





# Scouts NSW Strategic Plan 2019-2022



## Our vision for a bright future

- Memorable adventures and skills for life
- Growing a strong, vibrant and diverse membership
- Creating positivity about the future and a sense of belonging
- Making our business smarter

Member Experience	People & Culture	Sustainability & Operations
 <ul style="list-style-type: none"> <li>• Retaining youth and adult members</li> <li>• Recognising and fixing challenges</li> </ul>	 <ul style="list-style-type: none"> <li>• More Leaders, more youth members</li> <li>• Tools and support to promote and grow Scouts</li> </ul>	 <ul style="list-style-type: none"> <li>• Easier forms and processes</li> <li>• Using technology to reduce paperwork</li> </ul>
 <ul style="list-style-type: none"> <li>• Active and exciting Youth Program</li> <li>• Faster and more satisfying training options</li> </ul>	 <ul style="list-style-type: none"> <li>• Supporting Leaders to deliver the Program</li> <li>• Changing behaviours with a positive culture</li> </ul>	 <ul style="list-style-type: none"> <li>• Better property management</li> <li>• Grants and member benefits</li> </ul>



“Our 2019-2022 Plan is one that will see us reimagine and rebuild our organisation.”



## A Message from the Chief Commissioner

In April 2018, a group of uniformed and non-uniformed members and supporters began the task of developing our new Strategic Plan. Following months of consultation and feedback, our Board endorsed the Scouts NSW Strategic Plan 2019-2022.

In developing our new Strategic Plan, we started with what binds us - not on what divides us - and we focused on several critically important elements:

- Preparing our people and our business for a strong future
- Delivering our Youth Program
- Facing up to the challenges of growth, retention and working smarter
- Positively impacting our culture.

Our 2019-2022 Plan is one that will see us reimagine and rebuild our organisation. It will herald membership growth, improved sustainability and stability, and greater trust and satisfaction.

For you, a Group Leader, Leader-in-Charge, Crew Leader or District Commissioner, this document outlines the initiatives that

make up our Plan. Each of the 18 strategic initiatives will deliver a benefit to our Groups and Crews; some of these benefits are:

- More youth members and adult leaders and supporters
- Expedited Leader training
- More Youth Safe Advocates and Member Support Leaders
- Better property portfolio management
- A more positive culture and greater member satisfaction.

If you have any questions, please contact your Region Commissioner or email your questions or comments to [strategy@nsw.scouts.com.au](mailto:strategy@nsw.scouts.com.au).

I am excited about this bold and ambitious Strategic Plan. I hope you are too!

Yours in Scouting,

Neville Tomkins OAM, JP  
Chief Commissioner,  
Scouts Australia (NSW Branch)



# Scouts NSW Strategic Plan 2019-2022



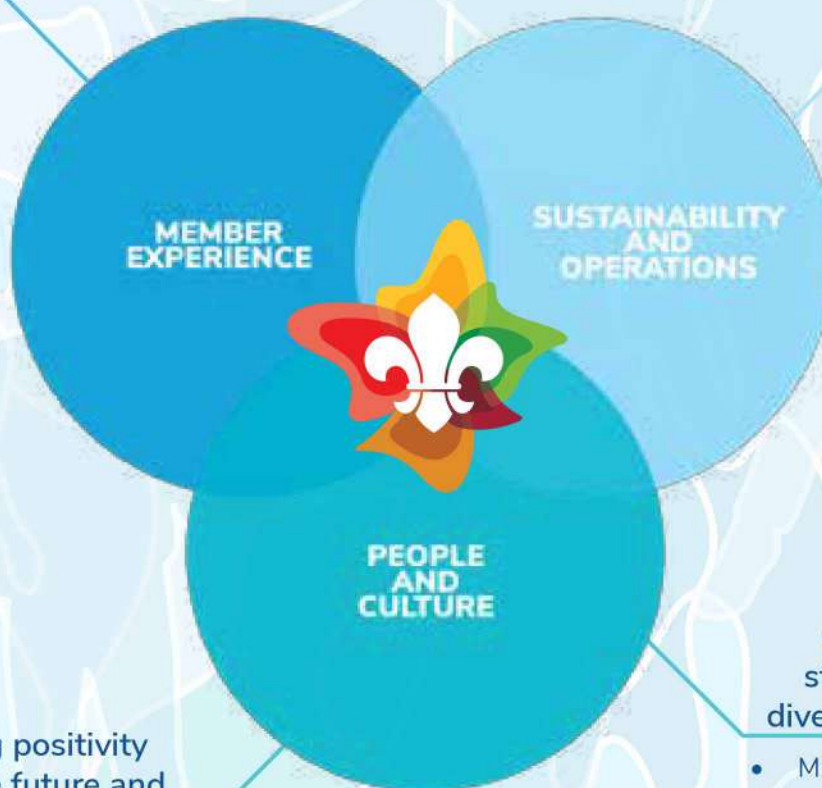
Our journey to a bright future focuses on what we need to rebuild and reimagine to be a growing, confident and more resilient organisation.

## Memorable adventures and skills for life

- Help with retention of youth and adults
- Faster training of new Leaders
- Larger Member Support and Youth Safe Advocate team
- Skilling up Leaders and supporters
- Roll out Youth Program

## Making our business smarter through accountability, trustworthiness and compliance

- Easier forms and processes
- Focus on grants and financial management
- Discounts and benefits for Groups and families
- Better property management



## Creating positivity about the future and a sense of belonging

- More awareness and respect for Scouts
- A business model that supports Groups
- Simpler processes and easier to do things the right way
- Recognise great work and good behaviours

## Growing our strong, vibrant, diverse membership

- More than 20,000 youth members
- 510 extra leaders in Groups
- Partnerships with government and business
- More diversity, greater inclusion
- Marketing campaign and tools to recruit and promote Scouting

# We will achieve more together



# What does this really mean for us?



## MEMBER EXPERIENCE

We will **PROMISE TO DO OUR BEST** to have an awesome Program for young people at every age and in every location in NSW.



We will **CARE FOR OTHERS** and welcome everyone who lives by the Promise and Law.

## PEOPLE AND CULTURE

We will **DO WHAT IS RIGHT** to make being a Leader easier and more satisfying, and will provide the tools, knowledge and support you need to succeed.



We will **FACE CHALLENGES WITH COURAGE** by calling out poor behaviours and not being afraid to question what we do and why we do it.

## SUSTAINABILITY AND OPERATIONS

We will **USE RESOURCES WISELY** by making it easier to process forms and reducing costs by making tools and material available when and where you need it.



We will **BE RESPECTFUL** of each other and of what we all do, and will make it easier to find and receive help, and get the job done.





# Strategic Initiatives 2019-2022



MEMBER  
EXPERIENCE

**MEMBER  
EXPERIENCE**



PEOPLE  
AND  
CULTURE

**PEOPLE  
& CULTURE**



SUSTAINABILITY  
AND  
OPERATIONS

**SUSTAINABILITY  
& OPERATIONS**





# Our journey to a bright future



## Member Experience

# Plan, Deliver and Improve the Youth Program

### Challenge:

- Region and District Commissioners feel disconnected from Youth Program implementation plans
- Feelings of exclusion from Program by some Groups
- Lack of awareness of Program in some areas of NSW
- Timeline for Program roll-out is too vague or unclear
- Just what is the 'new' Youth Program and what will change?

### We will:

- Plan, deliver and continuously improve the implementation of the Youth Program
- Implement more effective Youth Program engagement with Region executive and teams
- Develop and implement more impactful Youth Program communications

### ...which means you can:

- Better understand the Program roll-out plan
- More easily find information about the Program
- Expect more regular communications about the Program
- Find out more details from your Region Office
- Know who to contact for specific help

### Expected results:

- Increased positive engagement in Regions and Districts – 12 Region updates per year
- Better understanding of Program and timelines
- 100 Groups on Program by end 2019; 322 Groups by end 2020; 460 Groups by end 2021
- 10 Program mentors per Region by end 2019

# Our journey to a bright future



## Member Experience

# Proactively Recruit and Develop Adult Volunteers

### Challenge:

- Too few Leaders - overworked and tired
- Groups cannot afford to lose Leaders
- Leaders are 'stuck' in the same position – some Leaders might want to move into or be happier in a different position
- Youth are on waiting lists due to lack of Leaders

### We will:

- Proactively seek to recruit and develop adult volunteers
- Develop an exciting Leader marketing program to improve the visibility of volunteering and reinforce 'why I lead'
- Increase the use of the Adult Development Plan to offer members a 'Scouting career'
- Roll-out LeaderBuild recruitment program
- Expedite new Leader training

### ...which means you can:

- Increase the number of Leaders in your Group
- Promote your Group and Leaders using 'why I lead' material
- Relieve Leader workload with additional team members
- Provide alternative Scouting opportunities to Leaders
- More quickly have new Leaders active

### Expected results:

- 510 additional Leaders delivering the Youth Program by March 2022
- More flexibility in how Groups and Sections operate
- Increased awareness of being a Leader in Scouts
- Greater variety of Scouting careers
- 40% of all Leaders complete an Adult Development Plan by March 2020



# Our journey to a bright future



## Member Experience

# Improve Program Support and Make Volunteering Fulfilling

### Challenge:

- It takes too long to train new Leaders
- The cost of training is prohibitive for smaller Groups
- New Leaders don't get the opportunity to connect with other new Leaders
- Why can't we have an agreed minimal level of training to get new Leaders in front of Youth members?

### We will:

- Improve Youth Program support by increasing the speed at which adult volunteers can be delivering the Program or filling their volunteer role supporting frontline delivery Leaders
- Proactively seek to make volunteering more fulfilling through the Youth Program
- Listen to Leaders' suggestions and implement changes to increase Leader satisfaction

### ...which means you can:

- Use your new Leaders sooner
- Plan to use the whole Group leadership team without delay
- Help create a 'network' for your Leaders
- Plan to offer respite or 'down time' to your Leader team
- Reduce waiting lists of young people

### Expected results:

- Agreed minimal level of training to be an active Leader
- More Leaders in Groups
- Reduction in Leader resignations
- More engaged Leaders
- Fewer behavioural issues from dissatisfied Leaders



# Our journey to a bright future



## Member Experience

# Support Adult Volunteers with Skilled Member Support Team

### Challenge:

- Lack of available Member Support Leaders
- Some Regions don't have Member Support Leaders
- Lack of awareness of who is a Member Support Leader

### We will:

- Identify adult volunteers who can fill Member Support roles in their Region
- Identify adult volunteers who can fill Member Support roles at a State level
- Expedite training of Member Support Leaders
- Make it easier to find and contact a Member Support Leader

### ...which means you can:

- Easily find a Member Support Leader in NSW
- Contact a Member Support Leader in your Region, without delay
- Address issues more quickly with assistance from trained resources
- Understand what help a Member Support Leader can provide

### Expected results:

- 10 Member Support Leaders by end 2020 in country Regions
- 20 Member Support Leaders by end 2020 in city Regions
- Region-based training
- Online support and tools for Member Support Leaders



# Our journey to a bright future



## Member Experience

# Grow the Youth Safe Advocate team across NSW

### Challenge:

- Increase in Youth members challenged by mental health issues
- Youth members don't always have a trusted person at home or school that they can speak to
- Scouts has committed to a child safe philosophy
- How do we best respond to youth in need?

### We will:

- Identify and approach potential Youth Safe Advocates (YSA) in each Region and in State roles to create a large and active YSA team
- Roll out Region-based YSA training
- Focus on ensuring the YSA team also includes younger Leaders (YYSA)
- Promote YSA on Scouts NSW website so it's easier for Youth members to identify a YSA
- Ensure there are enough YSAs across NSW to attend every District, Region and State event

### ...which means you can:

- Direct Youth in need to a YSA for support
- Expect a YSA to attend every District, Region and State event
- Identify YSAs on behalf of Youth members
- Access YSA training in your Region
- Encourage Rovers to consider nominating as a YSA

### Expected results:

- 100 adult YSAs by end 2020 and 100 Young YSAs by end 2021
- 10-20 YSAs and YYSAs in each Region by end 2021
- YSAs attend every District, Region and State event
- YSAs listed on website for easy identification
- All YSAs wear distinctive woggles and badges for easy identification



# Our journey to a bright future



## Member Experience

# Recognise Significant Contributors to Scouting

### Challenge:

- Adults in Scouting feel overworked and under-appreciated
- Saying 'thanks' and 'well done' is often forgotten
- In our busy lives, we don't get around to recognising contributors
- There are no simple tools to help make this easy

### We will:

- Actively recognise volunteers who are significant contributors to Scouts NSW
- Provide easy-to-use tools to 'thank' and celebrate great work done by members
- Create a culture where we all enjoy seeing others succeed in delivering the Youth Program and working for the greater good of Scouting

### ...which means you can:

- Quickly and easily recognise your Leaders and supporters of your Group or District
- Access tools and resources directly from Scouts online and digital locations
- Energise your team members by recognising their contribution
- Help increase Member satisfaction

### Expected results:

- Increased in Member satisfaction
- More positive culture
- Leaders and supporters feel valued
- Decrease in Leader resignations
- 20% Leaders thanked in 2019; 40% in 2020; 60% in 2021



# Our journey to a bright future



## Member Experience

# Ongoing Professional Development for GLs and LICs

### Challenge:

- Lack of consistency in what Group Leaders (GL) and Leaders-in-Charge (LIC) do and know and how they action matters
- Knowledge is not current, especially with change of policy or procedure, potentially not compliant
- Feeling of isolation by some GLs and LICs
- Perceived lack of support, training and networking

### We will:

- Develop SUMMIT professional development events for GLs, LICs and District Commissioners, to be held every second year
- Develop BASE CAMP development sessions to be held in the Regions, in between the SUMMIT events
- Work with the Region teams and GL Working Group to ensure the agenda is relevant

### ...which means you can:

- Develop your network of supporters and your knowledge base
- Be sure you can easily obtain information or help
- Always ensure your Group is compliant and not at risk due to lack of knowledge
- Assist your GL and LIC colleagues with areas about which they may be less familiar
- Benefit from professional development

### Expected results:

- State-wide SUMMIT event in 2019 and 2021
- 20 Region-based BASE CAMP (mini SUMMIT) events in 2020 and 2022
- One attendee from each Group attend BASE CAMP and SUMMIT events
- More confident and knowledgeable GLs and LICs



# Our journey to a bright future



## Member Experience

# Active Group Leaders Working Group

### Challenge:

- Group Leader (GL) and Leader-in-Charge (LIC) opinions and suggestions are important but can often be unheard outside the Group or District
- Scouts NSW needs to know what GLs and LICs want and need to help make their job easier
- How can the frontline challenges and frustrations be better shared with those who can help provide solutions?

### We will:

- Provide GLs and LICs with a forum to workshop ideas, address barriers and propose changes
- Ensure the Working Group includes members from every Region
- Set up a 'team site' for GLs and LICs to access information, tools and tips to help them succeed in their position

### ...which means you can:

- Pass on ideas and frustrations to the GL Working Group for them to address
- Take part in creating solutions to challenges faced
- Be part of a 'test group' for solutions and fixes
- Help steer how Scouts NSW addresses GL and LIC issues
- Collaborate with peers

### Expected results:

- Active GL Working Group established by June 2019
- Quarterly meetings of State GL Working Group and reporting back to GLs and LICs on matter addressed
- Six monthly meetings of Region GL Working Groups
- GL Working Groups propose topics for SUMMIT and BASE CAMP agendas



# Our journey to a bright future



## Member Experience

# Increase the Diversity and Inclusion in Scouting

### Challenge:

- In many locations, Scouts does not reflect their community which can give the impression Scouts is monocultural
- Much of our older marketing material does not exhibit diversity in the images used
- Growth can be found in non-traditional markets
- More children are presenting with special or different needs but our Leaders don't always feel comfortable or have the skills to manage diversity

### We will:

- Leverage our membership of the Ethnic Communities Council to engage the multicultural community
- Actively focus on increasing our diversity across the state
- Seek ways of promoting the inclusion of Scouts
- Take steps to ensure our Leaders are confident in delivering the Youth Program to Scouts of all ages, backgrounds and abilities

### ...which means you can:

- Benefit from Group growth through non-traditional markets
- Help your Leaders upskill to manage special needs Youth members
- Deliver the Youth Program to young people of all abilities
- Open up your Group to different and new families

### Expected results:

- Increase in membership from a much more diverse part of the community
- A multicultural marketing program through Ethnic Communities Council
- More visibly diverse imagery being used on our website, on brochures and marketing material and in advertising



# Our journey to a bright future



## Member Experience

# More Accessible Adventurous Activity Program

### Challenge:

- Scouting activities are seen as only for very able-bodied young people
- Lack of faith that the adventurous activities can be delivered to differently-abled youth members
- Lack of understanding of how adventurous activities can be adjusted to account for special needs

### We will:

- Review the special needs requirements of adventurous activities
- Be able to provide adventurous activities to Scouts of various abilities
- Take steps to ensure our Leaders are confident in delivering adventurous activities to Scouts of all abilities and disabilities
- Actively promote our adventurous activities program without fear of not being able to deliver on our Program promise

### ...which means you can:

- Help Section Leaders understand the scope of adventurous activities in the Youth Program
- Promote all activities to all Youth members
- Assist Youth members achieve targets in adventurous activities
- Be sure who to ask for information on accessibility

### Expected results:

- Increase in number of members with special needs engaged in the Program
- 20% of members are confident that adventurous activities will meet their special needs
- Each Region has a nominated Region Special Needs representative
- Modifications are identified for Youth members of differing abilities



# Our journey to a bright future



## Member Experience

# Enhance Operational Efficiency and Member Experience

### Challenge:

- Not enough money coming in to pay bills
- Lack of awareness and external support of Scouts
- Clunky membership application & renewal process , too much manual paperwork
- Technology has fallen behind our needs
- Lack of access / transparency for information
- Outdated Organisation & Information (O&I) Handbook

### We will:

- Implement an Alumni Program to secure investments from former/non-Scouts
- Promote the Alumni Program to develop a revenue stream to assist with the costs of Scouting
- Develop member information self-service facility
- Rewrite O&I to ensure it is current
- Conduct a holistic review and re-engineering of the membership application and renewal process
- Transition all paper forms online, including training forms

### ...which means you can:

- Make payments online, use technology to make processing forms easier/quicker
- Seek Alumni members
- Access Youth Program information, member information & resources online 24x7
- Rely on the O&I to be accurate and up-to-date
- Use standard accounting
- Use a single major event solution for Group/District/Region events

### Expected results:

- Single event solution in place for 100% events by May 2022
- Alumni Program established and securing funds – 1,000 Alumni members by March 2022
- All forms online, no signature required, audited/reportable
- 20 Groups trialed online payment facility by March 2020 and accounting software by September 2019, full completion by March 2022
- Reduced financial exposure of Groups
- Less paper shuffling for 80% Groups by December 2019 - self-service portal in place for 100% members to access
- Targeted completion date for O&I update is July 2019







# Our journey to a bright future



## People and Culture

# Growth of Membership

### Challenge:

- Not enough members to cover our operational costs
- As many members resign each year as are recruited annually
- Too few Leaders mean waiting lists cannot be reduced
- Too few Leaders mean limited flexibility for adult members
- Feeling of Groups 'not being listened to' by Region and State teams

### We will:

- Implement a youth (incl. Rovers) recruitment campaign across NSW
- Create an invigorating Leader recruitment, development and support program
- Introduce a survey to quantify member satisfaction
- Release annual survey results to membership
- Implement a retention campaign to support membership growth targets

### ...which means you can:

- Grow the number of Youth members
- Grow the number of adult Leaders
- Increase the number of adult supporters
- Understand what is causing dissatisfaction in your Region
- Actively focus on retention of Youth and adult members to reduce turnover

### Expected results:

- Youth membership increases to a minimum of 20,057 by March 2022
- By September 2019, there will be a plan to reach 1% youth participation in Scouts
- Annual 'pulse' survey in 2019, 2020 and 2021 to measure member satisfaction levels
- Assistance with developing retention campaigns that can be used at the Group level



# Our journey to a bright future



## People and Culture

## **Revitalise Culture**

### Challenge:

- Poor behaviours
- Perceived and actual lack of respect and trust within the Group or of Region/State
- Disrespectful interactions between adults
- Members not living by or acting in accordance with the Promise and Law
- Leaders leaving because of unpleasantness and internal bickering

### We will:

- Develop and implement a cultural intervention initiative to positively affect our culture, to reduce complaints, empower Leaders at all levels and retain members
- Update the O&I (Organisation and Information) handbook
- Promote Scouting, our members' contribution and our youth advocacy to demonstrate we are a contemporary and relevant organisation

### ...which means you can:

- Work with Groups (youth and adults) to seek demonstration and proof of Promise and Law; implement local, annual renewal of Promise and Law
- Manage complaints and behaviours through Behavioural Management procedure
- Know Region and State Leaders will manage behaviours in line with procedures
- Increase local community interaction due to understanding and positivity
- Benefit from fewer resignations
- Leverage external partnerships

### Expected results:

- Update organisational structure available to members
- 100% members reminded of Promise and Law by June 2019
- Increase in trust that management of undesirable behaviours will result in positive outcomes for Scouts
- Increase in understanding of and positive opinion of Scouts
- 10% reduction in resignations by April 2020, 20% by April 2021, 30% by April 2022
- Two partner events every year



# Our journey to a bright future



## People and Culture

# WHS and Child Protection Risk Reduction

### Challenge:

- Clearly understand and how to manage WHS incidents
- Some negative perceptions of Scouts in the community
- Scout Leaders not always trusted in the community
- Child Safe Policy / philosophy not understood
- Lack of visibility of Child Safe Policy and how we enact it
- Leaders still not adhering to Child Protection Policy practices

### We will:

- Complete the Child Protection Project
- Implement the Child Protection National Policy
- Implement a WHS Information System to manage incidents, including child safety, behaviour management and historic abuse matters

### ...which means you can:

- More easily demonstrate Scouts Child Safe Policy
- Clearly articulate our philosophy and practices to keep children safe
- Use WHS Information Systems to report incidents

### Expected results:

- Completion of Child Protection Project – Region Commissioners report monthly to Chief Commissioner
- WHS Information System implemented – better visibility of reported incidents; majority of incidents documented with root cause; majority of corrective actions closed out by due date; reduction in time spent reviewing incidents



# Our journey to a bright future



## People and Culture

### Effective Solutions

#### Challenge:

- Difficult to locate information
- Lack of transparency across Scouts – especially with Region and State
- No standard tools for Groups to use
- Groups feel isolated
- Lack of visibility of who does what at Region and State level

#### We will:

- Develop a self-serve facility, members can find what's needed
- Develop an inspiring narrative for current members, to attract new members, and to engage potential partners and influencers
- Regularly review the organisation structure to ensure it is fit-for-purpose
- Review education and training requirements to support responsibilities of members, staff and supporters
- Develop simplified governance policies and guidelines
- Standardise our project methodology
- Establish complementary partnerships to generate benefits to members
- Develop an adult supporter program

#### ...which means you can:

- Use Office 365 collaboration tools to interact with teams
- Benefit from simplified governance policies and guidelines
- Learn about governance for Group protection
- Benefit from partnerships with external organisations
- Be sure your adult supporters are trained and capable

#### Expected results:

- RACI completed to clarify who is responsible, accountable, consulted and informed
- 5 qualified Project Managers each year to support work being done by staff and volunteers
- Partnership proposals developed and standardised approach to selecting partners
- Adult supporters program embedded across the state







# Our journey to a bright future



## Sustainability and Operations

# Property Risk Reduction and Reform

### Challenge:

- Difficult to cost effectively manage property
- Lack of understanding of property matters and requirements
- Group unable to cover the cost of property
- Too much fundraising time spent raising money for Hall costs
- No-one in Group knows about facilities management

### We will:

- Complete the development of a Scouts NSW Property Strategy, including policies and procedures
- Implement a Property Strategy System
- Implementation the recommendations from previous property-related audits and reviews

### ...which means you can:

- Call on expertise at State Office to help with property matters
- Obtain guidance on leasing, commercial and safety matters
- Be less exposed to possible risks relating to property
- Less paperwork to manage Hall, property and WHS matters

### Expected results:

- Property Strategy completed and implemented by April 2019
- Property Management Information System implemented by March 2022
- Property Inspection and Assessment Program implemented: 180 freehold properties by March 2020; 200 properties by March 2021; 260 properties by March 2022; trial of 20 properties completed by December 2019



# Our journey to a bright future



## Sustainability and Operations

# Financial Sustainability

### Challenge:

- Group is not successful with grant applications
- No-one in Group is good at writing grants
- Smaller Groups cannot afford lots of added extras in the Program and sometimes / often question the value of their membership

### We will:

- Increase grants and sponsorships by increasing staffing in the area of strategic relationships
- Develop capability to reliably measure Social Return on Investment to support grant and sponsorship applications (SROI is the dollar value of volunteer hours)
- Create and embed a Member Benefits Program based on Scouting and sponsorship benefits

### ...which means you can:

- Use \$43.67 per volunteer hour in grant applications
- Use assistance from State Office professional staff to help apply for grants
- Offer your members access to special benefits through the Member Benefits Program

### Expected results:

- Increase grant and sponsorship funding by 20% year-on-year
- Increase in grants applied for by 25% on 2018 grants
- Increase in successful grants by 20% on 2019
- 100% Groups aware of opportunities and grant process by March 2019
- 90% Groups participate in grants process
- 10 key partnerships in place in Member Benefits program by March 2020



# Our journey to a bright future



## Sustainability and Operations

# Technology and Business Process Improvement

### Challenge:

- Unsure how to maintain data within rules
- Group pays too much for electricity/gas bills
- Group has no internet at Hall which makes it difficult for Group to connect/manage administration and membership online
- Membership fee doesn't cover the costs of the Group
- No access to easy-to-use finance software
- Not sure how to manage notifiable data breaches

### We will:

- Responsibly manage property returns and our investment portfolio
- Implement state-wide utility contracts
- Develop a policy and methodology for an annual review of membership fees
- Identify and implement a cloud-based finance solution for Groups and Committees
- Assess our data security compliance, and develop and implement remedial actions
- Monitor data security and Notifiable Data Breaches (NDB)

### ...which means you can:

- Benefit from 5% reduction in cost of electricity/gas/internet
- Standardised finance solution
- Know what to do about data breaches and understand how all data is managed and controlled correctly

### Expected results:

- 75% of Groups adopted electricity/gas/internet contracts by March 2020
- Three additional commercial contracts in place by March 2022
- No notifiable data breaches encountered
- Culture of reporting possible breaches







**Scouts**  
NSW