

# Join the **adventure**

The Scout Association



# Strategic Development Plan Hertfordshire

V30.03.10



## 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. On appointment of a DCC (Development), this person will assume the task of updating the plan and liaising over its implementation.

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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

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)
CSec	County Secretary (Colin McIntyre)
CTM	County Training Manager (Chris Searle)
CTreas	County Treasurer (Nigel Clark)
COM	County Office Manager (Steve Skittrall)
DC	District Commissioner
DCC	Deputy County Commissioner Prog – Programme (Greg Stewart) Comm – Communications (to be appointed) AdSup – Adult Support (to be appointed) Dev – Development (to be appointed)
DCh	District Chairman
DSec	District Secretary
Exec	County Executive Committee
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.

## 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>B1.1.1</b> Discuss structure with County Support Team	1	CC	Sep 09	Discussed at CST meeting 2/7/09, refined
		<b>B1.1.2</b> Discuss with DCs	1	CC	Sep 09	Discussed at DCs' conference 27/9/09
		<b>B1.1.3</b> Discuss with Exec	1	CC	Sep 09	Discussed at Exec 7/9/09
		<b>B1.1.4</b> Make structure, & who to approach for help, known to all adult members	1	CC	May 10	Programme structure in October 09 Headlines Put profiles 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	Roles advertised 21/1/10 Full descriptions required
		<b>B1.2.2</b> Produce role descriptions for ACC & adviser posts	1	DCCs, CC	Aut 10	Completed for Programme
	<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	Prog ACC posts in Oct 09 Headlines. DCC (AdSup) & (Comms) in email 21/1/10
	<b>B1.4</b> Get appointments approved by AAC	<b>B1.4.1</b> Set up County AAC	1	CSec, Exec, CC	Jan 10	1 <sup>st</sup> meeting 3/2/10. 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	Sep 09	Invitation in September 09 Headlines. Please continue to do so!
		<b>B2.1.2</b> Run a DCs' conference to discuss needs	1	CC, RDM	Sep 09	Conference held 27/9/09 at South Mimms
<b>B3</b> To ensure effective communications systems	<b>B3.1</b> Build an effective Communications Team	<b>B3.1.1</b> Appoint DCC(Comms)	1	CC	Jul 10	Advertised 21/1/10
		<b>B3.1.2</b> Produce list of roles &	1	DCC(Comm)	Aut 10	

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		role descriptions				
		<b>B3.1.3</b> Appoint to roles	1	DCC(Comm), CC, AAC	Aut 10	
		<b>B3.1.4</b> Develop & implement strategy	1	DCC(Comm)	2011	
<b>B4</b> To ensure that adults have support in all aspects of their role & know who it is appropriate to contact for help	<b>B4.1</b> Build an effective Adult Support Team	<b>B4.1.1</b> Appoint DCC(AdSup)	1	CC	Jul 10	Advertised 21/1/10
		<b>B4.1.2</b> Produce list of roles & role descriptions	1	DCC(AdSup)	Aut 10	
		<b>B4.1.3</b> Appoint to roles	1	DCC(AdSup) CC, AAC	Aut 10	
		<b>B4.1.4</b> Develop & implement strategy	1	DCC(AdSup)	2011	
		<b>B4.1.5</b> Prioritise COM tasks & ensure role of County Office is made known	2	CCh, CC COM	May 10	Headlines article needed
	<b>B4.1.6</b> Establish a pastoral support network	2	DCC(AdSup)	2012	Aimed at all having `buddies` to chat to.	
	<b>B4.2</b> Ensure a full programme of high quality training courses for all modules	<b>B4.2.1</b> Enlarge training team	2	CTM	Ongoing	
	<b>B4.2.2</b> Ensure proactive LTMs, provide support for TAs	1	CTM	Ongoing		
<b>B5</b> To ensure that the County Development Plan is implemented & reviewed continuously	<b>B5.1</b> Build an effective Development Team	<b>B5.1.1</b> Appoint DCC(Dev)	1	CC	Jul 10	DCC(Dev) will assume responsibility for ensuring that the plan is reviewed, implemented and linked to District, Regional and National plans.
		<b>B5.1.2</b> Produce role descriptions	1	DCC(Dev), CC	Aut 10	
		<b>B5.1.3</b> Appoint to roles	1	DCC(Dev),CC, AAC	Aut10	
		<b>B5.1.4</b> Lead monitoring of Development Plans	1	DCC(Dev)	Ongoing	

## 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 young people in agenda setting	Y1.1 Get youth membership & associated support on County Executive & other decision-making advisory bodies, & support for the equivalent at District & Group level	Y1.1.1 Discuss role of 18-25s on Exec & specific responsibilities (e.g. control of a certain amount of budget). Prepare role description & agree support mechanisms	2	CCh, Exec	Sep 10	
		Y1.1.2 Ask DCs & Network Leaders to identify potential 18-25 members of District and County Execs	2	CCh	Oct 10	
		Y1.1.3 Organise information & social event to explain role	2	CCh ACC(14-25)	Jan 11	
		Y1.1.4 Recruit 18-25s to County and District Execs	2	Execs	Jun 11	
		Y1.1.5 Consider which other bodies should have 18-25s and action participation	2	DCCs	2011	
	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 up over Easter
		Y1.2.3 Be aware of opportunities for youth participation & seek volunteers	2	CC, CCh	Ongoing	
	Y1.3 Put mechanisms	Y1.3.1 Provide ideas, support	2	ACC(6-14)	Spr 11	

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	in place for youth members to offer ideas & voice their opinions on the County	& encouragement for Patrol Leaders' meetings & Sixers' meetings within Groups				
		<b>Y1.3.2</b> Consider the possibility of District or County youth members' forums	3	ACC(6-14)	2011	
		<b>Y1.3.3</b> Develop a system for 18-25s to shadow leaders at all levels	3	ACC(14-25) DCC(AdSup)	2011	
	<b>Y1.4</b> Ensure that young people are the voice of the media	<b>Y1.4.1</b> Develop an active network of young spokespeople	2	DCC(Comm) ACC(14-25)	2011	
	<b>Y1.5</b> Encourage Young Leaders & support their training	<b>Y1.5.1</b> Discuss County support, monitoring & finance of YL training	2	CTM ACC(14-25) CTreas	Aut 10	
		<b>Y1.5.2</b> Develop plans to encourage YLs in adult roles	2	ACC(14-25) DCC(AdSup)	2011	
<b>Y1.5.3</b> Ensure YL training is recorded on database		2	DC	Ongoing		

## 2012 Strategic Area - A Focussed 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 effective leadership	<b>F2.1.1</b> Appoint DCC (Programme)	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> Get support teams for each Section & Prog Zone	1	DCC(Prog)	Spr 10	e.g. prominently on front page of web site
		<b>F2.2.2</b> Develop way by which everybody can request particular skills training	1	DCC(Prog) DCC(Comm)	Aut 10	
		<b>F2.2.3</b> Arrange skill booster sessions around County (aim for 1/term in each of 3 areas)	1	DCC(Prog)	Starting Spr 10	
	<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> Beavers – arrange Cubs – Night hike, other Scouts – PAW, Green Beret, Cooking Comp., B2B, other Explorers – Peak Assault, Aroma, other Network – Peak Assault, Exodus, other Review annually & consider new events to cover other Programme Zones – include ideas from youth members	1	DCC(Prog) ACC(6-14) ACC(14-25) County Section Leaders	Ongoing	County also responsible for launch of CubJam but now a multi-County event
<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) DCC(Comm)	Sum 10		
	<b>F2.4.2</b> Develop mechanism for DofE Gold to QSA	1	ACC(14-25) DofE Adviser	Aut 10		

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F2.5 Provide high quality international experiences	F2.5.1 Appoint ACC (International)	1	DCC(Prog) AAC	Jan 10	Mike Aston reappointed
	F2.5.2 Build International 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 Develop procedures for WSJ selection & training of participants & leaders	1	DCC(Prog)	2012	
F2.6 Provide access to full range of adventurous & other programme activities	F2.6.1 Appoint ACC (Activities)	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	
	F2.6.3 Make full use of Activity Centres in programme	1	DCC(Prog)	Ongoing	
F2.7 Celebrate achievement	F2.7.1 Decide best way to celebrate achievement of Queen's Scout Awards, Chief Scout's Awards, Good Service Awards, others	2	DCC(Prog)	Jul 10	
F2.8 Ensure that Active Support Units are focused on needs of their County/ Districts/ Groups	F2.8.1 Appoint County Active Support Co-ordinator	2	DCC(AdSup)	Aut 10	
	F2.8.2 Ensure Active Support Units are supported	1	CASC	Ongoing	
	F2.8.3 Set up County Active Support Units as necessary	2			

## 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 all DCCs	1	CTreas	annual	Annual budgeting has been introduced & is making financial management far more transparent than hitherto.	
		S1.1.2 Prepare budget as a result & 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 <sup>st</sup> Feb 2010 approved go ahead of purchase after due diligence.	
		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, including appointment of an Activities Centres Manager	1	ACMC Chair	Urgent	
			S1.3.2 Have clear HR policies in place and be compliant with HR regulations	1	ACMC Chair	Urgent	
			S1.3.3 Ensure that Activities Centres are collaborating effectively for the good of Hertfordshire Scouting	1	ACMC Chair	Ongoing	
			S1.3.4 Decide management strategy for Harmergreen	1	ACMC Chair	Feb 10	
			S1.3.5 Organise regular staff	1	ACMC Chair,	Apr 10	

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		meetings and ensure staff have good HR service		CC		
	<b>S1.4</b> Support Chairmen, Secretaries & Treasurers	<b>S1.4.1</b> Hold biannual advice & support meetings for District & Group Chairmen, Secretaries & Treasurers	1	CCh, CSec, CTreas	Ongoing	
<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 specifically responsible for seeking grant income & supporting Districts in grant writing	2	CTreas, Exec	Aut 10	
<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		Currently Dave Pullen
		<b>S3.1.2</b> Ensure County & Districts have H&S support	1	CCh, H&S adviser	Ongoing	
<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	DCC(Dev), County Surveyor	Aut 10	
<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 10	
		<b>S5.1.3</b> Make procedures known	1		Sum 10	
<b>S6</b> To recognize 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  <b>S6.1.2</b> Use the collection to enthuse young members to obtain relevant badges and to encourage succession in the heritage team	1	Archivist and Heritage team	Ongoing	

## 2012 Strategic Area - A Relevant Movement

Objective	Key activity area	Specific action	Priority (1,2,3)	Lead	Target date	Notes/progress
See also items under 'Focused'.						Some of the items under 'Focused' could equally fit here.
<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	DCC(Comm)	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	DCC(Comm)	ongoing	
		<b>R1.2.2</b> Storyboard Headlines a year ahead	2	DCC(Comm)	2011	
		<b>R1.2.3</b> Consider inviting notable local people to be ambassadors	3	DCC(Prog) DCC(Comm) CCh	2011	Perhaps one for each prog zone (award them with relevant challenge badge) (big badge for big stars)
<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	DCC(Comm)	2011	
		<b>R2.1.2</b> Decide how to conduct debate	3	DCC(Comm)	2011	(eg Blog, Q&A)
		<b>R2.1.3</b> Conduct debates & feed on outcomes	3	DCC(Comm)	2011	
<b>R3</b> To ensure that Scouting has a voice in local policy	<b>R3.1</b> Engage with civic leaders		2	DCC(Dev) 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		
		<b>R4.1.2</b> 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
<b>D1</b> To reflect & celebrate the diversity of communities in the County	<b>D1.1</b> Ensure good leadership in this area	<b>D1.1.1</b> Appoint DCC (Development)	2	CC	Jul 10	
		<b>D1.1.2</b> Appoint person responsible for diversity issues	2	DCC(Dev)	Sum 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(Dev)	Ongoing	
	<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	
	<b>D1.4</b> Increase social diversity of membership	<b>D1.4.1</b> Proactively support & encourage development of Scouting in minority communities	2	DCC(Dev)	Ongoing	
	<b>D1.5</b> Maintain and encourage links with Girlguiding UK	<b>D1.5.1</b> Discuss with Girlguiding CC	2	CC	Aut 10	Rikki and Julie Richards (Guide CC) have a meeting planned for June

## 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% (Written before census results known!!)			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(Dev)	2011	
		<b>G1.1.2</b> Encourage District-based waiting lists so that applicants can be matched to vacancies	2	DCC(Dev)	2011	
	<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(Dev)	2011	
	<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(Dev)	Spr 11	
<b>G1.4</b> Ensure Network provision is accessible in all Districts	<b>G1.4.1</b> Discuss reduced subscriptions (e.g. 'Network for a tenner')	1	ACC(14-25)	2011		
<b>G2</b> Increase the overall number of adult volunteers in Scout Groups by at least 3% & aiming for 5%.		<b>G2.1.1</b> Produce a clear strategy & support structure for adult recruitment (leaders & committees)	1	DCC(Dev)	2011	This clearly will assist the above objective

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		<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 leadership roles	<b>G2.3.1</b> Consider County financial support for Young Leader training & use of Pro-Action courses	2	DCC(AdSup) CTM, CTreas	2010	
		<b>G2.3.2</b> Set up a shadowing system whereby YLs shadow leaders	3	DCC(AdSup)	2012	
	<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(AdSup)	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	
		<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(Dev)	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	Phasels booked for 13/3/10
		<b>G2.6.2</b> Consider employing a County LDO	3	CC		This needs to wait until finances are clear following Centres purchase