



Thinking Differently about Greater London South West

A strategy for growth – the next stage

Published May 2007

Greater London South West
County Scout Council

Registered Charity Number
303884



Why did GLSW prepare a Strategic Plan?

In 2005 when we first implemented '*Thinking Differently about GLSW*', the County strategy plan, it was our aim to become focused on specific issues to raise the quality and quantity of Scouting in **GLSW**. These issues are being driven by Headquarters strategic 'Vision for 2012', which included 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 focussed 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 the Vision for 2012, Headquarters initial priority was 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 also set two broad measurable goals:

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

In 2007 every District in **GLSW** grew with overall increase of 3.8%, justifying our commitment to development planning and '*Thinking Differently*'.

Having arrived at our first milestone date (2007), it is important to maintain the momentum of our achievements by reviewing the County strategic plan to **recognise** and **celebrate** our **successes** and to reflect on the few objectives where we did not meet our original expectations to consider our future course of action.

The key action points in 'Thinking Differently, the next stage' will help steer the County though 2007 and on to 2010 (and ultimately to 2012 and beyond). This will enable the County to celebrate the Centenary, focus on the following two years and assist a smooth transition between County Commissioners.

What we've achieve by 2007

- ❑ A growing membership across all Districts in GLSW *[Objective: A]*
- ❑ The County now consists of five borough-based districts following the current local authority boundaries. *[Objective: B]*
- ❑ There are visible signs of the membership increasing, with two of the past 3 years showing positive growth. *[Objectives: A + B]*
- ❑ The internet has now become an efficient method of communicating to adults in **GLSW**. *[Objective: I]*
- ❑ County led event “*Join the Adventure*” enabled districts to gain confidence to recruit and retain more adults and young people. *[Objectives A+D+G]*
- ❑ The employment of a County Development Officer is now entering its sixth year and the County has plans to be self funding by the end of the current 3 year period. *[Objective: F]*
- ❑ District Commissioners are reviewing Scout Groups to ensure they are offering vibrant Scouting, are well managed by an effective GSL and have a strong financial and management base. *[Objective: B]*
- ❑ Four out of five district executive committees now have a District plan. *[Objective: H]*
- ❑ Districts starting to review property owned or hired for Scouting activities to ensure it is meets current needs. *[Objective: F]*
- ❑ Visible signs of improved linking between each of the Programme Sections by reduced rates of “leakage” between sections. *[Objective: C]*
- ❑ The two County Bases are reviewed at every County Executive committee meeting and continue to support Scouting in **GLSW**. *[Objective: F]*
- ❑ Every Scout Groups is undergoing a Health and Safety audit. *[Objective: F]*
- ❑ All Scout Groups encouraged to adopt the association’s corporate identity on buildings, vehicles, and correspondence and set targets to implement the identity. *[Objective: F]*

What we still want to achieve by 2012

- ❑ An increased membership of young people. *[Objectives: A+B]*
- ❑ More trained adults to sustain a vibrant programme. *[Objectives: A+C+E]*
- ❑ A diverse County. *[Objective: D]*
- ❑ Effective management of Scouting resources (people, buildings and equipment and money) *[Objectives: G+I]*
- ❑ Strong internal and external communications. *[Objectives: F+H]*

Added to these aspirations we want every Scout Group to provide a vibrant, balanced programme which provides Nights away experiences, and enables all young people to attain the awards of their choice.

The County Strategic Objectives

The **Strategic Objectives** have been reviewed and a decision has been made to continue to use them to help the County achieve its goals. However, they will be supported by fewer **Key Action Points** which will be led and monitored by members of the County. The Strategic objectives are:

- Objective A:** We will have an effective recruitment and retention policy for both young people and adults.
- Objective B:** We will have well-managed Scout Groups providing good quality Scouting.
- Objective C:** We will ensure there is a vibrant and well-managed 6 to 25 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.

The Key Action Points

The Key Action Points detailed in the next section of this document will remain our main tool to ensure the continued growth and development of Scouting in **GLSW** through to 2012 and beyond. *Thinking Differently* will continue to be reviewed on an annual basis (1st December) by the County Commissioner together with his/her team and the County Executive Committee. As previously stated, the key action points are fewer in number and they are broader in style. This will empower Districts to implement their own plans which are more relevant at a local level, whilst providing a broad framework to enable them to work collectively towards the County's strategic objectives.

A. Objective: To have an effective recruitment and retention policy for both young people and adults.				
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
Improved recruitment and retention of adults.	<input type="checkbox"/> Annual 1 to 1 meetings for all adults. Implementation of new adult appointment process. Implement processes to say "Thank you". Promote adult recruitment initiatives.	<input type="checkbox"/> Continued growth of adults in leadership roles (Census).	District Commissioners	County Commissioner
Increased recruitment and retention of young people.	<input type="checkbox"/> Use the balanced programme, nights away and adventurous activities to promote increased recruitment of young people. ACCs to encourage Districts to run (sectional) taster and 'bring a friend' events for young people.	<input type="checkbox"/> 10% growth in youth membership in all sections (against the 2007 Census figures)	District Commissioners	County Commissioner

B. Objective: Well-managed Scout Groups providing good quality Scouting.				
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
To have better managed Scout Groups.	<input type="checkbox"/> Groups continue to recruit effective GSLs.	<input type="checkbox"/> At least 80% of Groups to have a GSL.	District Commissioners	County Commissioner

C.	Objective: To ensure there is a vibrant and well-managed 6 to 25 programme.			
Beavers				
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
To encourage effective balanced Colony programmes that visit all Programme Zones within a twelve month period.	ACC(BS) to organise workshops / skills days for Leaders, helpers and interested others including adults from outside Scouting.	Min 1 workshop a year takes place.	Assistant County Commissioner (Beavers)	County Commissioner
To promote linking activities with Cub Packs.	Districts to organise at least one joint Beaver and Cub event each year.	1 event a year takes place.	Assistant County Commissioner (Beavers) Assistant County Commissioner (Cubs)	County Commissioner
To encourage all Colonies to run at least one Beaver Sleepover a year.	ACC(BS) to promote Beaver Sleepovers at all meetings.	80% of all Beavers offered at least one Sleepover per year.	Assistant County Commissioner (Beavers)	County Commissioner

C.	Objective: To ensure there is a vibrant and well-managed 6 to 25 programme.			
Cubs				
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
To encourage effective balanced Pack programmes that visit all Programme Zones within a twelve month period.	<input type="checkbox"/> ACC(CS) to organise workshops / skills days for Leaders, helpers and interested others including adults from outside Scouting.	<input type="checkbox"/> Min. 1 workshop a year takes place.	Assistant County Commissioner (Cubs)	County Commissioner

Cubs (Continued)				
To encourage effective linking to the Troop.	<input type="checkbox"/> Districts to organise at least one joint Cub and Scout event each year.	<input type="checkbox"/> 1 event a year takes place.	Assistant County Commissioner (Cubs) / Assistant County Commissioner (Scouts)	County Commissioner
To encourage all Packs to run at least one Pack Holiday or Camp per year.	<input type="checkbox"/> ACC(CS) to promote Pack Holidays and Camps at all meetings.	<input type="checkbox"/> 80% of all Cubs offered at least one Pack Holiday or Camp per year.	Assistant County Commissioner (Cubs)	County Commissioner

C.				
Objective: To ensure there is a vibrant and well-managed 6 to 25 programme.				
Scouts				
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
Work with ADC(S) and Scout Leaders to ensure every Scout is offered at least two residential experiences per year.	<input type="checkbox"/> ACC(S) to promote Nights Away by organising workshops and/or promoting Nights Away at meetings.	<input type="checkbox"/> 80% of all Scouts offered at least two residential experiences per year (can include County organised residential opportunities).	Assistant County Commissioner (Scouts)	County Commissioner
To promote effective balanced Troop programmes that visit all Programme Zones within a twelve month period.	<input type="checkbox"/> County and District to develop and provide events and activities which support Troops in the provision of a balanced programme.	<input type="checkbox"/> Up to four County run events (or residential opportunities) per year which help support a balanced programme.	Assistant County Commissioner (Scouts)	County Commissioner

Scouts (Continued)				
To encourage effective linking to the Explorer Scout section (as an Explorer Scout, as a Young Leader Explorer or both).	<input type="checkbox"/> Districts to organise at least one joint Scout and Explorer Scout event each year.	<input type="checkbox"/> 1 event a year takes place.	Assistant County Commissioner (Scouts) Assistant County Commissioner (Explorer Scouts)	County Commissioner

C. Objective: To ensure there is a vibrant and well-managed 6 to 25 programme.				
Explorer Scouts				
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
To encourage effective balanced Unit programmes that visit all Programme Zones within a twelve month period.	<input type="checkbox"/> ACC(E) and DESCs to develop and provide events and activities which support Units in the provision of a balanced programme.	<input type="checkbox"/> Min. of two County run events (or residential opportunities) per year which help support a balanced programme.	Assistant County Commissioner (Explorer Scouts)	County Commissioner
Work with DESCs and ESLs to ensure every Explorer is offered at least two residential experiences (camps, expeditions or International) per year.	<input type="checkbox"/> ACC(E) to promote Nights Away by organising workshops and/or promoting Nights Away at meetings.	<input type="checkbox"/> 80% of all Explorers offered at least two residential experiences per year (can include County organised residential opportunities).	Assistant County Commissioner (Explorer Scouts)	County Commissioner
To encourage effective linking to Scout Network. Explorer Unit Leaders to promote moving on to the Scout Network and pass on details of all 17+ Explorers to the CSNA.	<input type="checkbox"/> DESC's, ESLs and Scout Network to organise one joint event per year to encourage linking.	<input type="checkbox"/> 1 event a year takes place (County wide or individually by District).	Assistant County Commissioner (Explorer Scouts) County Scout Network Commissioner	County Commissioner

C.		Objective: To ensure there is a vibrant and well-managed 6 to 25 programme.		
Scout Network				
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
Increased numbers of Explorers and Network members gaining Queen's Scout, Duke of Edinburgh and Explorer Belt Awards.	<input type="checkbox"/> CSNC to run regular DofE Clinic. At least two opportunities per year to undertake QSA/DofE expeditions. Joint Explorer Network County Explorer Belt Expedition to be held every three years.	<input type="checkbox"/> DoE Clinics to be in place. Minimum of 2 QSA/DofE expeditions take place. Explorer Belt offered every three years.	Assistant County Commissioner (Explorer Scouts) County Scout Network Commissioner	County Commissioner
To encourage an effective balanced Network programme that visits all Programme Zones within a twelve month period.	<input type="checkbox"/> CSNC and Network Co-ordinators to facilitate events and activities which support Units in the provision of a balanced programme across the County	<input type="checkbox"/> Min. of two County run events (or residential opportunities) per year.	County Scout Network Commissioner	County Commissioner
To ensure every Network member is offered at least two residential experiences (camps, expeditions or International) per year.	<input type="checkbox"/> CSNC and Network Co-ordinators to promote Nights Away at all Network meetings.	<input type="checkbox"/> Network members offered at least two residential experiences per year (can include County organised residential opportunities).	County Scout Network Commissioner	County Commissioner

D.	Objective:	To ensure Scouting in GLSW is open to all.			
Required Outcome		Action to be Taken	Success Criteria	Led By	To be Monitored by
To provide County support for Leaders working with special needs		<input type="checkbox"/> ACC(SN) to organise workshops at the skills days for Leaders, helpers and interested others including adults from outside Scouting.	<input type="checkbox"/> Min. 1 workshop a year takes place.	Assistant County Commissioner (Special Needs)	County Commissioner
To promote a diverse range of activities.		<input type="checkbox"/> Provide adults with more training and taster sessions in a diverse range of activities. Improve publicity and communication regarding all activities on offer in GLSW, surrounding counties and nationally.	<input type="checkbox"/> Increased number of adventurous activity permits awarded in GLSW. Greater publicity of the full range of activities on offer in GLSW.	Assistant County Commissioner (Activities)	County Commissioner
To promote the provision and 'sharing' of air and water activities for more young people in GLSW.		<input type="checkbox"/> ACC(A), DCs and GSLs of Air and Sea Scout Groups to support the provision of air and water activities for other Groups/Districts in GLSW.	<input type="checkbox"/> At least one county wide air/water activity per year.	Assistant County Commissioner (Activities)	County Commissioner
Increased number of Fellowship members.		<input type="checkbox"/> Adventurous activities organised to encourage younger Leaders and ex-Network members (over 25s) to join the Fellowship.	<input type="checkbox"/> 1 event a year takes place.	Assistant County Commissioner (Scout Fellowship)	County Commissioner
To promote International programme elements to all sections. Encourage participation in International experiences and expeditions (including WS Jamboree, Moots etc.).		<input type="checkbox"/> Provide International programme support on county website. Also information on all local and national 'international' opportunities relevant to section.	<input type="checkbox"/> GLSW Unit's and individuals participate in International events and opportunities.	Assistant County Commissioner (International)	County Commissioner

E.	Objective:	Adult Training should be delivered in a convenient and appropriate format for all adults.			
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by	
To ensure adult training is open to all.	<input type="checkbox"/> Offer adult training by a variety of methods including day courses, small groups, e-learning, workbooks, 1-2-1's and residential courses where appropriate (Module 16, Nights Away).	<input type="checkbox"/> CTM and LTMs providing adult training utilizing all available methods.	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	Success Criteria	Led By	To be Monitored by	
All assets are reviewed and utilised for the greater benefit of Scouting in each Group and District.	<input type="checkbox"/> Every Group and District to create a 3 year Development plan, which details use of assets.	<input type="checkbox"/> Annual review of assets to be included in annual reports.	District Chairmen	County Chairman	

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	Success Criteria	Led By	To be Monitored by	
Effective County and District Media Development Managers in role to promote Scouting in GLSW via all media forms.	<input type="checkbox"/> Appoint County Media Manager. <input type="checkbox"/> Appoint 5 District Media Managers. <input type="checkbox"/> Arrange training for all new appointments.	<input type="checkbox"/> A County Media Manager appointed and 5 District Media managers appointed.	County Chairman	County Commissioner	

H. Objective: To have effective, well structured Executive Committees to support Scouting in the County.				
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
Districts Development Plans, which are published and circulated to all leaders within each District.	<input type="checkbox"/> Agree and publish District Development Plans. Review District Development Plans annually.	<input type="checkbox"/> All Districts have a published plan.	District Commissioners	County Commissioner
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. Review Development Plans annually.	<input type="checkbox"/> All Groups have a published plan.	District Commissioners	County Commissioner
I. Objective: To ensure internal communication is effective and understood by all in the County.				
Required Outcome	Action to be Taken	Success Criteria	Led By	To be Monitored by
Ensure 'Focus' remains a relevant and informative communication tool within the County.	<input type="checkbox"/> Carry out a poll of readers via the newsletter, website and ACCs/ADCs to judge content and effectiveness of publication.	<input type="checkbox"/> Use results from poll to implement any changes to format and content necessary.	County Chairman	County Commissioner
Ensure the County website is used by the widest possible number of adults and young people in GLSW.	<input type="checkbox"/> Review presentation of www.glsWSCOUTS.org.uk. Move towards a 'clearer' home page with areas for members (adults and young people), potential new member enquiries and a password restricted area for sensitive information.	<input type="checkbox"/> Clearer home page with new areas implemented.	County Chairman	County Commissioner
Effective use of the HQ membership management scheme across GLSW.	<input type="checkbox"/> Encourage Districts, Groups and individual members to review their entry on the membership management system to 'clean' the data of errors and missions.	<input type="checkbox"/> County is able to use membership management system data for effective communication with members.	County Chairman	County Commissioner