



Thinking Differently About Greater London South West

A strategy for growth



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Why has GLSW prepared a Strategic Plan?

It is our aim to become focused on specific issues to raise the quality of Scouting in GLSW. These issues are being driven by Headquarters Strategic Vision 2012, which includes the following statements:

The Scout Association is:

A growing Movement - balanced across gender, age and ethnicity.

A youth Movement - led by young leaders who are supported by older volunteers and by a field-based professional support team.

A focused Movement - with fewer but larger Groups and with fewer but more focussed campsites.

A sound Movement - with a strong financial and management base, both locally and nationally.

A relevant Movement - with a strong public perception socially, politically and commercially.

A diverse Movement - reflecting and celebrating the diverse nature of our community.

To enable this Vision for 2012, Headquarters initial priority is to focus on the recruitment and retention of more adult Leaders as a means of strengthening the sections and enabling them to recruit more young people.

Headquarters has set two broad measurable goals:

- Membership will be increasing by 2007. [Objective: A]
- There will be a further 10% increase beyond the 2007 level by 2012. [Objective: A]

To support this work:

- National resources will focus on providing and strengthening local support. National Commissioners and Headquarters staff will review and report on their work undertaken directly supporting these strategic actions.
- Counties will be encouraged to focus on effective local training of leaders and on support for and development of the Scout Network.
- Districts will be encouraged to focus on personal support of all adults in Scouting, the provision of Explorer Scouting and on membership growth in the sections.
- District and Counties will also be encouraged to review and maximise the most effective use of their resources, including people, funding and facilities.

What we hope to achieve by 2007

- The County will consist of five borough-based districts following the current local authority boundaries. [Objective: B]
- There will be visible signs of the membership increasing. [Objectives: A + B]
- There will be an improved method of communicating to all adults in GLSW. [Objective: I]
- The 6 point plan process to recruit and retain more adults will be re-launched in GLSW. [Objective: A]
- All leaders, especially those in the training sections, will be more confident to recruit and retain more young people. [Objectives A]
- The continued employment of a County Development Officer. [Objective: F]
- There will be visible signs of the majority of Scout Groups becoming larger in size with a strong financial and management base, led by younger leaders who are supported by older volunteers. [Objective: B]
- There will be visible signs Executive Committees will become more focused and provide stronger management support. [Objective: H]
- A review of all property either owned or hired for Scouting activities within the County. [Objective: F]
- The public perception of GLSW Scouting will be as a diverse County i.e. incorporating ethnicity, age, disability and specialist activities. [Objectives: D+G]
- There will be visible signs of improved linking between each of the Programme Sections by reduced rates of “leakage” between sections. [Objective: C]
- All Scout Groups will be supported to adopt the association’s corporate identity on buildings, vehicles, and correspondence and set targets to implement the identity. [Objective: F]
- The two County Bases will be of sufficient standard to continue supporting Scouting in GLSW through to 2012. [Objective: F]
- All Scout Groups will be supported to enable them to comply with Headquarters Health and Safety rules and set targets to achieve full compliance. [Objective: F]

What we hope to achieve by 2012

- An increased membership of young people. [Objectives: A+B]
- More adults to sustain a vibrant programme. [Objectives: A+C]
- A diverse County. [Objective: D]

To provide a stable platform to enable Districts to develop and grow, it is essential:

- County has a focused and achievable development strategy which the County Support Team and District Teams can work towards collectively; and
- Individual Districts and Groups will need to review the County Strategy Document and their own District Development Plans to ensure their overall strategy for growth and development is consistent with this strategic document.

Some of our main strengths and how we can use them

GLSW is considered to have the following attributes:

An employed County Development Officer.

The County has employed a Development Officer for the past three years. A significant amount of work has been achieved as a result of this initiative during that time, including adult recruitment, recruitment of young people, involvement with Black and Minority Ethnic Communities (BMECs) and research work in connection with asylum seekers.

Scout Network.

Scout Network has been successfully implemented and is running effectively in most parts of the County.

Well-organised activities for young people.

GLSW has Leaders and Commissioners with experience and enthusiasm who have a reputation of providing good activities to supplement those activities organised by Scout Groups.

Two County Bases.

The County has two bases. Bow Lane is a resource, which in partnership with 4th Morden Scout Group, is mainly used for adult training and meetings. A significant amount of development has been input to Bow Lane during the past five to ten years and we now have a building that can support County based Scouting activities. Furthermore, our base at Bethesda (Yr Hen Neuadd) is able to offer a secure and safe accommodation for those members of GLSW and others to undertake outdoor pursuits in North Wales.

Leaders and Commissioners who can implement change in an effective manner.

During the past five years or so, many of the Commissioners and Leaders in the County have demonstrated their willingness to use their skills and time to implement change. These include the implementation of the Programme Review Implementation (PRI), the new uniform, the amalgamation of districts, and the new adult training programme.

A positive and very active international programme.

GLSW has led a contingent to the last three World Jamborees and played an active part in the previous 2 joint contingents. It has also supported nationally led events like the World Moot and the Uganda Network expeditions. Since 1998, the County has been supporting Scouting in the Seychelles, leading to it becoming a member of the World Organisation of the Scout Movement (WOSM) two years ago. A county led expedition visited the Seychelles in 2001 and a further one is planned for 2006. At a District and Group level, there have been a steady number of overseas expeditions each year to diverse locations. There have also been several community projects, which have benefited those communities visited. These have included Kenya, Nicaragua, Belarus and Nepal.

County Communication.

The County has an enthusiastic Communications team, which also has the skills to develop of our excellent www.glsWSCouts.org.uk Internet web site together with the County newsletter *Focus*.

Performing Arts

It is widely acknowledged that the County Band provision is exceptional in terms of quantity and quality. Several of the bands perform at National and International level competitions and every band provides very good publicity for Scouting, both locally and nationally. Furthermore, the cast and members of the County Gang Show continue to provide outstanding performances annually at the Secombe Theatre in Sutton.

Some of our concerns and weaknesses

- We find it difficult to recruit and retain adults. [Objective: A]
- We find it difficult to retain young people and many of them are lost when linking between sections. [Objective: A]
- Communication between the Explorer Scout and Scout Network Sections needs to be improved. [Objectives: C+I]
- Districts Scout Councils are holding excessive financial balances, which have no clear purpose. [Objective: F]
- Unless funding from third parties is acquired, the County will need to fund the costs of employing the County Development Officer from within the County. [Objective: F]
- We are not a diverse County. We are forging links with some BMECs within the five London Boroughs, although none have yet become part of our support and management of Districts and County Support Team. [Objective: D]
- There remain a few leaders and adults within some Scout Groups that find difficulty in accepting Scouting is a co-educational organisation. [Objective: D]
- Not every Scout Group has a Group Scout Leader. [Objective: B]
- Air and sea activities do not appear to be offered to all. [Objective: D]
- Not all Scout premises can now provide good quality Scouting and portray a good image of modern Scouting. [Objective: F]
- We are not clear what we want the public perception of Scouting in GLSW to be and so we do not know how to improve it. [Objective: G]

How we aim to resolve our concerns and weaknesses and achieve our aspirations

The County Commissioner, together with the District Commissioners and County Executive Committee have agreed the following **Strategic Objectives** to help the County achieve its goals. Each of these **Strategic Objectives** will be supported a number of **Key Action Points**, which will be led and monitored by members of the County:

- Objective A:** We will have an effective recruitment and retention policy for both young people and adults.
- Objective B:** We will have fewer, but larger, well-managed Scout Groups providing good quality Scouting where it is required.
- Objective C:** We will ensure there is a vibrant and well-managed 6 to 25 Year Programme.
- Objective D:** We will ensure Scouting in GLSW is open to all.
- Objective E:** We will ensure Adult Training is delivered in a convenient and appropriate format for all adults.
- Objective F:** We will ensure buildings, financial balances and other assets are effectively used to sustain Scouting through to 2012 and beyond.
- Objective G:** We will ensure Scouting in GLSW is perceived by the public as a relevant pastime for adults and young people and is recognised as part of a corporate organisation.
- Objective H:** We will have effective, well-structured Executive Committees to support Scouting in the County.
- Objective I:** We will ensure internal communication is effective and understood by all in the County.

Why do we have an Action Plan for the next 10 Years?

The Key Action Points detailed in the final section of this document will become our main tool to ensure Scouting in GLSW is adequately developed through to 2012. It will also be reviewed on an annual basis (1st December) by the County Commissioner together with his team and the County Executive Committee. To help understand the background to some of the Key Action Points, the following comments are set out below:

Adults

Recruitment and Retention [Objective: A]

- Districts will need to be encouraged and supported to run active recruitment programmes for both adults and young people using Headquarters new resources (Recruitment, Support, Induction and Review, etc.) and GLSW Development Project resources.
- All District Commissioners will need to be encouraged to appoint a team to support development (including recruitment) within their District, running recruitment stands at local events and within local businesses; promoting Scouting as a stimulating and challenging hobby for adults who know how to have fun and want to put something back into their local community. In addition, Open College Network (OCN) accreditation for Leader training should be emphasised as a nationally recognised qualification that can be gained as part of Leadership training.
- District Commissioners may also need to encourage Groups to operate a parent rota system, within the constraints of the Criminal Records Bureau (CRB) checks and appointment processes to assist at section meetings. This is an excellent way of getting parents more involved with the Group and will make it easier to fill leadership and executive roles when the need arises.

Training and support of adults [Objective: E]

- The County Training Manager and administrators will need to ensure all modules are delivered in a convenient and appropriate format at a local or county level for all adults.
- The County Training Manager must ensure all new adults have sufficient opportunities to complete the initial training units (Numbers 1-5, known as *Getting Started*) within the five-month time scale.
- Communication channels need to be identified and publicised to ensure all leaders know how to obtain information and if necessary “chase” if they believe they are being excluded from training opportunities.
- Where training courses are still the most appropriate method for presenting certain modules, the programme of courses should be publicised at the beginning of each year to enable adults to work their personal commitments around the course dates.
- Training and support of young leaders will need an understanding and awareness of their time and financial limitations. To achieve the training schedule an imaginative management programme will be essential.

6 to 25 Year Programme

Beavers and Cubs [Objective: C]

- To encourage effective balanced programmes that visit all the programme zones.
- To support the many District events already in place and provide a County Activity as and when required.
- To reduce waiting lists by redirecting children to other local groups.
- To promote the use of Young Leader Explorer Scouts.

Beavers [Objective: C]

- To promote activities linking with the Cub Packs and the moving on award.
- To encourage all Colonies to run at least one Beaver Sleepover so that children have the experience of at least one night away before they join the pack.

Cubs [Objective: C]

- To encourage effective linking to the Troop and look at linking activities and support for this to promote the moving on award.
- To ensure that good practice for nights away continues.
- Where numbers are low encourage the use of the Buddy Badge.

Scouts [Objective: C]

- Recognising that residential experiences are core to the sections programme, ensure that each member of the Scout section has the opportunity to have a residential overnight experience at least twice a year.
- That Troop programmes cover all areas of the programme zones within the year and that they are balanced.
- The District and County provides support for the Troop programmes by providing a diverse range of activities and opportunities. As the emphasis of the training scheme is on participation, provision should include both competitive and non-competitive events.
- Scout Troop Leaders understand the concept of self-review and the function of forums in the Troop and that both are held at regular intervals.
- Scout Troop Leaders also need to promote moving on to the Explorer Scout section, either as an Explorer Scout, as a Young Leader Explorer Scout or both.
- Scout Troop Leaders need to appreciate, however, that it is strongly recommended that Young Leader Explorer Scouts intending to work with the Scout Troop have a clear break of about 6 months between leaving the section as a Scout and commencing work as a Young Leader. It is also strongly recommended that the number of Young Leaders Explorer Scouts working with the section is proportional to the number of Scouts within the Troop, for the average Troop, this would usually be 2 or 3 maximum.
- Encourage closer working links with the Cub Scout Section, seeking to find and promote “best practice” to reduce the leakage between sections.

Explorer Scouting [Objective: C]

- A competent District Explorer Scout Commissioner and District Explorer Scout Administrator are essential to the development of effective Explorer Scouting in [GLSW](#).
- Well publicised District programmes should help young people to move more freely between Units and ensure all programme zones are covered. Good linking with Scout Troops is vital to encourage young people to move onto Explorers when the time comes.
- Explorer Scout Young Leader training needs to be integrated into District activities.
- A County led Explorer Belt Expedition for Explorer Scouts and Scout Network Members will be organised as part of an ongoing programme of support.
- Explorer Scout number across [GLSW](#) are low (relative to the numbers in Scout Troops) and the whole linking process between Troops and Units needs to be examined to ensure young people are encouraged to move on into the next section.
- Explorer Scout units must also be encouraged to promote the idea of moving on to the Network to their members and send on the personal details of all their older member to the Network Administrator so that the local Network can make direct contact with the older Explorer Scouts.
- Direct recruitment of new members of Explorer Scout age is currently viewed as a difficult process. One possible aid to this may be closer working with secondary schools highlighting the nature of the Explorer Scout Young Leader scheme and emphasising that the Duke of Edinburgh's Award Scheme is now a core part of the Scout Award Scheme.

Scout Network [Objective: C]

- Scout Network is reasonably well established in [GLSW](#). However, there are still thin patches, which will need considerable work to get them fully up and running.
- Funding and support of the Scout Network is the responsibility of the County and it must be recognised that is a considerable cost attached to adequately supporting this section, until such time as County based Network events are attracting sufficient numbers to enable a small premium to be added to the cost to cover expenditure in other areas of the Network.
- The County Network Committee should continue to be supported by the County Support Team as a whole.
- Sufficient funding needs to be found to finance events, and the active promotion of this section.

Linking and retention of youth membership [Objectives: A+C]

- ❑ Our greatest losses occur when young people move into the next section.
- ❑ Assistant District Commissioners and Assistant County Commissioners will work with section leaders to improve the links between sections; encouraging joint events; leaders visiting the section below and visits to the next section up to help remove the fear factor regarding joining a new section. The County will also promote greater use of the *Moving on Award*. Consideration will also be given to the County Communication Sub Committee promoting a web link for the youth membership.
- ❑ The [GLSW](#) Development Project will continue to promote use of Headquarters and Development Project resources to increase youth recruitment. School presentations, leaflet drops and a follow-up process promoting an active, stimulating and challenging programme for young people will continue to be made by the project on behalf of Groups and District.
- ❑ Further use of the [GLSW Buddy Badge](#) will be encouraged in all sections across the County from Beavers through to Scout Network. The badge can now also be awarded to Leaders who introduce a new Leader to their section or Group and further emphasis of this should be made at District level.

Activities [Objective: C]

- ❑ International activities will remain an important part of the programme within Scouting. With Eurojam in 2005 and the World Jamboree in 2007, International aspects of the programme will be in the front line in the next couple of years. Although the focus will shift towards the larger International activities in this County, it is anticipated that many Groups and Units will still choose to go overseas during this time.
- ❑ As well as traditional Scout Groups, we have Sea and Air Scout Groups together with the vibrant “Souwest “ Gang Show and five Scout Bands within [GLSW](#). This means we can offer a variety of Scouting experiences to young people and adults. However, it is perceived by some, these activities and associated expertise is not offered to all young people and adults. These issues need to be a subject of review.
- ❑ Activities, including Nights Away, will continue to be the main stay of good Scout Group and Unit programmes. Further support of the new camping permit scheme will be required in the short term to ensure a smooth transfer over to this system, and further promotion of adventurous activities will ensure our members continue to be offered a challenging and stimulating programme to participate in.
- ❑ Specialist activities will be promoted across the County direct to GSLs using email and advertised on the County Website.

Diversity and Ethnicity

Age [Objectives: A+D]

- ❑ With the removal of the “65 Rule” in August 2004, we now make and renew all adult appointments based on an individual's ability and skills to carry out a role, regardless of age. The minimum age for certain appointments has also been removed, making 18 the minimum age for all adult appointments.
- ❑ The Headquarters vision for 2012 anticipates ‘younger Leaders supported by older volunteers and field based professional staff’ (Headquarters or locally employed). This means the removal of the ‘65 rule’ should not necessarily lead to larger or growing numbers of older section Leaders. District Commissioner's and Appointment Committees will need to carefully monitor the renewal and issuing of new warrants to those over 65 to ensure that individual sections do not become over populated with older Leaders who may have growing difficulty relating to today's young people.

Ethnicity [Objective: D]

- ❑ Scouting is open to all. To make this statement a fact we need to actively promote Scouting to girls, the black and minority ethnic communities, and young people with special needs.
- ❑ The County Development Project is currently working with the Muslim Community in Whitton with a plan to open a new Muslim Scout Group in the area. We are also continuing to try to establish contact with the extensive Korean population in the boroughs of Kingston and Merton. This is a lengthy and time consuming process, but we know we have to go out and actively promote all that we have to offer if we have any hope of bringing Scouting and Scouting values to the wider community in [GLSW](#). By promoting the variety of existing Scout Groups available and by supporting the provision of new nationality or faith specific Groups in [GLSW](#) we will be able to show, in [GLSW](#) at least, that Scouting really is open to all.
- ❑ Public perception of Scouting is gradually moving away from the stereotype image of presenting us as a male, white, middle class, Christian organisation. However, it has been realised that we will have to reach out to people we want to join us, rather than wait for them to come to us. Active promotion and recruitment to our wider community is therefore vital to enable us to show Scouting is genuinely open to all.
- ❑ As the County evolves to embrace more faiths and cultures, it may become necessary to encourage each District to appoint a District Chaplain(s) to support both leaders and young people.

Gender [Objective: D]

- ❑ From The 1st January 2007, all Scout Groups must offer mixed Scouting i.e. Scouting for both sexes. In some cases this could mean that a Group which for example has two Cub Packs could choose to open one to girls and boys and leave the other as an all boy pack. However, if there is only one troop attached to this Group, then the Troop must be open to both girls and boys to enable a child to progress through the Group.

- ❑ Some groups may be unwilling to go mixed, and the County Support Team, together with District Commissioners need to ensure adequate encouragement and support is available to get them through what they will perceive as a difficult or impossible process.
- ❑ Groups whose sections are deemed to be full (i.e. colonies of 24, and packs of 36) will obviously have to start taking girls in as soon as there are vacancies, but rather than start a waiting list for girls, girls should be redirected to join other local Groups that have capacity in their sections. It is also possible to open additional sections to accommodate girls, or to have a split section (for example 2 cub pack running alternative weeks with the same programme and same leader team). In some cases with local agreement from the District Commissioner and Group Scout Leader it is also possible to run larger colonies and packs as long as there are sufficient adults and the meeting place can accommodate larger numbers of young people.

Scout Fellowship [Objective: C]

- ❑ Scout Fellowship thrives in certain areas of the County at Group and District level. It provides an essential support role to section leaders and commissioners as well as operating an effective social function. The age range is extremely diverse, with a few Fellowships consisting mainly of retired members meeting during the daytime. The County Support Team, together with District Commissioners should encourage more Scout Fellowships aimed at retired people to increase our membership and to provide a wider range of support to those adults who manage the 6 to 25 year programme.

Special Needs [Objective: D]

- ❑ Programme support for young people with Special Needs and training for Leaders and adults working with young people with Special Needs will remain part of our programme of wider support for Scouting across the County. As part of our commitment to diversity, greater emphasis of our Special Needs provision should be made.

Management of assets, including buildings and money

Buildings and vehicles [Objective: F]

- ❑ Good quality Scouting cannot be delivered with poor quality facilities, including meeting places. If left unattended, many Scout Group premises will not survive through to 2012 or indeed, offer an incentive to adults or young people volunteers to join. This must become an immediate subject of review.

Finance [Objective: F]

- ❑ The County Finance Team, together with District Commissioners and District Treasurers will need to take a proactive role advising District and Group Executive Committees on suitable reserve levels and the opportunities or options, which may be available to realise tired and irrelevant assets.
- ❑ Districts and Groups will need to set realistic budgets, seeking financial advice from County and Headquarters where needed. Reserves should be well managed and conform to an approved policy, which has been discussed with County and approved by the relevant District Scout Council.

Other matters [Objective: F]

- Health and Safety Risk Assessment procedures need to be viewed as the norm by every Leader and Commissioner, covering management of building and resources as well as activities. The County Support Team will also establish a new web page to offer immediate current advice on H & S and risk management issues.
- The Charity Commissioners will be encouraging charitable bodies to embrace risk management and corporate governance issues and to ensure appropriate statements are included in annual reporting.
- The way we now communicate within the County and externally is now viewed as an important issue and poor communication is often considered the cause of many other initiatives failing. The internet and more effective use of e-mail is seen as panacea to these problems.

Public perception of Scouting in our County [Objective: G]

- Continued support of national Scouting campaign, such as *Shouting for Scouting* will be essential. Groups and Districts should be encouraged to make every attempt to get regular coverage in the local press and keep good Scouting in the public eye.
- District Press Officers / Media Managers should be appointed to support this process and should ideally work in conjunction with District Development teams. The County Support Team will also establish a firm communication link with District Press/ Media officers.
- The County Support Team will also encourage and coordinate the use of the HQ Mobile Display Unit (MDU) annually to promote Scouting in the County.

Scout Groups [Objective: B]

- Headquarters vision for 2012 anticipates that there will be less Scout Groups, but these will be larger than at present. All Groups should be encouraged to recruit more adults as a means of ultimately recruiting more young people – i.e. **larger groups**.
- Also, rather than allowing smaller Groups with dwindling membership numbers to fade away and close, District Commissioners should review Group census returns to see if these smaller groups can be merged or brought under the umbrella of more vibrant Scout Groups, maximising use of Leaders and resources – i.e. **fewer Groups**.
- There will be circumstances where a smaller Group is the only viable size; e.g.; practical distance for the young members to travel to the meeting place. Whilst the Group needs its identity, its management will be provided by others.
- In areas where there is little existing provision for Scouting, but it is obvious there remains a need within the community, rather than close what may be the only Scout Group in the area, Districts should provide a greater level of local support in terms of resources, equipment, and adults to enable a Group to remain open and to grow and develop back into a more viable Group.

A.	Objective: To have an effective recruitment and retention policy for both young people and adults.				
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
Improved recruitment of young people by making joining easier.	<ul style="list-style-type: none"> <input type="checkbox"/> Better publicity in the community. <input type="checkbox"/> Improve visibility of information outside Scout Halls. <input type="checkbox"/> Improve management of recruitment and waiting lists. 	31/12/2006	<ul style="list-style-type: none"> <input type="checkbox"/> An increased membership by 1st January 2007 and a 10% increase by 2012. 	County Development Officer	County Commissioner
Improved recruitment of adults	<ul style="list-style-type: none"> <input type="checkbox"/> County Development Officer to work with District Development Teams to recruit 100 additional adults 	31/12/2007	<ul style="list-style-type: none"> <input type="checkbox"/> 100 additional adults recruited. <input type="checkbox"/> 80% of all sections to have at least two warranted adults. <input type="checkbox"/> All appointments to be completed within POR guidelines. 	County Development Officer and District Commissioners	County Commissioner
Better retention of young people.	<ul style="list-style-type: none"> <input type="checkbox"/> Refer to Objective C. 	31/12/2007	<ul style="list-style-type: none"> <input type="checkbox"/> Reduced leakage between sections by 2007. <input type="checkbox"/> 10% improvement by 2012. 	County Development Officer and Sectional ACC's	County Commissioner
Better retention of adults	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of annual 1 to 1 meetings for all adults. <input type="checkbox"/> Full implementation of new adult Appointment Process. <input type="checkbox"/> Better communication from County & Districts to new adults starting training, with at least one direct mailing every year. <input type="checkbox"/> Implement processes to say "Thank you". 	31/12/2007	<ul style="list-style-type: none"> <input type="checkbox"/> 80% of length of service to be greater than 3 years. 	County Development Officer and District Commissioners.	County Commissioner
Every District to have a Development and Recruitment Team	<ul style="list-style-type: none"> <input type="checkbox"/> Create and support a DART Team in every District. 	31/12/2005	<ul style="list-style-type: none"> <input type="checkbox"/> An effective Team to be working in every District. 	County Development Officer and District Commissioners.	County Commissioner

B.	Objective:	To have fewer, but larger, well-managed Scout Groups providing good quality Scouting where it is required.				
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by	
To have better managed Scout Groups.	<input type="checkbox"/> Continual review of all Scout Groups. <input type="checkbox"/> Continue to recruit effective GSLs. <input type="checkbox"/> Consider how small Groups can be better managed. <input type="checkbox"/> Encourage the concept of "Family Groups".	31/12/2007	<input type="checkbox"/> 80% of all Scout Groups to have a GSL.	District Commissioners	County Commissioner	
To ensure there are the right people in the right jobs.	<input type="checkbox"/> Re-launch "Steps to Adult Recruitment". <input type="checkbox"/> Provide Job Descriptions to every warranted leader in GLSW.	31/12/2007	<input type="checkbox"/> 50% of all warranted adults to have been interviewed directly by an Appointments Committee as part of a ongoing review.	District Commissioners and District Chairmen.	County Commissioner	
Improved support for District Commissioners and GSLs.	<input type="checkbox"/> Appoint a "mentor" from the County Support Team to every District Commissioner. <input type="checkbox"/> Establish "Buddy Groups" for GSLs.	31/12/2005	<input type="checkbox"/> Every District Commissioner to have a mentor. <input type="checkbox"/> 80% of GSLs to be in a "Buddy Group".	Deputy County Commissioner and District Commissioners	County Commissioner	
To provide Scouting where it is needed.	<input type="checkbox"/> Consider which Scout Groups exist in an area that no longer requires a Scouting provision. <input type="checkbox"/> Consider which areas where Scouting should be introduced to meet perceived demand.	31/12/2006	<input type="checkbox"/> An increased membership by 2007 and a 10% increase by 2012.	District Commissioners	County Commissioner	
To ensure the County Commissioner's Standard Scheme remains relevant.	<input type="checkbox"/> Review the current process and style of the scheme. <input type="checkbox"/> Re-launch the scheme.	31/12/2006	<input type="checkbox"/> An increased number of Scout Groups participating in the scheme.	Deputy County Commissioner	County Commissioner	

C.	Objective: To ensure there is a vibrant and well-managed 6 to 25 Year Programme.				
Beavers					
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
To encourage effective Balanced Programmes that visits all Programme Zones.	<ul style="list-style-type: none"> <input type="checkbox"/> ACC (Beavers) to organise workshops / skills days. <input type="checkbox"/> The Balanced Programme to become an agenda item at all sectional ADC and ACC meetings. 	31/12/2006	<ul style="list-style-type: none"> <input type="checkbox"/> Increased membership of the Beaver Section. 	Assistant County Commissioner (Beaver Scouts)	Deputy County Commissioner
To support the many District events already in place and provide a County activity as and when required.	<ul style="list-style-type: none"> <input type="checkbox"/> ACC (Beaver Scouts) to visit more district events. <input type="checkbox"/> ACC (Beavers) to organise at least one County Activity. 	31/12/2007	<ul style="list-style-type: none"> <input type="checkbox"/> Improved attendance at District and County events. 	Assistant County Commissioner (Beaver Scouts)	Deputy County Commissioner
To promote the use of Young Leader Explorer Scouts.	<ul style="list-style-type: none"> <input type="checkbox"/> Together with the ACC (Explorer Scouts), the ACC (Beaver Scouts) will promote Young Leader Scheme as a viable option to mainstream Explorer Scouting. 	31/12/2005	<ul style="list-style-type: none"> <input type="checkbox"/> 5% increase in Young Leaders at each Census. 	Assistant County Commissioner (Beaver Scouts)	Deputy County Commissioner
To promote activities linking with the Cub Packs and the moving on award.	<ul style="list-style-type: none"> <input type="checkbox"/> Districts to organise at least one joint Beaver and Cub event each year. <input type="checkbox"/> District Workshops to be organised for adults involved in the Moving on Award. 	31/12/2005	<ul style="list-style-type: none"> <input type="checkbox"/> 10% reduced leakage between the Beaver and Cub Sections. 	Assistant County Commissioner (Beaver Scouts)	Deputy County Commissioner
To encourage all Colonies to run at least one Beaver Sleepover so that children have the experience of at least one night away before they join the pack.	<ul style="list-style-type: none"> <input type="checkbox"/> ACC (Beaver Scouts) to promote Beaver Sleepovers by organising workshops, attending District Meetings and writing articles for Newsletters. <input type="checkbox"/> At least one Nights Away Module to be run every year. 	31/12/2006	<ul style="list-style-type: none"> <input type="checkbox"/> 80% of all Beaver Colonies have the opportunity to take part in a Beaver Sleepover each year. 	Assistant County Commissioner (Beaver Scouts)	Deputy County Commissioner

C.	Objective: To ensure there is a vibrant and well-managed 6 to 25 Year Programme.				
Cubs					
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
To encourage effective balanced programmes that visit all the programme zones	<input type="checkbox"/> ACC (Cubs) to organise workshops / skills days. <input type="checkbox"/> The Balanced Programme to become an agenda item at all sectional ADC and ACC meetings.	31/12/2006	<input type="checkbox"/> Increased membership of the Cub Section.	Assistant County Commissioner (Cub Scouts)	Deputy County Commissioner
To support the many District events already in place and provide a County activity as and when required.	<input type="checkbox"/> ACC (Cub Scouts) and CST to visit more District events. <input type="checkbox"/> ACC (Cubs) to organise at least one County Fun Day.	31/12/2007	<input type="checkbox"/> Improved attendance at District and County events.	Assistant County Commissioner (Cub Scouts)	Deputy County Commissioner
To promote the use of Young Leader Explorer Scouts.	<input type="checkbox"/> Together with the ACC (Explorer Scouts), the ACC (Cub Scouts) will promote Young Leader Scheme and a viable option to mainstream Explorer Scouting.	31/12/2005	<input type="checkbox"/> 5% increase in Young Leaders at each Census.	Assistant County Commissioner (Cub Scouts) / Assistant County Commissioner (Explorer Scouts)	Deputy County Commissioner
To encourage effective linking to the Troop and look at linking activities and support for this to promote the moving on award.	<input type="checkbox"/> Districts to organise at least one joint Cub and Scout event each year. <input type="checkbox"/> District Workshops to be organised for adults involved in the Moving on Award.	31/12/2007	<input type="checkbox"/> 10% reduced leakage between the Cub and Scout Sections.	Assistant County Commissioner (Cub Scouts) / Assistant County Commissioner (Scouts)	Deputy County Commissioner
To ensure that good practice for nights away continues.	<input type="checkbox"/> ACC (Cub Scouts) to promote Pack Holidays by organising workshops, attending District Meetings and writing articles for Newsletters. <input type="checkbox"/> At least one Nights Away Module to be run every year.	31/12/2007	<input type="checkbox"/> 80% of all Cub Packs to organise Pack Holidays each year.	Assistant County Commissioner (Cub Scouts) / County Training Manager	Deputy County Commissioner

C.	Objective: To ensure there is a vibrant and well-managed 6 to 25 Year Programme.				
Scouts					
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
Ensure each member of the Scout section has the opportunity to have a residential overnight experience at least twice a year.	<input type="checkbox"/> ACC (Scouts) to promote Nights Away by organising workshops, attending District Meetings and writing articles for Newsletters.	31/12/2007	<input type="checkbox"/> 80% of all Scout Troops to organise a residential overnight experience each year.	Assistant County Commissioner (Scouts)	Deputy County Commissioner
That Troop programmes cover all areas of the programme zones within the year and that they are balanced	<input type="checkbox"/> ACC (Scouts) to organise workshops / skills days. <input type="checkbox"/> The Balanced Programme to become an agenda item at all sectional ADC & ACC meetings.	31/12/2006	<input type="checkbox"/> Increased membership of the Scout Section.	Assistant County Commissioner (Scouts)	Deputy County Commissioner
District and County provides support for the Troop programmes by providing a diverse range of activities and opportunities	<input type="checkbox"/> The County Support Team and District Teams to publish and distribute a calendar of events to every Scout Leader at the start of every year.	31/12/2005	<input type="checkbox"/> Improved attendance at District and County events.	Assistant County Commissioner (Scouts)	Deputy County Commissioner
Scout Troop Leaders understand & undertake the concept of self-review and the function of forums in the Troop.	<input type="checkbox"/> ACC (Scouts) to promote the concept of self-review by organising workshops, attending District Meetings and writing articles for Newsletters.	31/12/2006	<input type="checkbox"/> Increased membership of the Scout Section.	Assistant County Commissioner (Scouts)	Deputy County Commissioner
Scout Troop Leaders to promote moving on to the Explorer Scout section, either as an Explorer Scout, as a Young Leader Explorer Scout or both.	<input type="checkbox"/> Districts to organise at least one joint Scout and Explorer Scout event each year. <input type="checkbox"/> District Workshops to be organised for adults involved in the Moving on Award.	31/12/2007	<input type="checkbox"/> 5% reduced leakage between the Scout and Explorer Scout Sections.	Assistant County Commissioner (Scouts) / Assistant County Commissioner (Explorer Scouts)	Deputy County Commissioner

C.	Objective: To ensure there is a vibrant and well-managed 6 to 25 Year Programme.				
Explorer Scouts					
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
Increase Explorer Scout membership within the County by 20%.	<input type="checkbox"/> County Development Officer to support District Explorer Scout Commissioners & District Development Teams to promote and encourage 'moving on' from Scouts.	31/12/2007	<input type="checkbox"/> 20% increase in membership	District Explorer Scout Commissioners and County Development Officer	County Commissioner
A District Explorer Scout Commissioner and District Explorer Scout Administrator in every District.	<input type="checkbox"/> Review the appointments of all District Explorer Scout Commissioners and District Explorer Scout Administrators and support ongoing learning to develop their skills.	31/06/2006	<input type="checkbox"/> 5 District Explorer Scout Commissioner and District Explorer Scout Administrators.	Assistant County Commissioner (Explorer Scouts) and District Commissioners	County Commissioner
To organise a County led Explorer Belt Expedition for Explorer Scouts and Scout Network Members	<input type="checkbox"/> ACC (Explorer Scouts) and County Scout Network Commissioner to organise a County led Explorer Belt Expedition for Explorer Scouts and Scout Network Members.	31/12/2007	<input type="checkbox"/> The completion of a County led Explorer Belt Expedition.	Assistant County Commissioner (Explorer Scouts) and County Scout Network Commissioner	County Commissioner
To consider work with secondary schools highlighting the nature of the Explorer Scout Young Leader Scheme and emphasising that the Duke of Edinburgh's Award Scheme is now a core part of the Scout Award Scheme.	<input type="checkbox"/> ACC (Explorer Scouts) and County Development Officer to approach Secondary Schools to emphasise how Scouting can benefit their local arrangements.	31/12/2007	<input type="checkbox"/> At least three County led D of E Award expeditions offered to Secondary Schools or the Maintained Youth Service.	Assistant County Commissioner (Explorer Scouts)	County Commissioner

Explorer Scouts (Continued)					
To publicise District programmes to help young people move more freely between Units and ensure all programme zones are covered.	<input type="checkbox"/> The County Support Team and District Teams to publish and distribute a calendar of events to every Explorer Scout Leader at the start of every year.	31/12/2005	<input type="checkbox"/> All District Explorer Scout Commissioners to have published District programmes.	Assistant County Commissioner (Explorer Scouts) and District Commissioners	County Commissioner
Explorer Scout Young Leader training needs to be integrated into District activities.	<input type="checkbox"/> Each District to make provision of a Young Leaders Unit.	31/12/2006	<input type="checkbox"/> 80% of Districts delivering Young Leader Training Modules. <input type="checkbox"/> 80% of Districts holding regular Young Leader Units meetings.	Assistant County Commissioner (Explorer Scouts) and District Commissioners	County Commissioner
Explorer Unit Leaders also need to promote moving on to the Scout Network and regularly pass on details of older members to the Network so they can contact young people about upcoming programme and events which they can participate in.	<input type="checkbox"/> Internal promotion of District Explorer Units by District Development teams. <input type="checkbox"/> Districts in conjunction with the local SN to organise one joint event per year. <input type="checkbox"/> Briefings/ workshops to be organised for adults involved in moving on.	31/12/2007	<input type="checkbox"/> Reduced leakage between sections.	Assistant County Commissioner (Explorer Scouts), County Scout Network Commissioner and County Development Officer	County Commissioner

C.	Objective: To ensure there is a vibrant and well-managed 6 to 25 Year Programme.				
Scout Network					
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
Increase Scout Network membership within the County by 30%	<input type="checkbox"/> County Development Officer to support County Scout Network Commissioner & Network Support Team to promote & encourage 'moving on' from Explorers. (Working with District Explorer Scout Commissioners, Explore Scout Leaders and District Development Teams). <input type="checkbox"/> CDO to provide support to enable Network to recruit new members at college 'Fresher' events.	31/12/2007	<input type="checkbox"/> 30% increase in membership	County Scout Network Commissioner County Development Officer	County Commissioner
Even spread of active Local Scout Networks across GLSW	<input type="checkbox"/> Establishment of Local Scout Networks in the 5 Boroughs. The number of Local Scout Networks will not be less than 5, but may be greater dependent upon distribution of membership. Local Scout Networks will adopt non-geographic names to encourage participation across District boundaries.	31/12/2005	<input type="checkbox"/> Measured against Required Outcome, and minimum of 5 active Local Scout Networks.	County Scout Network Committee.	County Scout Network Commissioner & Network Support Team.

Scout Network (Continued)					
Increased availability of Specialist Networks in GLSW. (These will be subject to demand, but might include 'Water Activities', Gang Show, Band, Special Needs).	<ul style="list-style-type: none"> <input type="checkbox"/> Establish two Specialist Networks, including International Expeditions. <input type="checkbox"/> Network to encourage greater participation in expeditions. 	31/12/2005	<ul style="list-style-type: none"> <input type="checkbox"/> Two Specialist Networks with active programmes running complementary to Local Scout Networks. <input type="checkbox"/> A further two by 2007. 	Scout Network Co-ordinators elected by the membership of such Networks.	County Scout Network Commissioner & Network Support Team.
Increased numbers of Network members gaining Queen's Scout, Duke of Edinburgh's and Explorer Belt Awards.	<ul style="list-style-type: none"> <input type="checkbox"/> CSNL to run regular DofE Clinic. At least two opportunities per year for Network members to undertake QSA/DofE expeditions. County Explorer Belt Expedition in 2006. 	31/12/2007	<ul style="list-style-type: none"> <input type="checkbox"/> 20% increase in number of Queen's Scout and DofE Awards over the average of years 2000-2004. 	Network Support Team	County Scout Network Commissioner
Improved financial self-sufficiency for Network in GLSW.	<ul style="list-style-type: none"> <input type="checkbox"/> Consideration given to various sources of funds, for example premium on activities, additional County levy, merchandise sales, sponsorship. <input type="checkbox"/> Maximise use of Gift Aid when paying Membership Subscriptions. 	31/12/2006	<ul style="list-style-type: none"> <input type="checkbox"/> Visible progress to full self-sufficiency. 	Network Support Team/County Scout Network Commissioner.	County Treasurer.
Improved linking between the Network and Scout Fellowships	<ul style="list-style-type: none"> <input type="checkbox"/> County Development Officer to County Scout Network Commissioner to promote and encourage 'moving on' from Network to Scout Fellowship. <input type="checkbox"/> Scout Fellowships to publish and distribute a calendar of events to every Network at the start of every year. 	31/12/2006	<ul style="list-style-type: none"> <input type="checkbox"/> Increased membership of the Scout Fellowship. 	County Scout Network Commissioner and Deputy County Commissioner	County Commissioner

D.	Objective:	To ensure Scouting in GLSW is open to all.			
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
The Membership will reflect the cultural make-up of our communities.	<input type="checkbox"/> Set up and support two new sustainable BMEC Groups in the County	31/12/2007	<input type="checkbox"/> At least two new Scout Groups based on targeted Multi Ethnic Communities.	County Development Officer and District Commissioners	County Commissioner
To have more girls involved in Scouting.	<input type="checkbox"/> There will be awareness training given to leaders. <input type="checkbox"/> Open District and County events to local Guiding Units.	31/12/2005	<input type="checkbox"/> There will be at least 5% more girls in the County by 31/12/2007 based on 1/1/2004 Census figures.	County Development Officer	County Commissioner
To provide more activities for young people who have learning difficulties and special needs.	<input type="checkbox"/> Establish more provision for young people with Special Needs within Scout Groups.	31/12/2007	<input type="checkbox"/> Every District to appoint a Special Needs Advisor.	ACC (Special Needs) / District Commissioners	Deputy County Commissioner
To promote adventurous activities to more young people.	<input type="checkbox"/> Provide more training and taster sessions to adults. <input type="checkbox"/> Improve publicity and communication processes regarding adventurous activities. <input type="checkbox"/> Provide clear Job Descriptions for adults who lead and support adventurous activities.	31/12/2006	<input type="checkbox"/> Every Scout Leader, Explorer Scout Leader and Scout Network Member to be sent an e-mail providing details of activities being offered within the County. <input type="checkbox"/> Increased number of activity authorisations gained.	ACC (Activities)	Deputy County Commissioner
To provide water and air activities to more young people in the County.	<input type="checkbox"/> Discuss with all GSL's of Air Scout and Sea Scout Groups how to provide air and water opportunities to all Scouts in the County. <input type="checkbox"/> Consider running short courses for older Scouts and Explorer Scouts.	31/12/2006	<input type="checkbox"/> All Air and Sea Scout Groups to be offering specialist activities to older Scouts and Explorer Scouts.	ACC (Activities)	Deputy County Commissioner

E.	Objective:	Adult Training should be delivered in a convenient and appropriate format for all adults.				
	Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
	To fully implement the new Adult Training programme.	<ul style="list-style-type: none"> <input type="checkbox"/> Consider how each module can be offered. <input type="checkbox"/> Consider alternative methods of delivering modules. <input type="checkbox"/> Publish details for every course. 	31/12/2005	<ul style="list-style-type: none"> <input type="checkbox"/> Every Module is being offered in at least one form to every adult in the County. 	County Training Manager	County Commissioner
	To ensure all training is open to all.	<ul style="list-style-type: none"> <input type="checkbox"/> Consider alternative methods of delivering courses. <input type="checkbox"/> Consider alternative dates and times to run workshops. 	31/12/2007	<ul style="list-style-type: none"> <input type="checkbox"/> Increased number of completed modules <input type="checkbox"/> Increased number of Wood Badges being awarded. 	County Training Manager	County Commissioner
	To improve how we communicate about Adult Training opportunities.	<ul style="list-style-type: none"> <input type="checkbox"/> Appoint a Local Training Manager in every district. <input type="checkbox"/> Appoint & train Training advisors to support the scheme. <input type="checkbox"/> Publish all training information on the County Website and post direct to LTM's and Appointment Secretaries. 	01/06/2005	<ul style="list-style-type: none"> <input type="checkbox"/> Every District to have a Local Training Manager. 	County Training Manager	County Commissioner
	Establish Young Leader Training Programme events.	<ul style="list-style-type: none"> <input type="checkbox"/> Establish how the course/workshops should be delivered. <input type="checkbox"/> Create a team to run courses. <input type="checkbox"/> Publish dates. 	01/03/2006	<ul style="list-style-type: none"> <input type="checkbox"/> All relevant modules offered every year. 	County Training Manager	County Commissioner

F.	Objective:	To ensure buildings, financial balances and other assets are effectively used to sustain Scouting through to 2012 and beyond.				
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by	
Establish minimum standards for all buildings, with particular reference to Health & Safety and the Disability Discrimination Act.	<input type="checkbox"/> Each district to appoint a Health and Safety Advisor <input type="checkbox"/> District Health and Safety Advisors to complete the current survey of all property.	31/03/2006	<input type="checkbox"/> All reports to be received by County Health and Safety Advisor.	County Health and Safety Advisor.	County Chairman.	
Maximise the use of all suitable buildings.	<input type="checkbox"/> Undertake a review of all property.	31/03/2006	<input type="checkbox"/> Report issued to the County Executive Committee.	District Chairmen	County Chairman	
Adequate assets are available to maintain and support the Balanced Programme.	<input type="checkbox"/> Every Group & District to create an asset register. <input type="checkbox"/> Review Insurance cover. <input type="checkbox"/> All equipment is reviewed and maintained to an appropriate standard.	31/03/2006	<input type="checkbox"/> 80% of all Groups have an asset register.	ACC Activities and District Commissioners	District Chairmen	
All surplus assets are reviewed and utilised for the benefit of future Scouting in each Group or District.	<input type="checkbox"/> Every Group and District to create a 3 year Development, which details use of assets.	31/12/2006	<input type="checkbox"/> 80% of all Scout Groups to submit a Development Plan to their District Commissioner and County Treasurer.	District Commissioner	Chairman of the County Finance Committee	
To recover all available e.g. Gift Aid, if economic to collect.	<input type="checkbox"/> A Letter should be sent direct to every GSL who has not recorded the use of Gift Aid Scheme in 2005 Census.	31/06/2007	<input type="checkbox"/> 80% of all Scout Groups recording use of Gift Aid by 31/12/2005. <input type="checkbox"/> 100% of all Scout Groups recording use of Gift Aid by 31/12/2006.	District Treasurers	County Treasurer	
Adequate income is available to maintain and support the Balanced Programme.	<input type="checkbox"/> Every Group and District to create a 3 year Development, which details how activities and future initiatives are to be funded.	31/12/2006	<input type="checkbox"/> 80% of all Scout Groups to have submitted a Development Plan to their District Commissioner and County Treasurer.	District Commissioner	Chairman of the County Finance Committee	

G.	Objective:	To ensure Scouting in GLSW is perceived by the public as a relevant pastime for adults and young people and is recognised as part of a corporate organisation.				
	Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
	To appoint a County Media Manager and District Media Managers.	<input type="checkbox"/> Appoint 1 County Media Manager. <input type="checkbox"/> Appoint 5 District Media Managers. <input type="checkbox"/> Arrange training for all new appointments.	31/12/2005	<input type="checkbox"/> A County Media Manager appointed and at least 4 District Media managers appointed.	Deputy County Commissioner and District Commissioners	Deputy County Commissioner
	To raise the public profile of GLSW	<input type="checkbox"/> Undertake school visits. <input type="checkbox"/> Participate in College events. <input type="checkbox"/> Introduce a PR page on www.glsWSCOUTS.org.uk . <input type="checkbox"/> Establish a team of speakers to visit Rotary, Roundtable, Lions Clubs and Girl Guiding UK. <input type="checkbox"/> Provide every GSL with a list of schools in their area.	31/07/2007	<input type="checkbox"/> Increased membership.	County Development Officer and District Commissioners	County Commissioner
	To improve the links with the maintained youth service and LEAs.	<input type="checkbox"/> District Executives to examine their relationship with their respective maintained Youth Sector and LEA.	31/12/2005	<input type="checkbox"/> Every District Commissioner to be meeting regularly with their respective Youth Service. <input type="checkbox"/> Every District to be represented on their Borough Youth Panel/Committee.	District Commissioners	Deputy County Commissioner
	To improve our profile with local businesses.	<input type="checkbox"/> District Executives to examine how to contact local business and to consider how to operate a partnership arrangement.	30/06/2006	<input type="checkbox"/> 80% of Districts to have at least one contact with a local business within their borough.	District Chairmen	County Chairman

Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
To ensure every Scout owned premise and vehicle has a clear, visible sign depicting the new corporate logo, together with details of how to contact the Group or information Centre for further information.	<input type="checkbox"/> All GSL's to be requested to replace outdated signs and replace them with up to date logo and contact information with immediate effect. <input type="checkbox"/> All notice boards to be updated with new corporate design.	31/12/2005	<input type="checkbox"/> 80% of all Scout premises and vehicles to have adopted the new corporate image.	District Commissioners	County Commissioner
To ensure all written material complies with the new corporate image.	<input type="checkbox"/> All Scout Groups, Districts and CST to use the corporate style headed paper.	31/12/2005	<input type="checkbox"/> 80% of all written communication to comply with the new corporate image.	District Commissioners	County Commissioner
To ensure all adults wear the new style uniform.	<input type="checkbox"/> County and District Commissioners to inform all leaders of their duty to wear new uniform via meetings and newsletters.	01/09/2005	<input type="checkbox"/> No remaining leaders wearing old uniform.	District Commissioners	County Commissioner
To make better use of the Mobile Display Unit, when it is used within the County.	<input type="checkbox"/> The County Development Officer to coordinate the use of the MDU when it is in the County. <input type="checkbox"/> Establish an effective MDU Support Team.	31/12/2005	<input type="checkbox"/> County Development Officer to manage all uses of the Mobile Display Unit.	County Development Officer	County Commissioner

H.	Objective:	To have effective, well structured Executive Committees to support Scouting in the County.				
	Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
	To have a completed County Strategic Plan, which is published and circulated to all leaders	<input type="checkbox"/> Agree and publish County Development Plan. <input type="checkbox"/> Review County Development Plan annually.	31/5/2005	<input type="checkbox"/> Publish a County Strategic Plan and a scheme to review the Plan annually.	Deputy County Commissioner	County Commissioner
	To have completed Districts Development Plans, which are published and circulated to all leaders within each District.	<input type="checkbox"/> Agree and publish District Development Plans. <input type="checkbox"/> Review District Development Plans annually.	31/6/2006	<input type="checkbox"/> 80% achievement of District Development Plans and a scheme to review the Development Plans annually.	District Commissioners	County Commissioner
	To have completed Group Development Plans, which are published and circulated to all Leaders and parents in each Group.	<input type="checkbox"/> Agree and publish Group Development Plans. <input type="checkbox"/> Review Development Plans annually.	31/7/2007	<input type="checkbox"/> 50% achievement of Group Development Plans and a scheme to review the Development Plans annually.	District Commissioners	County Commissioner
	Executive Committees to place greater emphasis on future planning as opposed to review previous action.	<input type="checkbox"/> Minutes & agendas to be produced promptly. <input type="checkbox"/> Written reports to be circulated in advance of meetings. <input type="checkbox"/> Membership and structure of executive Committees to be reviewed.	31/12/2005	<input type="checkbox"/> All District Executive Committees to have produced a Strategic Plan.	County Chairman	County Commissioner
	To improve communication between GSL and Group Chairman to sustain effective Group planning.	<input type="checkbox"/> Encourage regular meetings between GSLs and Group Chairmen. <input type="checkbox"/> Develop training and workshops to encourage constructive meetings.	31/12/2005	<input type="checkbox"/> All Districts to issue an annual calendar of meetings to all leaders.	District Chairmen.	County Chairman

I.	Objective:	To ensure internal communication is effective and understood by all in the County.				
Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by	
To ensure every adult and youth member understands how to obtain information from their Group, District and the County.	<input type="checkbox"/> Write articles for inclusion on County and District Newsletters. <input type="checkbox"/> Establish an Internal Communications page on the County Website. <input type="checkbox"/> Consider how the new Membership Database can be used to benefit internal communication in the County.	31/01/2006	<input type="checkbox"/> Increased number of participants at District and County events. <input type="checkbox"/> Increased participation on adult training courses. Increase number of visits to the County Web site.	Chairman of the County Communications Team	County Chairman	
Every District to establish a newsletter, which is distributed in an effective manner to all adults.	<input type="checkbox"/> Establish which District have newsletters. <input type="checkbox"/> Establish a County Newsletter forum for exchange of ideas. <input type="checkbox"/> Ensure all Districts have a publication schedule.	31/01/2006	<input type="checkbox"/> All districts to have a regular newsletter.	District Commissioners	County Chairman	
Every District to establish a directory, which is distributed in an effective manner to all adults.	<input type="checkbox"/> Establish which District have directories. <input type="checkbox"/> Establish a County directory forum for exchange of ideas. <input type="checkbox"/> Ensure all districts have a publication schedule.	31/01/2006	<input type="checkbox"/> All districts to have an up to date directory.	District Commissioners	County Chairman	
To review the use and format of www.glsWSCouts.org.uk .	<input type="checkbox"/> County Communications Team to continue developing the site. <input type="checkbox"/> Create an information sheet for all Scout Groups to display in their HQ's.	31/12/2005	<input type="checkbox"/> Increase number of visits to the County Web site.	Chairman of the County Communications Team	County Chairman	

Required Outcome	Action to be Taken	By When	Success Criteria	Led By	To be Monitored by
Every District to have a maintained website.	<input type="checkbox"/> County Communications Team to undertake a review of all District websites and make recommendations for further development.	31/12/2006	<input type="checkbox"/> Increase number of visits to District Web Sites.	District Commissioners	County Chairman
Every Scout Group to have a well maintained web site.	<input type="checkbox"/> Establish a County Form for Group Webmasters to share good practice.	31/12/2007	<input type="checkbox"/> 80% of all Scout Groups to have a website, which is linked to their District site and the County Site.	District Commissioners	County Chairman
To expand the use of GLSW e-mail group to all adults in GLSW	<input type="checkbox"/> Establish a process where every adult appointment provides the opportunity to collect the e-mail address.	31/01/2006	<input type="checkbox"/> Increased membership of the GLSW e-mail group.	Chairman of the County Communications Team	County Chairman
To review the format of "Focus on GLSW"	<input type="checkbox"/> County Communications Team to undertake a review of the County Newsletter and report to the County Executive Committee on future format, contacts and use.	31/06/2006	<input type="checkbox"/> Wider circulation of Focus on GLSW.	Chairman of the County Communications Team	County Chairman

APPENDIX A: Planned Work of the County Development Project (from 2005 to 2007)

Year One

- ❑ With District Development Teams, recruit 25 more adults across the County (of those that apply for warrants, 50% target to achieve their wood badge in 2 years). [Objective: A]
- ❑ Organise MDU booking within the County. [Objective: G]
- ❑ Provide support and enable new Muslim Group (Cub pack) to open in Richmond upon Thames. [Objective: D]
- ❑ Establish contact with appropriate BME community to open second Group in Year 2. [Objective: D]
- ❑ Organise cultural awareness training for existing Leaders/adults in Richmond upon Thames. [Objective: D]
- ❑ With District Development Teams, DESCs, ADC (S) and ACC (S/E), co-ordinate Borough based sessions in Croydon & Royal Kingston promoting moving on/linking to District Explorer Scout Units. This aim is ongoing during the life of the project; with an overall target to increase Explorer Scout membership across the county by 20% from 502 Explorers at the 2004 Census to 602 by the end of three years. [Objective: C]
- ❑ With County Scout Network and CSNC – support linking activities with District Explorer Units and support recruitment initiatives such as University Fresher's events. This aim is also ongoing, with an overall target to increase the Network membership by 30% i.e. from 54* (this figure does not include those registered as Leaders elsewhere in the 2004 Census) to 70 members by the end of three years. [Objective: C]

Year Two

- ❑ Organise MDU booking within the County. [Objective: G]
- ❑ Recruit a further 35 adults across the County. [Objective: A]
- ❑ Open Beaver Scout Section in Muslim Group in Richmond upon Thames District. [Objective: D]
- ❑ Open Cub Pack in second BME Community. [Objective: D]
- ❑ With District Development Teams, DESCs, ADC(S)and ACC(S/E), co-ordinate borough based sessions in Sutton and Wimbledon & Wandle (Merton) promoting moving on/linking to District Explorer Scout Units. (see year one for overall target) [Objective: C]
- ❑ With County Scout Network and CSNC – continue to support linking activities with District Explorer Units and recruitment initiatives such as University Fresher's events. (see year one for overall target) [Objective: C]

Year Three

- ❑ Continue work with District Development Teams and recruit 40 more adults across the County. [Objective: A]
- ❑ Open Scout Troop in Muslim Group in Richmond upon Thames District. [Objective: D]
- ❑ Open Beaver Colony in second BME Community. [Objective: D]
- ❑ With District Development Teams, DESCs, ADC (S) and ACC (S/E), co-ordinate final Borough session in Richmond upon Thames promoting moving on/linking to District Explorer Scout Units. (see year one for overall target) [Objective: C]
- ❑ With County Scout Network and CSNC – continue to support linking activities with District Explorer Units and recruitment initiatives such as University Fresher's events. (see year one for overall target) [Objective: C]