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Strategic Development Plan Hertfordshire

V01.09.10 (Changes since last version in blue)



**LISTEN
SUPPORT
PROVIDE**



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 also provided.

The documents will be updated regularly by the CC, to whom comments should be passed.

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The Purpose of 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

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Initials used in the following tables:

AAC	Appointments Advisory Committee (Chairman is Roger Sands)
ACC	Assistant County Commissioner 6-14 (Bob Cooper) 14-25 (Liz Walker) Act – Activities (Dan Nathan) Int – International (Mike Aston)
ACMC	Activities Centres Management Committee (Chairman is Mike Shurety)
Aut	Autumn term
CASC	County Active Support Co-ordinator
CC	County Commissioner (Rikki Harrington)
CCh	County Chairman (Mike Shurety)
CBSL	County Beaver Scout Leader
CCSL	County Cub Scout Leader
CESL	County Explorer Scout Leader
Comms Co	Communications Coordinator
CSNL	County Scout Network Leader
CSL	County Scout Leader
CSec	County Secretary (Colin McIntyre)
CTM	County Training Manager
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 (to be appointed) 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
MMS	Membership Management System
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

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

Baseline requirements

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/Progress	
B1 To develop & implement a County structure that is well placed to meet all the objectives listed below	B1.1 Plan & discuss structure	B1.1.4 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	
	B1.2 Refine roles to ensure that no one person has too many roles	B1.2.1 Produce role descriptions for DCC posts	1	CC	Jan 10	Completed for Programme, Communications, Adult Support , CTM. To be done for Adult Recruitment.	
		B1.2.2 Produce role descriptions for ACC & adviser posts	1	DCCs, CC	Aut 10	Completed for Programme team.	
	B1.3 Make appointments (as many as possible open to all)	B1.3.1 Appoint, or advertise roles in Headlines, Website. Head hunt as necessary	1	CC, DCCs, AAC	Urgent	Since last version CESL appointed. Still need DCC(AdSup) & team, Comms Co, DCC(Adult Recruitment) & team, CCSL, Special Needs Adviser. Many of these are imminent.	
B2 To ensure needs of Districts are covered by the County Development Plan	B2.1 Consult with Districts	B1.4 Get appointments approved by AAC	B1.4.1 Set up County AAC	1	CSec, Exec, CC	Jan 10	Need to ensure demographic balance
		B2.1.1 Invite all adult members to express needs from County	1	CC	Ongoing	Invitation in September 09 Headlines. Please continue to do so!	
B3 To ensure effective communications systems	B3.1 Build an effective Communications Team	B2.1.2 Run a DCs conference to discuss needs	1	CC, RDM	Sep 09	Conference held 27/9/09 at South Mimms. Biannual?	
		B3.1.1 Appoint Comms Co	1	CC	Jul 10	Advertised 21/1/10. Appointment expected 23/9/10	
		B3.1.2 Produce list of roles &	1	Comms Co	Aut 10		

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		role descriptions				
		B3.1.3 Appoint to roles	1	Comms Co, CC, AAC	Aut 10	
		B3.1.4 Develop & implement strategy	1	Comms Co	2011	
B4 To ensure that adults have support in all aspects of their role & know who it is appropriate to contact for help	B4.1 Build an effective Adult Support Team	B4.1.1 Appoint DCC(AdSup)	1	CC	Jul 10	Advertised 21/1/10. Appointment expect 23/9/10
		B4.1.2 Produce list of roles & role descriptions	1	DCC(AdSup)	Aut 10	
		B4.1.3 Appoint to roles	1	DCC(AdSup) CC, AAC	Aut 10	
		B4.1.4 Develop & implement strategy	1	DCC(AdSup)	2011	
		B4.1.5 Prioritise COM tasks & ensure role of County Office is made known	2	CCh, CC COM	May 10	Headlines article needed
	B4.1.6 Establish a pastoral support network	2	DCC(AdSup)	2012	Aimed at all having 'buddies' to chat to.	
	B4.2 Ensure a full programme of high quality training courses for all modules	B4.2.1 Enlarge training team	2	CTM	Ongoing	CTM role to be split into Delivery and Management.
	B4.2.2 Ensure proactive LTMs, provide support for TAs	1	CTM	Ongoing	Currently patchy	
B5 To ensure that the County Development Plan is implemented & reviewed continuously	B5.1 To be led by CC and used to inform agendas for meetings	B5.1.1 Review fully bi-monthly 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.

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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 participation of youth members in development and management of Sections, Groups, Districts and County	Y1.1.1 Prepare and discuss consultation document in parallel with developments in this area at HQ	2	CC, CCh, DCC(Prog)	Jan 11	Greg Stewart has prepared a draft document on youth participation. This will be modified and used for consultation.
	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	CC	Apr 10	Meeting held 5/7/10. Another planned for 31/8/10.
		Y1.2.3 Be aware of opportunities for youth participation & seek volunteers	2	CC, CCh	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)	Spr 11	
			Y1.3.2 Consider the 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		
		Y1.5.2 Develop plans to	2	ACC(14-25)	2011	

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		encourage YLs in adult roles Y1.5.3 Ensure YL training is recorded on database	2	DCC(AdSup) DC	Ongoing	HQ facilities will not be in place for some years.
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2012 Strategic Area - A Focussed Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress	
F1 To strengthen strategic management of the County	F1.1 See `baseline requirements`	F1.1.1 See `baseline requirements`	1	CC	Jun 10	See `baselines requirements`	
F2 To aid high quality youth programme delivery in Scout Groups	F2.1 Ensure leadership	F2.1.1 Appoint DCC(Prog)	1	CC, AAC	Dec 09	Greg Stewart appointed	
		F2.2 Provide regular skill booster workshops on Scouting skills (with input from leaders as to training required)	F2.2.1 Build teams to ensure support for all elements of the balanced programme.	1	ACC(6-14) ACC(14-25)	Ongoing	e.g. prominently on front page of web site First one for 6-14 held in Hitchin 18 th April. Aim for 1 per term.
	F2.2.2 Develop way by which everybody can request particular skills training		1	ACC(6-14) ACC(14-25)	Aut 10		
	F2.2.3 Arrange skills booster sessions around County for Beaver, Cub, Scout leaders)		1	ACC(6-14)	Starting Spr 10		
	F2.3 Provide activities which are high quality, programme-relevant, County-wide, regularly reviewed, with input from youth members	F2.4 Encourage & support youth members in obtaining Chief Scout's & Queen's Scout Awards	F2.2.4 Arrange Explorer and Network Leader skills booster event weekends		ACC(14-25)	Starting Aut 10	
			F2.3.1 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
			F2.4.1 Publicise badge awards	1	DCC(Prog)	Aut 10	Greg Stewart has prepared a draft document on recognising achievement. This will be modified and used for consultation. Celebration events and congratulations cards being
F2.4.2 Develop mechanism to convert DofE to Scout awards	1	ACC(14-25) DofE Adviser	Aut 10				
		F2.4.3 Appoint County QSA		DCC(Prog)	Aut 10		

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		Coordinator to promote QSA and support young people				planned.
F2.5 Provide high quality international experiences	F2.5.1 Appoint ACC(Int)	1	DCC(Prog) AAC	Jan 10	Mike Aston reappointed	
	F2.5.2 Build Global Support Team	1	ACC(Int)	2010/11		
	F2.5.3 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?	
	F2.5.4 Review and develop procedures for WSJ selection & training of participants & leaders	1	DCC(Prog)	Jan 11		
F2.6 Provide access to full range of adventurous & other programme activities	F2.6.1 Appoint ACC(Act)	1	DCC(Prog) AAC	Jan 10	Dan Nathan appointed	
	F2.6.2 Build activities team, assessors & admin support for records of assessors & permits	1	ACC(Act)	2010	Colin McIntyre appointed MAPS	
	F2.6.3 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	
F2.7 Celebrate achievement	F2.7.1 Implement process to celebrate achievement of Queen's Scout Awards and Chief Scout's Awards	2	DCC(Prog)	Aut 10	Greg Stewart prepared draft document on recognizing achievement - to be modified and used for consultation.	
F2.8 Ensure that Active Support Units are focused on needs of their County/ Districts/ Groups	F2.8.1 Appoint CASC	2	DCC(AdSup)	Aut 10	Dave Lowndes has agreed to continue	
	F2.8.2 Ensure Active Support Units are supported	1	CASC	Ongoing		
	F2.8.3 Set up County Active Support Units as necessary	2			Tolmers ASU being established	

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.	
		S1.1.2 Prepare budget & seek approval of Exec	1	CTreas	annual		
	S1.2 Purchase freehold of Phasels Wood & Tolmers.	S1.2.1 Carry through fund raising strategy	1	Roger Sands	ongoing	Exec on 1 st Feb 2010 approved go ahead of purchase after due diligence. Freehold signed 22.02.10	
		S1.2.2 Prepare & consider statement of impacts of worse case scenario regarding fund raising	1	CTreas, Exec	Feb 10		
	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 put out for consultation with all policies included. Final version must be issued urgently.
			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	Mark Jefferson and Nick Day managing

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		S1.3.5 Organise regular staff meetings and ensure staff have good HR service	1	ACMC Chair, CC	Apr 10	Meeting held 22/4/10. Next 21/10/10
	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	Latest held 11/4/10. Next Oct 10?
		S1.4.2 Consider recruitment/training for new volunteers	2	CCh, CSec, CTreas	Aut 10	Discuss at Autumn meeting
	S1.5 Encourage review of local arrangements for District and Group boundaries, resources and support	S1.5.1 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
S2 To diversify & grow income at County level	S2.1 Develop a fund raising strategy, including sources of sponsorship	S2.1.1 Appoint a person responsible for seeking grant income & supporting Districts in grant writing	2	CTreas, Exec	Aut 10	
S3 To ensure health & safety compliance within the County	S3.1 Develop & display Health & Safety requirements & policies	S3.1.1 Appoint Health & Safety Adviser	1	CCh		Dave Pullen H&R (professional company) deal with Activity Centres Need adviser for major events
		S3.1.2 Ensure County & Districts have H&S support	1	CCh, H&S adviser	Ongoing	
S4 To develop & maintain all properties & assets & to offer advice to Districts	S4.1 Build pool of expertise to help in property & legal matters	S4.1.1 Discuss with Don Clark growing this area of support	1	DCh County Surveyor	Aut 10	Include DDA, fire precautions, electrical work, equipment purchase
S5 To develop emergency disaster plans	S5.1 Have plans in place to cope with emergencies & to learn from incidents that arise	S5.1.1 List possible emergencies	1	CCh, H&S adviser	Spr 11	
		S5.1.2 Develop procedures for each emergency	1		Spr 11	
		S5.1.3 Make procedures known	1		Sum 11	
S6 To recognise the value of our history and heritage in	S6.1 Record and build on our heritage	S6.1.1 Produce vibrant exhibits of our history and	1	Archivist and Heritage	Ongoing	

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<p>enthusing current and potential members</p>		<p>heritage as requested</p> <p>S6.1.2 Use the collection to enthuse young members to obtain relevant badges and to encourage succession in the heritage team</p>		<p>team</p> <p>Archivisy and heritage team</p>		
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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
R1 To strengthen the positive public perception towards Scouting	R1.1 Act on findings of the Communications Review	R1.1.1 Review and prioritise the actions.	1	Comms Co	ongoing	
	R1.2 Ensure effective communication of who does what, where & why	R1.2.1 Photos of post holders & role descriptions on the web site	1	Comms Co	ongoing	Perhaps one for each prog zone (award them with relevant challenge badge) (big badge for big stars)
		R1.2.2 Storyboard Headlines a year ahead	2	Comms Co	2011	
R1.2.3 Consider inviting notable local people to be ambassadors	3	DCC(Prog) Comms Co CCh	2011			
	R1.3 Address misconceptions of Scouting and highlight need for adult volunteers	R1.3.1 Develop and coordinate media relations tools and use templates on line	1	Comms Co DCC(AdRR)	2011	Regional objective 3.2.1
R2 To provide opportunity to influence Scouting policy	R2.1 Encourage debate on relevant issues	R2.1.1 Invite topic discussions	3	Comms Co	2011	(eg Blog, Q&A)
		R2.1.2 Decide how to conduct debate	3	Comms Co	2011	
		R2.1.3 Conduct debates & feed on outcomes	3	Comms..Co	2011	
R3 To ensure that Scouting has a voice in local policy	R3.1 Engage with civic leaders		2	CC,CCh		
R4 To record, value & promote our heritage	R4.1 Develop an archiving policy	R4.1.1 Ensure the security of archive material	1	County Archivist		
		R4.1.2 Engage young people in historical aspects	2			

2012 Strategic Area - A Diverse Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress
D1 To reflect & celebrate the diversity of communities in the County	D1.1 Ensure good leadership in this area	D1.1.2 Appoint person responsible for diversity issues	2	CC	Aut 10	
	D1.2 Increase percentage female youth membership	D1.2.1 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	
	D1.3 Make Scouting available to as many as possible with special needs at District level	D1.3.1 Appoint a proactive Special Needs Adviser	1	CC DCC(AdSup)	Jul 10	Offer received. Appointments process underway.
	D1.4 Increase social diversity of membership	D1.4.1 Proactively support & encourage development of Scouting in minority communities	2	Diversity Adviser	Ongoing	
	D1.5 Maintain and encourage links with Girlguiding UK	D1.5.1 Discuss with Girlguiding CC	2	CC	Aut 10	

2012 Strategic Area - A Growing Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress
G1 To increase youth membership overall across the sections by at least 3% & aiming at 5% (Written before census results known!!)			1	CC	Annual	A TSA objective. All of the actions in other strategic areas should assist this objective
	G1.1 Keep people on joining lists interested	G1.1.1 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	
		G1.1.2 Encourage District-based waiting lists so that applicants can be matched to vacancies	2	DCC(AdSup)	2011	
	G1.2 Have an effective system for managing youth WTJ enquiries	G1.2.1 Find out what each District does, get ideas from other Counties & spread good practice	2	DCC(AdSup)	2011	
	G1.3 Improve retention of members as they move between sections	G1.3.1 Find out what each District does, get ideas from other Counties & spread good practice	2	DCC(AdSup)	Spr 11	
G1.4 Ensure Network provision is accessible in all Districts	G1.4.1 Devise County strategy to support and grow Scout Network	1	ACC(14-25) CSNL	Sep 10	Strategy meeting to be held 4/9/10	
G2 Increase the overall number of adult volunteers in Scout Groups by at least 3% & aiming for 5%.	G2.1 Produce a clear strategy & support structure for adult recruitment (leaders & committees)	G2.1.1 Consider appointment of DCC (AdRR) to oversee	1	CC	2011	This clearly will assist the above objective

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		G2.2.1 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.
	G2.3 Encourage younger people into leadership roles	G2.3.1 Consider County financial support for Young Leader training & use of Pro-Action courses	2	DCC(AdSup) CTM, CTreas	2010	DCs opted to support YL 1 st training from Districts rather than 25p levy from County
		G2.3.2 Set up a shadowing system whereby YLs shadow leaders	3	DCC(AdRR)	2012	
	G2.4 Improve response to & conversion of adult WTJ enquiries	G2.4.1 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.
	G2.5 Increase engagement of parents in supporting Scouting	G2.5.1 Organise a Parents' adventure & introduction day at Activity Centres along the lines of 'Thrillseekers'	1	Dave Pullen	Aut 10	Cancelled. Other approaches being considered.
		G2.5.2 Encourage good use of materials such as the Parent Pack, No Nonsense Guides, etc & capitalise on National initiatives	1	DCC(AdSup) DCC(AdRR)	Ongoing	
	G2.6 Look for opportunities to promote Scouting to potential volunteers	G2.6.1 Capitalise on BBC 'Thrillseekers' with an adventure day for adults	1	Dave Pullen	Mar 10	Event held at Phasels
		G2.6.2 Consider employing a County LDO	3	CC		This needs to wait until finances are clear following Centres purchase