

# STRATEGIC DEVELOPMENT PLAN!

Strategic objectives of Hertfordshire Scouts,  
along with key activity areas and specific actions.  
Version – September 2011

This is the last version to be presented in this format. We will now be working on a plan aligned to The Scout Association's VISION 2018. The County Conference 'Q-Tips' on February 12<sup>th</sup> will be focus of the planning and the new plan (in a simpler format) is likely to be launched around Easter.



**HERTFORDSHIRE**

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## General Notes

This Strategic Development Plan (The Plan) describes the strategic objectives of Hertfordshire Scouts, key activity areas and specific actions required to meet those objectives, the people responsible for ensuring those objectives are met and a timescale for their achievement.

The Plan is a dynamic document that will be continually reviewed and updated. All members are encouraged to contribute to this process.

The Plan must reflect the needs of Districts articulated in their own Development Plans and these, in turn, must reflect the needs of Groups.

The Plan is based on The Scout Association's (TSA) national strategy 'Towards 2012'. TSA's strategy for 2012-2018 is under development and The Plan will be reorganised in 2011 to fall in line with the new strategy.

Several of the proposed objectives are inter-related and some are not easy to match to the six TSA priorities. The latter are listed as 'Baseline requirements'.

A summary of proximal actions, organised according to those responsible for them, is provided in a separate document.

The documents will be updated regularly by the CC, to whom comments should be passed. New versions will normally be uploaded in April, August and January.

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## The Purpose of The County

The purpose of the County is to support Groups through Districts so that they can offer high quality programmes and activities to increasing numbers of young people according to the aims and principles of Scouting.

## Key Priorities

Spreading of good practice (between Districts, within Region, from HQ and other sources)

Training in skills required by adults to support, directly and indirectly, the programme

Providing high quality facilities that cannot be provided at District level

Providing high quality, programme-relevant, County-wide activities

Assessment and certification as required

Giving support, advice, encouragement, thanks and praise

Providing a vital link in the chain from the individual to the international

## The County Aim

Youth: A voice and leadership opportunities for members of all ages

Focused: Support for delivery of all aspects of the national programme

Sound: Financial security coupled with ownership of key Activity Centres

Relevant: Provision of activities and structures that meet the needs of today through the aims of Scouting

Diverse: Availability to all who are willing to make the Scout Promise and representative of our communities

Growing: Growth in quality as well as quantity



## Towards 2012 – The Scout Association's Strategy (interpreted by CC)

- **A Youth Movement**
  - A movement which enables its youth members to take a role in leadership
- **A Focused Movement**
  - A movement which concentrates on providing opportunities for its youth members to achieve their full physical, intellectual, social and spiritual potentials
- **A Sound Movement**
  - A movement with clear governance and which is financially secure
- **A Relevant Movement**
  - A movement which listens and responds to its adults, young people and prospective members, whilst adhering to the fundamentals of Scouting
- **A Diverse Movement**
  - A movement which is co-educational, relevant and active in all areas of this Country's rich diversity
- **A Growing Movement**
  - A movement with year on year growth in quality and quantity

# Abbreviations

Abbreviations used in the following tables:

AAC	Appointments Advisory Committee (Chairman is Roger Sands)
ACC	Assistant County Commissioner
	6-14 (Vacant)
	14-25 (Liz Walker)
	Act – Activities (Dan Nathan)
	Int – International (Mike Aston)
	SN – Special Needs (Anita Claydon)
ACMC	Activities Centres Management Committee (Chairman is Mike Shurety)
Aut	Autumn term
CASC	County Active Support Coordinator (Dave Lowndes)
CC	County Commissioner (Rikki Harrington)
CCh	County Chairman (Mike Shurety)
CBSL	County Beaver Scout Leader (Vicki Gage)
CCSL	County Cub Scout Leader (Vacant)
CESL	County Explorer Scout Leader (Liz White)
Comms Co	Communications Coordinator (Kerry McKay)
CSNL	County Scout Network Leader ( )
CSL	County Scout Leader (Mick Edwards)
CSec	County Secretary ( <a href="#">David Sturt</a> )
CTM	County Training Manager ( <a href="#">Ben Balaam</a> )
CTreas	County Treasurer (Nigel Clark)
COM	County Office Manager (Steve Skittrall)
DC	District Commissioner
DCC	Deputy County Commissioner
	Prog – Programme (Greg Stewart)
	AdSup – Adult Support (Tim Mills)
	AdRR – Adult Recruitment and Retention (to be considered)
DCh	District Chairman
DDA	Disabilities Discrimination Act
DSec	District Secretary
Exec	County Executive Committee
MAPS	Manager of the Activity Permits Scheme (Colin McIntyre)
MMS	Membership Management System
QSA Co	Queen's Scout Award Coordinator (Sheena Burrus)
RC	Regional Commissioner (Rob Lyon)
RDM	Regional Development Manager (David Walsh)
RDS	Regional Development Service
Spr	Spring term
Sum	Summer term
TSA	The Scout Association
WSJ	World Scout Jamboree
WTJ	Want to join

## Baseline requirements

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/Progress
<b>B1</b> To develop & implement a County structure that is well placed to meet all the objectives listed below	<b>B1.1</b> Plan & discuss structure	<b>B1.1.4</b> Make structure, & who to approach for help, known to all adult members	1	CC	May 10	October 09 Headlines May 10 Headlines Profiles to be put on web
	<b>B1.2</b> Refine roles to ensure that no one person has too many roles	<b>B1.2.1</b> Produce role descriptions for DCC posts	1	CC	Jan 10	Completed for Programme, Communications, Adult Support , CTM. <a href="#">Adult Recruitment project (not DCC)</a> .
		<b>B1.2.2</b> Produce role descriptions for ACC & adviser posts	1	DCCs, CC	Aut 10	Completed for Programme team and AdSup team. In progress for Comms.
	<b>B1.3</b> Make appointments (as many as possible open to all)	<b>B1.3.1</b> Appoint, or advertise roles in Headlines, Website. Head hunt as necessary	1	CC, DCCs, AAC	Urgent	Many appointments made. Still need <a href="#">AdRR project</a> leader, Admin(6-14), Admin(14-25), CCSL and many team members.
	<b>B1.4</b> Set up appointments process	<b>B1.4.1</b> Set up County AAC	1	CSec, Exec, CC	Jan 10	Need to ensure demographic balance
<b>B2</b> To ensure needs of Districts are covered by the County Development Plan	<b>B2.1</b> Consult with Districts	<b>B2.1.1</b> Invite all adult members to express needs from County	1	CC	Ongoing	Invitation Sep 09 Headlines. Please continue to do so! <a href="#">Adult Support Survey in progress</a>
		<b>B2.1.2</b> Run a DCs' conference to discuss needs	1	CC, RDM	Ongoing	Conference held 27/9/09 at South Mimms. <a href="#">Next 12/2/12</a> .
<b>B3</b> To ensure effective communications systems	<b>B3.1</b> Build an effective Communications Team	<b>B3.1.1</b> Appoint Comms Co	1	CC	Jul 10	Kerry McKay appointed
		<b>B3.1.2</b> Role descriptions	1	Comms Co	Spr 11	In progress
		<b>B3.1.3</b> Appoint to roles	1	Comms Co, CC, AAC	Spr 11	
		<b>B3.1.4</b> Develop & implement strategy	1	Comms Co	2011	
<b>B4</b> To ensure that adults	<b>B4.1</b> Build an effective	<b>B4.1.1</b> Appoint DCC(AdSup)	1	CC	Jul 10	Tim Mills appointed

have support in all aspects of their role & know who it is appropriate to contact for help	Adult Support Team	B4.1.2 Produce list of roles & role descriptions	1	DCC(AdSup)	Spr 11	Advertised on web and in Headlines
		B4.1.3 Appoint to roles	1	DCC(AdSup) CC, AAC	Sum 11	In progress
		B4.1.4 Develop & implement strategy	1	DCC(AdSup)	2011	AdSup Team work plan and priorities identified for next 2 years – dependent on appointments to key roles.
		B4.1.5 Prioritise COM tasks & ensure role of County Office is made known	2	CCh, CC COM	May 10	Article in Headlines Nov 10
		B4.1.6 Establish a pastoral support network	2	DCC(AdSup)	2012	Precise format to be decided by feedback from survey .
	B4.2 Ensure a full programme of high quality training courses for all modules	B4.2.1 Enlarge and re-structure training team & fill posts	2	CTM	Ongoing	<b>Structure planned</b> Role descriptors done, plus for more presenters
			1	CTM	Ongoing	Appointing DCTM-Mgt. Advertising DCTM-Ops. Course Directors in place for Specialist courses (M10, 25, 36, 38 & Safeguarding)
			1	DCC(AdSup), CTM	Ongoing	Currently patchy. DCTM-LTMs appointed. Action plan to be developed.
					Ongoing	To follow in parallel with LTM
			2012	First aid and safeguarding training being brought in house. Trainers needed. Safeguarding Awareness presenters beginning to be		

						trained by TSA. Programme of cluster launches completed, followed by ongoing programme of District workshops. First aid trainers beginning to be trained; many more needed. Not all Districts have a FA Presenter
<b>B5</b> To ensure that the County Development Plan is implemented & reviewed continuously	<b>B5.1</b> To be led by CC and used to inform agendas for meetings	<b>B.5.1.1</b> Review fully each term and ensure use in planning meeting agendas	1	CC	Ongoing	CC will ensure that the plan is reviewed, implemented and linked to District, Regional and National plans.

Actions marked in green have been completed. Those marked in yellow are underway. Those marked in magenta are due. Completed actions removed from plan after a year.

## 2012 Strategic Area - A Youth Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress
Y1 To develop a culture of participation of youth members in agenda setting	Y1.1 Devise methods to ensure youth role in development and management at all levels	Y1.1.1 Prepare and discuss consultation document in parallel with developments in this area at HQ	2	CC, CCh, DCC(Prog)	Jun 11	Greg Stewart prepared draft to be modified and used for consultation. Awaiting direction from HQ to ensure joined up approach
	Y1.2 Get Hertfordshire youth participation in Regional, National & International forums	Y1.2.1 Discuss youth participation matters with Kat Davies (Youth Member of Board of Trustees)	2	DCC(Prog)	Apr 10	Meeting held 5/7/10 and 31/8/10. Awaiting direction from HQ to ensure joined up approach
		Y1.2.3 Be aware of opportunities for youth participation & seek volunteers	2	DCC(Prog)	Ongoing	
	Y1.3 Put mechanisms in place for youth members to offer ideas & voice their opinions on the County	Y1.3.1 Provide ideas, support & encouragement for Patrol Leaders' meetings & Sixers' meetings within Groups	2	ACC(6-14)	Aut 11	Awaiting direction from HQ to ensure joined up approach
		Y1.3.2 Consider possibility of District or County youth members' forums	3	ACC(6-14)	2011	
	Y1.4 Ensure that young people are the voice of the media	Y1.4.1 Develop an active network of young spokespeople	2	Comms Co ACC(14-25)	2011	Start work on this as soon as possible.
	Y1.5 Encourage Young Leaders & support their training	Y1.5.1 Discuss County support, monitoring & finance of YL training	2	CTM ACC(14-25) CTreas	Aut 10	Underway – to be built into 14-25 devpt plan
		Y1.5.2 Develop plans to encourage YLs in adult roles	2	ACC(14-25) DCC(AdSup)	2011	
		Y1.5.3 Ensure YL training is recorded on database	2	DC	Ongoing	HQ facilities will not be in place for some years.

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## 2012 Strategic Area - A Focused Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress
<b>F1</b> To strengthen strategic management of the County	<b>F1.1</b> See `baseline requirements`	<b>F1.1.1</b> See `baseline requirements`	1	CC	Jun 10	See `baselines requirements`
<b>F2</b> To aid high quality youth programme delivery in Scout Groups	<b>F2.1</b> Ensure leadership	<b>F2.1.1</b> Appoint DCC(Prog)	1	CC, AAC	Dec 09	Greg Stewart appointed
	<b>F2.2</b> Provide regular Skill Booster workshops on Scouting skills (with input from leaders as to training required)	<b>F2.2.1</b> Build teams to ensure support for all elements of the balanced programme.	1	ACC(6-14) ACC(14-25)	Ongoing	CCSL still required. QSA Co appointed (Sheena Burrus)
		<b>F2.2.2</b> Develop way by which everybody can request particular skills training	1	ACC(6-14) ACC(14-25) Comms Co	Aut 10	e.g. prominently on front page of web site
		<b>F2.2.3</b> Arrange Skills Booster sessions around County for Beaver, Cub, Scout leaders)	1	ACC(6-14)	Starting Spr 10	Three so far. Aim 1 per term.
		<b>F2.2.4</b> Arrange Explorer and Network Leader Skills Booster event weekends	1	ACC(14-25)	2011	
	<b>F2.3</b> Provide activities which are high quality, programme-relevant, County-wide, regularly reviewed, with input from youth members	<b>F2.3.1</b> Run sectional events as per County Programme Calendar issued annually. Review annually & consider new events – include ideas from youth members	1	DCC(Prog) ACC(6-14) ACC(14-25) Section leaders Wardens	Ongoing	First review took place May 2010 Ongoing development
	<b>F2.4</b> Encourage & support youth members in obtaining Chief Scout's & Queen's Scout Awards	<b>F2.4.1</b> Publicise badge awards	1	DCC(Prog)	Aut 10	
		<b>F2.4.2</b> Develop mechanism to convert DofE to Scout awards	1	ACC(14-25) DofE Adviser	Aut 10	
		<b>F2.4.3</b> Appoint County QSA Coordinator to promote QSA and support young people		DCC(Prog)	Aut 10	Sheena Burrus appointed
	<b>F2.5</b> Provide high quality international experiences	<b>F2.5.1</b> Appoint ACC(Int)	1	DCC(Prog) AAC	Jan 10	Mike Aston reappointed
<b>F2.5.2</b> Build Global Support Team		1	ACC(Int)	2010/11	Underway	

		<b>F2.5.3</b> Provide international expeditions & enable Prog Team, DCs, leaders & youth members to have a say in where to go	1	ACC(Int)	Ongoing	How regularly should County run an International expedition?
		<b>F2.5.4</b> Review and develop procedures for WSJ selection & training of participants & leaders	1	DCC(Prog)	Jun 11	
	<b>F2.6</b> Provide access to full range of adventurous & other programme activities	<b>F2.6.1</b> Appoint ACC(Act)	1	DCC(Prog)	Jan 10	Dan Nathan appointed
		<b>F2.6.2</b> Build activities team, assessors & admin support for records of assessors & permits	1	ACC(Act)	2010	Colin McIntyre appointed MAPS
		<b>F2.6.3</b> Make full use of Activity Centres in programme	1	DCC(Prog) Site Wardens	Ongoing	Discuss ways Centres can provide badge/ award activities at weekends and evenings and offer to all
	<b>F2.7</b> Celebrate achievement	<b>F2.7.1</b> Implement process to celebrate achievement of QSAa and CSAs	2	DCC(Prog)	Aut 10	Award congratulations card system in place. Queen's Scout dinner 15/4/11. Planning for County CSA Gold presentation Pilot event 2011/early 2012
	<b>F2.8</b> Ensure that Active Support Units are focused on needs of their County/ Districts/ Groups	<b>F2.8.1</b> Appoint CASC	2	DCC(AdSup)	Aut 10	Dave Lowndes has agreed to continue (in interim). Advertising for a County Co-ordinator, role spec negotiable to suit support required for ASUs Tolmers ASU established
		<b>F2.8.2</b> Ensure Active Support Units are supported	1			
		<b>F2.8.3</b> Set up County Active Support Units as necessary	2	CASC	Ongoing	

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## 2012 Strategic Area - A Sound Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress	
S1 To develop sound management of finances & assets throughout the County	S1.1 Have a clear annual budget statement	S1.1.1 Call annually for budget requests from DCCs	1	CTreas	annual	Annual budgeting has been introduced & is making financial management far more transparent than hitherto  Di is retiring 31/7/11	
		S1.1.2 Prepare budget & seek approval of Exec	1	CTreas	annual		
		S1.1.3 Replace Di and review financial measurement	1	CCh, CTreas	Jul 11		
	S1.2 Purchase freehold of Phasels Wood & Tolmers.	S1.2.1 Carry through fund raising strategy	1	Roger Sands	ongoing		
	S1.3 Activities Centres Management		S1.3.1 Develop & implement a clear management plan, and reporting structure & pricing structure including appointment of an Activities Centres Manager	1	ACMC Chair	Urgent	Job description for Activities Centres Manager approved.
			S1.3.2 Have clear HR policies in place and be compliant with HR regulations	1	ACMC Chair	Urgent	Staff handbook published. To be kept under review.
			S1.3.3 Ensure that Activities Centres are collaborating effectively for the good of Hertfordshire Scouting	1	ACMC Chair	Ongoing	Seek input from Districts via questionnaire. Implement customer satisfaction survey.
			S1.3.4 Decide management strategy for Harmergreen	1	ACMC Chair	Feb 10	Nick Day managing
			S1.3.5 Organise regular staff meetings and ensure staff have good HR service	1	ACMC Chair, CC	Apr 10	Two staff meetings per year
	S1.4 Support Chairmen, Secretaries & Treasurers	S1.4.1 Hold biannual advice & support meetings for District & Group Chairmen, Secretaries & Treasurers	1	CCh, CSec, CTreas	Ongoing	Next ....	

		<b>S1.4.2</b> Consider recruitment/training for new volunteers	2	CCh, CSec, CTreas	Aut 10	
	<b>S1.5</b> Encourage review of local arrangements for District and Group boundaries, resources and support	<b>S1.5.1</b> Using the 2011 census encourage DCs to review sizes and locations of Groups to ensure effectiveness	2	CC	2011	Regional objective 4.1.1. Have a rolling programme of one to ones with DCs and include this
<b>S2</b> To diversify & grow income at County level	<b>S2.1</b> Develop a fund raising strategy, including sources of sponsorship	<b>S2.1.1</b> Appoint a person responsible for seeking grant income & supporting Districts in grant writing	2	CTreas, Exec	Aut 10	Malcolm Rogers volunteered
<b>S3</b> To ensure health & safety compliance within the County	<b>S3.1</b> Develop & display Health & Safety requirements & policies	<b>S3.1.1</b> Appoint Health & Safety Adviser	1	CCh	2010	H&R (professional company) deal with Activity Centres Ivor Thomas for major events Dave Pullen for Districts
		<b>S3.1.2</b> Ensure County & Districts have H&S support	1	CCh, H&S adviser	2010	
<b>S4</b> To develop & maintain all properties & assets & to offer advice to Districts	<b>S4.1</b> Build pool of expertise to help in property & legal matters	<b>S4.1.1</b> Discuss with Don Clark growing this area of support	1	DCh County Surveyor	Aut 10	Include DDA, fire precautions, electrical work, equipment purchase
<b>S5</b> To develop emergency disaster plans	<b>S5.1</b> Have plans in place to cope with emergencies & to learn from incidents that arise	<b>S5.1.1</b> List possible emergencies	1	CCh, H&S adviser	Spr 11	
		<b>S5.1.2</b> Develop procedures for each emergency	1		Spr 11	
		<b>S5.1.3</b> Make procedures known	1		Sum 11	
<b>S6</b> To recognise the value of our history and heritage in enthusing current and potential members	<b>S6.1</b> Record and build on our heritage	<b>S6.1.1</b> Produce vibrant exhibits of our history and heritage as requested	1	Archivist and Heritage team	Ongoing	History and Heritage policy document produced. To be considered by Exec.
		<b>S6.1.2</b> Use the collection to enthuse young members to obtain relevant badges and to encourage succession in the heritage team		Archivist and heritage team	Ongoing	Document outlining value of archives for badges produced and distributed.

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## 2012 Strategic Area - A Relevant Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress
<b>R1</b> To strengthen the positive public perception towards Scouting	<b>R1.1</b> Act on findings of the Communications Review	<b>R1.1.1</b> Review and prioritise the actions.	1	Comms Co	ongoing	
	<b>R1.2</b> Ensure effective communication of who does what, where & why	<b>R1.2.1</b> Photos of post holders & role descriptions on the web site	1	Comms Co	ongoing	
		<b>R1.2.2</b> Storyboard Headlines a year ahead	2	Comms Co	2011	
		<b>R1.2.3</b> Consider inviting notable local people to be ambassadors	3	DCC(Prog) Comms Co CCh	2012	
<b>R1.3</b> Address misconceptions of Scouting and highlight need for adult volunteers	<b>R1.3.1</b> Develop and coordinate media relations tools and use templates on line	1	Comms Co DCC(AdRR)	2011	Regional objective 3.2.1	
<b>R2</b> To provide opportunity to influence Scouting policy	<b>R2.1</b> Encourage debate on relevant issues	<b>R2.1.1</b> Invite topic discussions	3	Comms Co	2011	
		<b>R2.1.2</b> Decide how to conduct debate	3	Comms Co	2011	(eg Blog, Q&A)
		<b>R2.1.3</b> Conduct debates & feed on outcomes	3	Comms..Co	2011	
<b>R3</b> To ensure that Scouting has a voice in local policy	<b>R3.1</b> Engage with civic leaders		2	CC,CCh		
<b>R4</b> To record, value & promote our heritage	<b>R4.1</b> Develop an archiving policy	<b>R4.1.1</b> Ensure the security of archive material	1	County Archivist	Ongoing	
		<b>R4.1.2</b> Engage young people in historical aspects	2		Spr 11	Document produced showing relevance to badges

## 2012 Strategic Area - A Diverse Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress
<b>D1</b> To reflect & celebrate the diversity of communities in the County	<b>D1.1</b> Ensure good leadership in this area	<b>D1.1.2</b> Appoint person responsible for diversity issues	1	CC	Aut 10	
	<b>D1.2</b> Increase percentage female youth membership	<b>D1.2.1</b> Take every opportunity proactively to promote mixed Scouting & assist Groups with no female youth members to make the transition. Spread good practice between Districts & Counties	2	DCC(AdSup)	Ongoing	Recent survey suggested that all Groups are fully open to girls but that some have none, mainly because of strength of Girlguiding, often in same HQ. Being considered as part of <a href="#">wider inclusion (diversity) agenda (may involve an adviser appointment)</a>
	<b>D1.3</b> Make Scouting available to as many as possible with special needs at District level	<b>D1.3.1</b> Appoint a proactive Special Needs Adviser	1	CC DCC(AdSup)	Jul 10	Anita Claydon appointed and doing great job. Advertising for Cluster or District advisers to work with ACC.
	<b>D1.4</b> Increase social diversity of membership	<b>D1.4.1</b> Proactively support & encourage development of Scouting in minority communities	1	Diversity Adviser	Ongoing	There is currently a particular opportunity in Hitchin ( <a href="#">as D1.2 above</a> )
	<b>D1.5</b> Maintain and encourage links with Girlguiding UK	<b>D1.5.1</b> Discuss with Girlguiding CC	2	CC	Aut 10	

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## 2012 Strategic Area - A Growing Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress
<b>G1</b> To increase youth membership overall across the sections by at least 3% & aiming at 5%.			1	CC	Annual	A TSA objective. All of the actions in other strategic areas should assist this objective
	<b>G1.1</b> Keep people on joining lists interested	<b>G1.1.1</b> Appoint County Waiting List Leader (think of a different name) to keep those on lists & old enough to join, & their parents, in the loop	2	DCC(AdSup)	2011	<a href="#">Strategy to support this area under consideration</a>
		<b>G1.1.2</b> Encourage District-based waiting lists so that applicants can be matched to vacancies	2	DCC(AdSup)	2011	Some Districts (eg St Albans, Harpenden & W have done this and it works well.
	<b>G1.2</b> Have an effective system for managing youth WTJ enquiries	<b>G1.2.1</b> Find out what each District does, get ideas from other Counties & spread good practice	2	DCC(AdSup)	2011	<a href="#">Strategy to support this area under consideration</a>
	<b>G1.3</b> Improve retention of members as they move between sections	<b>G1.3.1</b> Find out what each District does, get ideas from other Counties & spread good practice	2	DCC(AdSup)	Spr 11	<a href="#">Strategy to support this area under consideration</a>
<b>G1.4</b> Ensure Network provision is accessible in all Districts	<b>G1.4.1</b> Devise County strategy to support and grow Scout Network	1	ACC(14-25) CSNL	Sep 10	Strategy meeting to be held 4/9/10 Move to spring 2011	
<b>G2</b> Increase the overall number of adult volunteers in Scout Groups by at least 3% & aiming for 5%.	<b>G2.1</b> Produce a clear strategy & support structure for adult recruitment (leaders & committees)	<b>G2.1.1</b> Consider appointment of DCC (AdRR) to oversee	1	CC	2011	This clearly will assist the above objective
		<b>G2.2.1</b> Identify & assess practical actions to give meaning to 'a more flexible approach to volunteering'	2	CC	2011	Active Support could have a key role here.
	<b>G2.3</b> Encourage younger people into	<b>G2.3.1</b> Consider County financial support for Young	2	DCC(AdSup) CTM, CTreas	2010	DCs opted to support YL 1 <sup>st</sup> training from Districts

	leadership roles	Leader training & use of Pro-Action courses <b>G2.3.2</b> Set up a shadowing system whereby YLs shadow leaders	3	DCC(AdRR)	2012	rather than 25p levy from County
	<b>G2.4</b> Improve response to & conversion of adult WTJ enquiries	<b>G2.4.1</b> Develop an effective system for managing adult WTJ enquiries & share good practice	1	DCC(AdRR)	2011	RDS has offered help here for those who want it.
	<b>G2.5</b> Increase engagement of parents in supporting Scouting	<b>G2.5.1</b> Organise a Parents' adventure & introduction day at Activity Centres along the lines of 'Thrillseekers'	1	Dave Pullen	Aut 10	Cancelled. Other approaches being considered.
		<b>G2.5.2</b> Encourage good use of materials such as the Parent Pack, No Nonsense Guides, etc & capitalise on National initiatives	1	DCC(AdSup) DCC(AdRR)	Ongoing	
	<b>G2.6</b> Look for opportunities to promote Scouting to potential volunteers	<b>G2.6.1</b> Capitalise on BBC 'Thrillseekers' with an adventure day for adults	1	Dave Pullen	Mar 10	Event held at Phasels
		<b>G2.6.2</b> Consider employing a County LDO	3	CC		This needs to wait until finances are clear following Centres purchase

Actions marked in green have been completed. Those marked in yellow are underway. Those marked in magenta are due. Completed actions removed from plan after a year.