

# SCOUTS QUEENSLAND STRATEGIC PLAN 2017 -2022 “22 in 22”

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# SCOUTS QUEENSLAND

*The Purpose of Scouts Australia is to encourage the physical, intellectual, emotional, social and spiritual development of young people so that they may take a constructive place in society as responsible citizens, and as members of their local, national and international communities.*

- Scouting came to Queensland in August 1908, when four men started Patrols of Scouts
  - Charles Smethurst Snow (Kangaroo Point)
  - Lesleigh John Williams (Bowen Hills, later New Farm)
  - Leonard Lovejoy (Ashgrove), and
  - Septimus Davies (Toowong)
- In 1909 these four men came together to establish a State organisation
- On 23 August 1967 Her Majesty Queen Elizabeth II incorporated The Australian Boy Scouts Association to what is known as The Scout Association of Australia. The Queensland Branch was declared the first Branch of that Association
- On 15 August 1974, The Scout Association of Australia, Queensland Branch, was incorporated by Letters Patent issued by Her Majesty Queen Elizabeth II in pursuance of the Religious Education Charitable Institutions Act 1861 – 1967
- On 20 December 1996, The Scout Association of Australia, Queensland Branch, was incorporated under the Associations Incorporation Act 1981

# STRATEGIC ISSUES

Strategic Issue	Detail
Youth Program Review	Existing Youth Program still relevant. YPR Concepts provide more flexibility in age ranges, recognise ad-hoc leadership roles and reinforce the concept of increasing youth leadership with adult support. YPR Implementation starts 2019 – likely on Region basis
Change in appetite for volunteering	Leader numbers holding us back. People tend to volunteer for short term project. UWA survey focused on improving the attraction, engagement and retention of adult volunteers in Scouts.
Royal Commission into Institutional Responses to Child Sexual Abuse	Instances of Scouting failing to protect youth members in our care. Often devastating impact on the individual. Qld has 40 known historical cases. We will participate in and fund Redress Scheme payments 2018-2028.
Child safety policy	Scouts Queensland has an effective child protection policy which is being upgraded to mirror the newly adopted National policy and associated one page summary. Expansion in application of blue cards required.
Financials	Scouts Queensland is heavily dependent on membership fees for funding its activities. The five Branch managed campsites are collectively operating at a loss. At formation level, grants are now being widely accessed often for property refurbishment and upgrades. Alternative funding is required
Compliance	Increasing pressure being applied by local government seeking legislative compliance with our dens and campsites. All works that are initiated by Scouts Queensland must be compliant with legislation – both the methodology and the outcome.

# VISION – LEADERSHIP, STRATEGY & PLANNING

## Leadership

- Our Code of Conduct for Adults in Scouting protects our young people and provides clear direction to all Leaders and young adults on their responsibilities.
- New Leaders undertaking wood badge training are supported by PLA's and other Leaders in their formation to complete their training requirements in the required time.
- Activity based training and other in-service training ensures that Leaders continue to develop and have the skills to offer great programs.
- Adult development plans result in regular goal setting, performance reviews and appointment of new personnel to roles over time.

## Strategy and Planning

- Our strategic plan is focused on growing the movement to enable us to better deliver the Aim and Principles of Scouting to more youth members and their parents.
- Operational needs and aspirations at “grass roots” formation level drive District, Region, Branch and National Strategy to ensure that plans remain youth and Group focused.



# VISION - INFORMATION AND KNOWLEDGE, PEOPLE

## Information and Knowledge

- Information, data and other resources essential for Scouting to function at Group, District, Region and Branch level are provided with new systems and improved processes that save time, provide greater support, better information, reduce the administrative burden, share resources and improve compliance giving time back to our Leaders for youth program activities and to grow Scouting.

## People

- A professional approach to human resource management issues, based on capacity building and skills training for our Commissioners and Leaders has resulted in a happier and more collaborative Leader teams and a marked reduction in the number of adult-adult complaints being raised.
- This approach, along with the correct use of ADP's has improved Leaders retention.
- We operate as ONE Branch, all committed to delivering the Scout youth program. We all take responsibility for working together collaboratively with respect for one another to meet all challenges.
- Innovative ideas for flexible leadership, role sharing and general volunteering are supported with careful management to ensure that delivery of the youth program is not affected and that the welfare of the youth under our care is never compromised.



# VISION - CUSTOMER AND MARKET FOCUS, PROCESS MANAGEMENT

## Customer and Market Focus

- We attract new members and retain existing members through listening to what our members want from Scouting and working to consistently deliver quality Scouting.
- Our Scout owned facilities have been developed and improved for Scout use in ways which deliver commercial returns when they are not being used by Scouting that can be used for future improvements and maintenance.
- Our growing community recognition has delivered new commercial partnerships and increased support which directly benefit Groups and the Branch as a whole.

## Process Management, Improvement and Innovation

- Investment in IT systems has resulted in much more administrative work being done by the Support Office, making life easy for the volunteers who can access our virtual systems for all their Scouting needs anytime, from anywhere.

# VISION - SUCCESS AND SUSTAINABILITY

## Success and Sustainability

- The detailed plans and steps we have taken over the last 5 years have delivered the following;
  - Investiture of our 22,000th new Scout.
  - After school programs; just one of the more flexible, non-traditional approaches to delivering Scouting.
  - A strong program based on respected values that make Scouting stand out to Parents.
  - Scouts will have camped out for over 100,000 nights last year.
  - An exemplary safety record.
  - Strong finances.
  - Financially sustainable campsites.
  - Financially sustainable Scout Groups.



# STRATEGY - DEVELOP COMMERCIAL REVENUE STREAMS

- Develop commercial revenue streams to fund strategic development of Scouting in Queensland
  - With the container recycling system coming to NSW in 2017 and Qld in 2018 working closely with Scouts NSW and Scouts SA to become a player in the market for commercial gain
  - Develop, administer and operate campsites for the education and corporate sector, making use of otherwise under-utilised Scout assets
  - Develop, administer and provide activities at campsites using core Scouting skills and equipment as a significant value add
  - Encourage Scout use of Scout campsites

# STRATEGY - STREAMLINE PROCESSES

Streamline Branch Support Office processes to reduce unit costs, reduce risk and increase capacity

- Utilise Group Management Software to minimise data entry.
- Build electronic workflow to route documents requiring approval.
- Minimise hard copy documentation.
- Develop and manage a five year rolling capital budget to optimise expenditure.

# STRATEGY - BRAND RECOGNITION

## Develop brand recognition “Education for Life”

- Use of social media, endorsements and selected high visibility advertising to increase the Scout brand recognition.
- Use that brand recognition to develop corporate connections and functions.
- Position Scouts Queensland as a respected spokesperson/ advocate on youth and volunteering issues.
- Focus on Adult Leader recruitment to drive Youth Membership growth.
- Improve visibility of the Youth Program and Scout facilities.
- Preserve and make accessible Scouting history to grow the brand.
- Grow the environmental credentials of Scouting.

# STRATEGY - RISK MANAGEMENT

## Risk Management and Compliance

- Develop an active holistic approach to the management of risk including legislative compliance across Scouts Queensland.
- Develop simple approaches for management of risk and compliance at Scout Group level.
- Focus on legislative compliance relating to asbestos management, electrical safety, fire safety, food safety and chemical storage (LPG etc.).
- Develop a clear “chain of command” between the Branch Support Office and Branch Managed campsites and Regions/Districts and all other campsites.
- Develop Standard Operating Procedures for Scout Program activities such as camping, hiking.
- Implement Scout Safe at Group level.

# STRATEGY - SCOUT GROUP SUPPORT

## Scout Group support

- Reinforce the absolute centrality of the Scout Group in delivering the Scout Program.
- Encourage program delivery at Group level to provide the fun, challenge and excitement that we mention in our advertising.
- Develop standard Group Management Software to provide the systems and processes to streamline the role of the GL, to streamline/simplify annual return content and to improve document transmittal.
- Develop “Standard Operating Procedures” to reduce the need for risk assessments at Group level.
- Ensure every Scout Group is within a District/Region environment for optimal support.
- Consider pilot of quarterly direct debit of Group + Branch + National fees direct to parents by Branch.
- Develop pro-forma Group Induction Pack to encourage the availability of these packs in every Group.
- Develop “Being a Parent of a Scout” pack to be publicly available on the Branch website.
- Develop document management framework and systems to simplify and standardise document retention and access.
- Develop consolidated purchasing options especially for Groups initially targeting electricity purchase to reduce Group costs.

# STRATEGY - YOUTH AND YOUNG ADULT MEMBERSHIP

## Youth and Young Adult Membership

- Participate in the development of YPR from concept phase and implement the final Program into every Scout Group.
- Encourage and provide resource material to assist in quality program delivery at Group level to provide the fun, the challenge and the excitement that we mention in our advertising.
- Make Outdoor Adventure Skill activities more accessible to Youth Members.
- Introduce a strategic approach to the development of new Scout Groups and to the expansion of existing Scout Groups.
- Improve Youth Member retention to drive Youth Membership growth.
- Expand diversity within Adult and Youth Membership.
- Sustain Young Adult involvement in senior recruitment decisions
- Create opportunities for Young People to experience key Leader of Adult roles in Scouting.
- Capture and Preserve the History of Scouting in Queensland, and Promote and Deliver resources, activities and facilities to share this Scouting knowledge (Heritage).

# STRATEGY - ADULT MEMBERSHIP

## Adult Membership

- Develop succession planning approach for key District and Region roles and for Branch Executive Committee roles.
- Review Branch constitution to encourage skilled external directors on Branch Executive Committee.
- Train every Adult Member in the requirements of the revised Child Protection Policy
- Develop Adult Leader culture to increase acceptance of opinion diversity.
- Continue to increase the percentage of Adult Leaders completing advanced training (Wood Badge).
- Develop arrangements to increase sense of belonging of Supporters within Scout Groups.

# STRATEGY - CHANGE IMPLEMENTATION

## Increase visibility of and involvement in change

- Scope all developmental work as discrete projects.
- Utilise program/project management approach for the effective development, engagement, communication and deployment of change.
- Encourage involvement in projects – developing project management skills, communication skills or as a stakeholder.
- Develop basic change management skills and tools.



# TRACKING SUCCESS

## Key Performance Indicators (KPIs)

Process Grouping	Process	KPI	Target 31 March				
			2018	2019	2020	2021	2022
Strategic	Community and stakeholder management	\$ per annum community sponsorship	\$100,000	\$200,000	\$250,000	\$300,000	\$300,000
Core	Youth Membership	Youth member count	11450	13500	16000	18800	22000
Core	Adult Membership	Adult member count	3500	4200	5000	5800	6800
Core	Adult Training	% adult members who have completed advanced training	50%	52%	54%	57%	60%
Support	Commercial	% that activity, marketing, social enterprise and campsite revenue represents of membership revenue	24%	26%	30%	33%	36%
Support	Commercial	Probability weighted pipeline \$ social enterprise agreements next 12 months	\$200,000	\$250,000	\$300,000	\$300,000	\$300,000
Support	Property Management	% of Branch managed campsites for which there are maintenance and development plans in place	20%	40%	60%	80%	100%

## CONCLUSION

- There are substantial issues to address and addressing most of these issues is not optional
- Scouts Queensland's success is dependent on genuine partnering between BSO Staff and the volunteer uniform members and between Branch, Regions, Districts and Groups
- The Scouts Australia youth program is great and YPR will make it even better
- Fun and exciting weekly Section programs will help us grow Scouting