

STRATEGIC DEVELOPMENT PLAN!

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



**LISTEN
SUPPORT
PROVIDE**



This version of the plan is – February 2011

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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.](#)

Hertfordshire County Scout Council
Well End Activity Centre
Well End Road
Borehamwood
Herts
WD6 5PR

Tel. 0208 236 0040
Email. admin@hertfordshirescouts.org.uk

Registered Charity 302606.

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 Co-ordinator (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 (Matt Cannon)
CSL	County Scout Leader (Mick Edwards)
CSec	County Secretary (Colin McIntyre)
CTM	County Training Manager (Vacant)
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 Hobdell)
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
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 and AdSup team. In progress for Comms.
	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	Many appointments made. Still need DCC(AdRR), Admin(6-14), Admin(14-25), CCSL, CTM and many team members.
	B1. Set up appointments process	B1.4.1 Set up County AAC	1	CSec, Exec, CC	Jan 10	Need to ensure demographic balance
B2 To ensure needs of Districts are covered by the County Development Plan	B2.1 Consult with Districts	B2.1.1 Invite all adult members to express needs from County	1	CC	Ongoing	Invitation Sep 09 Headlines. Please continue to do so! TM planning AdSup survey
		B2.1.2 Run a DCs' conference to discuss needs	1	CC, RDM	Ongoing	Conference held 27/9/09 at South Mimms. Fix next one.
B3 To ensure effective communications systems	B3.1 Build an effective Communications Team	B3.1.1 Appoint Comms Co	1	CC	Jul 10	Kerry McKay appointed
		B3.1.2 Role descriptions	1	Comms Co	Spr 11	In progress
		B3.1.3 Appoint to roles	1	Comms Co, CC, AAC	Spr 11	
		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	B4.1 Build an effective Adult Support Team	B4.1.1 Appoint DCC(AdSup)	1	CC	Jul 10	Tim Mills appointed

is appropriate to contact for help		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	Aimed at all having 'buddies' to chat to. Pastoral support role descriptor done.	
	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 among a team. Role descriptors done, plus for more presenters	
		B4.2.2 Ensure proactive LTMs, provide support for TAs	1	CTM	Ongoing	Currently patchy. Deputy CTM appointed to support LTMs and TAs	
		B4.2.3 Ensure adequate provision of first aid and safeguarding training	1	DCC(AdSup), CTM	Aut 11	First aid and safeguarding training to be brought in house. Trainers needed. Safeguarding Awareness presenters beginning to be trained by TSA. Programme of cluster launches during spring 11, followed by roll out to Districts	
	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.

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
		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
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	CCSL still required. QSA Co appointed (Sheena Burrus)
		F2.2.2 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
		F2.2.3 Arrange Skills Booster sessions around County for Beaver, Cub, Scout leaders)	1	ACC(6-14)	Starting Spr 10	Two so far, third 27/03/11. Aim 1 per term.
		F2.2.4 Arrange Explorer and Network Leader Skills Booster event weekends	1	ACC(14-25)	2011	
	F2.3 Provide activities which are high quality, programme-relevant, County-wide, regularly reviewed, with input from youth members	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 Ongoing development
	F2.4 Encourage & support youth members in obtaining Chief Scout's & Queen's Scout Awards	F2.4.1 Publicise badge awards	1	DCC(Prog)	Aut 10	
		F2.4.2 Develop mechanism to convert DofE to Scout awards	1	ACC(14-25) DofE Adviser	Aut 10	Sheena Burrus appointed
		F2.4.3 Appoint County QSA Coordinator to promote QSA and support young people		DCC(Prog)	Aut 10	
	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	Underway	

		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)	Jun 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 QSAAs 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
	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 (in interim). Decide if manager role with responsibility for County based ASUs as well as co-ordinating District ASUs Tolmers ASU established
		F2.8.2 Ensure Active Support Units are supported	1			
		F2.8.3 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	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 The minutes suggest that this was not discussed.
	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	Malcolm Rogers volunteered
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	2010	H&R (professional company) deal with Activity Centres Ivor Thomas for major events Dave Pullen for Districts
		S3.1.2 Ensure County & Districts have H&S support	1	CCh, H&S adviser	2010	
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 enthusing current and potential members	S6.1 Record and build on our heritage	S6.1.1 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.
		S6.1.2 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
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	
		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	2012	
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	Ongoing	
		R4.1.2 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
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	1	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	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.
	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	Anita Claydon appointed and doing great job. Advertising for Cluster or District advisers to work with ACC.
	D1.4 Increase social diversity of membership	D1.4.1 Proactively support & encourage development of Scouting in minority communities	1	Diversity Adviser	Ongoing	There is currently a particular opportunity in Hitchin
	D1.5 Maintain and encourage links with Girlguiding UK	D1.5.1 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
G1 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
	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	Some Districts (eg St Albans, Harpenden & W have done this and it works well.
	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 Move to spring 2011
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
		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	G2.3.1 Consider County financial support for Young	2	DCC(AdSup) CTM, CTreas	2010	DCs opted to support YL 1 st training from Districts

	leadership roles	Leader training & use of Pro-Action courses G2.3.2 Set up a shadowing system whereby YLs shadow leaders	3	DCC(AdRR)	2012	rather than 25p levy from County
	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

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