be a strong partner organisation

The increased need and opportunity to partner externally is constrained by our own capabilities and ways of working. While there have been rewarding steps to become a better partner to the Victorian Government, our relationships with local government are mixed. Our fundraising capability is not mature. Opportunities for corporate partnerships are yet to be fully explored, and these have the potential to be a much more significant tool to deliver outcomes for our members, if we can deliver well.



Our 2021-24 vision

***Developing young people to
lead towards a better world***



Our strategic pillars

1 Deliver a powerful and dynamic youth program

2 Grow a diverse, inclusive and vibrant movement

3 Mobilise a community of support

4 Unlock Scouting infrastructure for growth

5 Future-proof a resilient organisation



Our priorities

1 Deliver a powerful and dynamic youth program

Success looks like:

- Scouts participate in a full and high-quality Scouting program

Our priorities:

We will deliver and support an inspiring and adventurous youth program and be prepared for continuous change. We will develop agility and change-readiness as a core capability.

- Deepen the risk and safety culture and practices of our entire team, supported by responsive monitoring and a zero-tolerance towards abuse, harm and neglect of children and a low tolerance for serious physical and non-physical injuries in the program's activities. We will be continuing to develop our presence as a leading Child Safe Organisation.
- Build the skills, mindset and culture of our adults and youth to confidently deliver the breadth and depth of the program, as demonstrated on the 'Terrain' system through participation in the Achievement Pathways
- Invest in the skills of our program supporters to provide the management foundation for a quality program
- Build our agility to adjust methods of program delivery and support, building on our successes responding to COVID-19 and its restrictions
- Leverage changes to the youth program to deliver a program support model that delivers for all parts of Victoria
- Identify and address skillsets and offerings best delivered to our members by external parties
- Deliver a life-changing Jamboree event in Victoria for Scouts across Australia and the world that energises Scouting

2 Grow a diverse, inclusive and vibrant movement

Success looks like:

- Our youth and adult membership grows as a result of increased recruitment and retention.
- More youth gain the benefit of the Scout program [our youth membership grows at 2% faster than the youth population of Victoria]

Our priorities:

We will bring the opportunities of Scouting to more young people in Victoria, ensuring that all communities and demographics have access to a life-changing Scouting program.

- Open and develop more Groups in locations that we currently under-serve
- Design and implement programs and initiatives that result in Scouting being better representative of the whole community.
- Train our volunteers how to grow their part of the organisation
- Benchmark and report on growth and diversity
- Seek continuous feedback from our members to judge our engagement and build the quality of our product (e.g. roll out measurement of net promoter score).
- Identify and trial new models of delivery to engage a changing target audience.



Our priorities

3 Mobilise a community of support

Success looks like:

- Scouting achieves positive recognition among young Victorians and parent-aged Victorians
- Scouts Victoria attracts financial and in-kind support from government, commercial and community partners to expand our impact

Our priorities:

We will bring today's Scouting to the community, with a contemporary image and young people at the centre. We will open ourselves up to partners who can help us achieve our aspirations. We will grow the case for community support for Scouting, expanding our ambition from youth resilience to community resilience.

- Refocus our communications towards external audiences to support stronger, positive and contemporary recognition of Scouting among target markets
- Nurture enduring relationships across all levels of government, growing our voice to policy-makers on behalf of young people and building recognition of our unique educational method
- Articulate our value proposition to potential commercial partners
- Build our profile and capability as a complementary and community-connected partner for local government
- Work with community leaders to increase our contribution to reconciliation, diversity and environmental sustainability
- Capture evidence to demonstrate the socio-economic impact of Scouting including on community cohesion

Our priorities

4 Unlock Scouting infrastructure for growth

Success looks like:

- All Scouting communities have secure access to a suitable facility
- Scouting facilities are well maintained
- All Scouting communities have access to the full adventure program

Our priorities:

We will configure and manage our assets to deliver the greatest possible membership growth and financial sustainability. We will take a generation leap in how we set direction for and manage our physical infrastructure as the foundation for quality program delivery.

- Reorient our facilities footprint towards growth areas
- Focus and renew our adventure facilities portfolio to better support our expanding outdoor adventure program
- Provide direction and support to all facilities managers, relevant to the facility's type and tenure
- Explore models of outsourced and shared facilities management to give flexible options that reduce volunteer workload
- Promote our facilities for external use to maintain the affordability of Scouting use

5 Future-proof a resilient organisation

Success looks like:

- Scouts Victoria delivers positive and sustainable financial results
- Scouts Victoria meets and exceeds legal, regulatory and community expectations

Our priorities:

We will set up 'the business of Scouting' to support Scouting's mission in Victoria for generations to come. Will manage ourselves in ways that meet and exceed our external obligations, make strategic use of Scouting and community resources, and provide resilience through future shocks.

- Build a resilient financial model that balances sustainable revenue sources (including new sources) with the services that we are able to offer
- Set a bold direction for our information technology infrastructure and digital offerings that complements Scouts Australia's direction and prioritises investment
- Further consolidate the financial management of Scouting where there are opportunities to leverage our full scale and to better ensure responsible management of resources
- Build the sophistication of our risk management approach and the consistent quality of our risk management practices
- Provide leadership in assisting other Branches with their business models and skills
- Continue to build our leadership presence on child safety, building from our own continuously improved practices
- Continue to support survivors of sexual abuse, managing financial claims in a way that delivers equity to all survivors



