

**SCOUT ASSOCIATION OF AUSTRALIA
WESTERN AUSTRALIAN BRANCH**



ACORN

**THE
WA BRANCH STRATEGIC PLAN
FOR
2006 to 2008**

Ref: 2008.08.12 BMC Minutes - accepted

Motion: That the Acorn Strategic Plan be extended on an open ended basis.

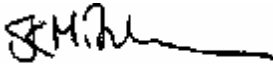
Moved Sue Mitchell, Seconded Kevin Pestell

All in favour, Carried unanimously.

AUTHORISATION PAGE

This plan defines the intentions and behaviours necessary for the advancement of the Scout Association of Australia, Western Australian Branch (ScoutsWA) for the three (3) year period from 1 January 2006 to 31 December 2008.

It is intended to be the essential reference for all Volunteers and Staff on which all performance is measured.



.....
Sue Mitchell
Chief Commissioner



.....
John Noakes
Chairperson
Branch Management Committee

for

The Scout Association of Australia, Western Australian Branch, Branch Management Committee

1 November 2005

DISTRIBUTION: All WA Branch members, Staff and Branch Council

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1. INTRODUCTION

1.1. Aim

1.1.1. The Aim of this Plan is to provide a 'Map', one that will direct our actions over the next three (3) years from 2006 to the end of 2008. It is a Plan to tell us where we are going and how we are to get there. In doing so, it reinforces the traditions and values of Scouting, which have made our worldwide Movement so great.

1.1.2. It allows you to play your part and contribute to the Movement; and no contribution is too small. As our founder Lord Robert Baden-Powell (B-P) said, "*From acorns grow mighty trees*".

1.2. How to Use This Plan

1.2.1. Like any map, this Plan should be regularly used as a guide and reference for our actions through our three (3) year journey. It should guide and measure our efforts. If it sits on the shelf and gathers dust then we have failed to commit and implement our intentions. This would be a failure of leadership at all levels in our organization.

1.2.2. This is a Leaders' document. It offers guidance at the highest level of our organization for translation into actions at every level. To use this Plan, you need to understand both the intent and content. Therefore as a Leader, please take the time to read and understand it so that you are well prepared to play your part.

1.3. Use of Plain Language

1.3.1. Every effort has been made to make this Plan easy to read and implement, through the use of plain language. It may look a little different from past strategic plans or those that you may see in your workplace. Wherever possible the Plan has been kept simple but it is not a simplistic plan!

1.3.2. This Plan reflects the original vision of our Founder and embodies the traditions and the ethos of the Scouting Movement, which are as relevant today as they were 100 years ago.

2. WHAT IS SCOUTING'S PURPOSE?

2.1. Our Vision

- 2.1.1. B-P wrote in 1909 “Keep before your mind in all your teaching that the whole ulterior motive of this scheme is to form character in the boys – to make them manly, good citizens.... Aim for making each individual into a useful member of society, and the whole will automatically come on to a high standard”. In Scouting for Boys B-P’s view of character reinforces the link to citizenship.
- 2.1.2. Our Movement now embraces all youth and young adults regardless of gender, yet B-P’s vision is as relevant now as it was then. On this basis, our vision has developed to:

Tomorrow’s citizens and leaders, using Scouting values for life.

2.2 Our Values

- 2.2.1. The values of our organization are based upon spiritual, social, intellectual and personal principles as expressed in the Scout Law. They are:

*Trustworthy
Loyal
Helpful
Friendly
Cheerful
Considerate
Thrifty
Courageous
Respectful
Environment*

- 2.2.2. We promise on our honour to do our best to live by the Scout Law and to do our duty to our God, our nation and to others.
- 2.2.3. Without these values we fail to be Scouts. B-P knew the importance of these values, that’s why he made them into our Law. The Scout Promise and Law are embodied in our Code of Conduct.

2.3. Our Purpose

- 2.3.1. Our purpose, previously called ‘the mission’ is to:

Contribute to the education of youth, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

3. HOW WE INTEND TO FULFILL OUR PURPOSE?

3.1 Our Intentions

3.1.1. Over the three (3) year life of this Plan, we intend to pursue four (4) long-term (strategic) goals (Acorn Intentions – AI):

AI – 1 To enhance the image of Scouting to attract and retain Youth Members, Leaders, parents, support staff and sponsorship to grow the organization.

AI – 2 To be competent and commit to delivering Quality Scouting and administrative services through the recruitment and development of, and assistance to, Leaders and administrators.

AI – 3 To acquire and manage the necessary resources to conduct quality Scouting.

AI - 4 To establish and maintain relationships for the benefit of Scouting.

3.1.2. These four strategic intentions are the basis for all our actions. If our actions do not contribute to the achievement of these objectives, it is questionable whether those actions are valid, as they may be taking time, effort and resources from actions that do contribute.

3.1.3. To better remember our goals, try this condensed version.

We intend to achieve our purpose by:

- *Enhancing our image to grow Scouting. AI-1*
- *Being competent and committed to Scouting. AI-2*
- *By acquiring and managing our Scouting resources. AI-3*
- *Establishing and maintaining relationships to the benefit of Scouts. AI-4*

4. IMPLEMENTATION OF THE PLAN

- 4.1. Implementing our Strategic Plan in the past has been difficult. A Leader has many responsibilities, lots of demands and little time. Our list of actions in this Plan provides a guide of what can be done to contribute to the advancement of our organization, in the best traditions of Scouting.
- 4.2. It should be noted that the actions identified to implement our strategic intentions are neither exhaustive nor prescriptive. Leaders are to be encouraged to use their initiative and seize opportunities that will action our intentions.
- 4.3. All efforts that conform to our values will reinforce our purpose. However, in an era where time is precious and many pursuits are available to youth, we need to appreciate the importance of focused and specific actions that provide the greatest return on our efforts.
- 4.4. Our organization is by nature, diverse and dispersed. We operate in regional isolation while belonging to the Branch, National and International Scouting Movement. Our organization is therefore decentralised and dependent upon Leaders who adhere to the Scouting ethos, while taking independent action at a local level. We need to build on this system of flexible, informal initiative and individual responsibility. Therefore, our strategy to implement the intentions of this plan is one of:

***Decentralised, independent and responsible individual actions
by Leaders at every level of our organization.***

- 4.5. Local Leaders need to identify those opportunities and address those issues that will contribute to the achievement of our strategic intentions. These actions may seem small and unimportant but every journey starts with just one step and small, sure steps will complete any journey no matter how long. If you are unsure on what appropriate action should be taken, then seek advice.
- 4.6. It is most important that all actions are reported, to identify the level of success and achievement, so that 'how to do it information' can be passed to all and that individual efforts can be recognised and rewarded.

5 THE IMPORTANCE OF COMMUNICATION

- 5.1 The implementation of this Plan is dependent on individual actions that then need to be communicated throughout our organization. To assist in good communication the following four (4) **principles of good communication** should be used:
- **Brevity** – be brief and concise wherever possible, which adheres to our value of efficiency.
 - **Clarity** – be clear in what you wish to communicate and use plain language. This principle also adheres to our value of efficiency.
 - **Tone** – be courteous in all levels and types of communication, rudeness is not tolerated and can be interpreted as a form of belligerence or bullying. This principle adheres to our values of respect for others and consideration.
 - **Time** – Respond to written communication and voice messages in a timely manner, if only to advise that you have received the message and need time to respond. This principle adheres to our value of efficiency.
- 5.2 Formal meetings at every level within our organization should refer to this Plan regularly to ensure that our programs and actions are contributing to our strategic intentions.
- 5.3 In this age of information we should embrace any medium to pass messages that inform and assist us to develop as an organization. Where Scouts once learned and used Semaphore and Morse Code, we must now be proficient in the use of our telephones, voice messages, text messages and email to communicate. Information technology makes us efficient, something B-P saw as important when he set down in the Law that a Scout makes good use of time and resources.
- 5.4. Our website is a vital tool and should be thought of as our organisational notice board. It will continue to be developed to maximise its potential through which to communicate.
- 5.5. When we communicate amongst ourselves we connect and strengthen friendship, fellowship, respect and trust (four of our values). We should do it often, to inform, to advise, to brief, to direct, to recognize and to thank.
- 5.6. To assist in communicating and implementing this Plan a pocket version called ‘Little Acorn’ has been produced. This abridged version provides a ready reference that can be carried with you at all times and used to provide guidance.
- 5.7. B-P once said “ the whole secret of success in life is to play the game of life in the same spirit as that played on the football field.”
- 5.8. So Scouters – let’s do our best, get those goals, and align our efforts to effect change and growth through our actions within this Branch Strategic Plan.
- 5.9. Little Acorn is published with our Branch Program Planner for us to use as a regular tool.

AI - 1. HOW WE WILL ENHANCE OUR IMAGE TO GROW SCOUTING ?

AI-1.1. Our aim is to enhance the image of Scouting to attract and retain Youth Members, Leaders, parents, support staff and sponsorship to grow the organization.

AI-1.1.1 We will enhance the image of Scouting, so that we may grow, by displaying and demonstrating to:

- Children and young adults that Scouting is exciting and challenging and most of all fun.
- Potential Leaders that Scouting can offer them the opportunity and support to experience the rewards of leadership.
- Parents that ScoutsWA is a responsible, caring and trusted organization that will assist them in the development of their children.
- The community that Scouts make good citizens.
- Government and business that Scouts provide an essential service that strengthens the community and that we are therefore worthy of their sponsorship.

AI-1.1.2 We will do this by:

- Living our values through personal behaviour, showing leadership through our actions and being proud to be a Scout.
- Ensuring all our activities are caring and protective of our Scouts by conducting well-prepared and safe activities that are exciting, challenging and fun.
- Developing our Youth Members into leaders of the community and identifying young adults with the potential to lead, and recruiting them.
- Inviting parents, representatives of the community, government and business to view and participate in activities.
- Contacting our local media to provide information about our exciting, challenging and fun activities, and providing photographs and articles to local newspapers.
- Using every opportunity to tell those we know about the benefits of Scouting, by actively promoting Scouting as a normal part of all our activities and by being prepared to promote and recruit Members.
- Actively promoting Scouting at community events (availability of a resources trailer to assist).
- Identifying potential target groupings within the community.

- Wearing our uniform with pride to formal events (e.g. Anzac Day, Australia Day and special events) and wearing scarves or the Scout badge to informal events (e.g. school events and community outings).
- Providing presentations about ScoutsWA (i.e. our vision, values, purpose and actions) to selected groups (e.g. schools, community organizations, local government and businesses).
- Appointing a Development Officer for each District to identify opportunities and co-ordinate activities.
- Continuing to improve and develop our website as an important strategic resource that reflects the image of ScoutsWA as an exciting, challenging and fun organization.

AI-1.1.3. We will report on our efforts and successes by:

- Recording individual notes on what we did, when we did it, what results we achieved and any recommendations that may result in even better outcomes.
- Advising individual and collective efforts at Group meetings so that this information may be passed through out our organization, and others may benefit from successes.
- Including a standing agenda item in all formal Group, District and Branch Management Meetings, which will record and pass results, with any recommendations, to the Chief Commissioner, through the District Commissioner.
- Including a standing agenda item at each Chief Commissioner’s Council, which will record and pass results, with any recommendations, to the Chairperson of the Branch Management Committee.
- Including a standing agenda item at each Branch Management Committee, which will record and pass results, with any recommendations, to the National Scout Association.

AI-1.1.4 We will review our efforts and successes by:

- Assessing our results at the Chief Commissioner’s annual Directional Conference and determining where future effort and resources are best spent to gain even greater improvement.
- Passing recommendations from the annual review by the Chief Commissioner’s Directional Conference to the Branch Management Committee for consideration so that resources may be budgeted and included in the Annual Report, which is to be released at the Annual General Meeting.

AI-2. HOW WE WILL BE COMPETENT AND COMMITTED TO SCOUTING?

AI-2.1. Our aim is to be competent and committed to delivering Quality Scouting and administrative services through the recruitment and development of, and assistance to, Leaders and administrators.

AI-2.1.1. We will recruit, develop and assist our Leaders and administrators to deliver Quality Scouting and administrative services that reflect competency and commitment, through actions to:

- Determine the current level of competency by the development and implementation of a performance management system that reviews and records competency.

AI-2.1.2. **We will do this by:**

- Establishing a Human Resource (HR) Management Team to:
 - Support country and metropolitan Leaders, not necessarily under District alignment.
 - Effectively implement the selection criteria for becoming a Leader (which identifies commitment and potential that can be developed).
 - Recognise prior and current competency.
 - Place the right person in the right job.
 - Promote and encourage participation in training (compulsory and electives), by 'selling' the value to potential and current Leaders (what's in it for them).
 - Encourage an attitude of life long learning.
 - Gather knowledge on what attracts and makes a competent Leader through surveys of current and retiring/outgoing members.
- Conducting competency training by:
 - Establishing specific training for District Section Leaders.
 - Refresher courses for experienced Leaders.
 - Mentoring and presentations on leadership to our potential Leaders from our own Leaders and selected leaders in the community and business.
 - Compulsory orientation (induction) for all adults in Scouting (e.g. committee members, non-uniformed and Branch staff), including parents.

- Recognising and rewarding competency:
 - By recognising and rewarding competency of both uniformed and non-uniformed members, with certificates for meeting desirable standards.
 - On an annual basis.
- Making better use of our knowledge bank by:
 - Use of B-P's extensive writings (e.g. 'Scouting for Boys', 'Scouting and Youth Movements').
 - Use of Section handbooks when training and at District Training Meetings.
 - Acceptance and adherence to the Scout Law, as it is our Code of Conduct.
- Continuing to improve and develop our website as an important interactive information resource to motivate and develop competencies.

AI-2.1.3. We will report on our efforts and successes by:

- Direct reporting to the Chief Commissioner by the Human Resource Team, as a standing agenda item at each Chief Commissioner's Council, which will record and pass results, with any recommendations, to the Chairperson of the Branch Management Committee.
- Including a standing agenda item at each Branch Management Committee, which will record and pass results, with any recommendations, to the National Association.

AI-2.1.4 We will review our efforts and successes by:

- Assessing our results at the Chief Commissioner's annual Directional Conference and determining where future effort and resources are best spent to gain even greater improvement.
- Passing recommendations from the annual review by the Chief Commissioner's Directional Conference to the Branch Management Committee for consideration so that resources may be budgeted and included in the Annual Report, which is to be released at the Annual General Meeting.

AI-3. HOW WE WILL ACQUIRE AND MANAGE OUR SCOUTING RESOURCES?

AI-3.1. Our aim is to acquire and manage the necessary resources to conduct Quality Scouting.

AI-3.1.1. We will acquire and manage resources to conduct Quality Scouting, through actions to manage our physical and human resources.

AI-3.1.2. We will acquire and manage our physical resources by:

- Determining what physical resources are required to deliver Quality Scouting services.
- Budgeting for physical resource and activity expenditure in advance of each financial year.
- Planning and estimating annual expenditure for three (3) years in advance, in order to secure funding.
- Developing the Assets Register through the conduct of a major equipment audit (including vehicles, adventurous activities items, Jamboree equipment etc) to determine serviceability and availability.
- Using the Assets Register to identify shortfalls in physical resource requirements.
- Conducting a facility audit to determine standards and safety of our assets.
- Developing an Assets Procurement Program that identifies physical resources to be acquired (from the shortfalls identified on the Assets Register), the priority for procurement, the costs involved and the budget requirements at least one year in advance.
- Keeping the Assets Register up to date and accessible, so that equipment and facilities can be shared and co-ordinated across the organization.
- Rationalising and consolidating assets where appropriate for better use or to fund new or additional physical resources.
- Supporting the various work groups that may seek assistance to manage property, finance and information.
- Continuing to improve and develop our website as an important strategic resource to gain information on physical resource availability and to book use.

AI-3.1.3 We will manage our human resources by:

- Updating and maintaining a database of our people.
- Developing the competency of our human resource (Note: Addressed separately under Competency and Commitment above).

- Compulsory orientation (induction) for all adults in Scouting (e.g. committee members, non-uniformed and Branch staff). (Note: Included in Competency and Commitment as it relates to that issue).
- Continuing to improve and develop our website to enhance the electronic communication system (e.g. email and use of electronic forms).
- Supporting Adult Training and Development staff, who may seek our assistance to develop our people.

AI-3.1.4. We will report on our efforts and successes by:

- Direct reporting by the Human Resources Team to the Chief Commissioner as a standing agenda item at each Chief Commissioner's Council, which will record and pass results, with any recommendations, to the Chairperson of the Branch Management Committee.
- Including a standing agenda item at each Branch Management Committee, which will record and pass results, with any recommendations, to the National Scout Association.

AI-3.1.5. We will review our efforts and successes by:

- Assessing our results at the Chief Commissioner's annual Directional Conference and determining where future effort and resources are best spent to gain even greater improvement.
- Passing recommendations from the annual review by the Chief Commissioner's Directional Conference to the Branch Management Committee for consideration so that resources may be budgeted and included in the Annual Report, which is to be released at the Annual General Meeting.

AI-4. HOW WE WILL DEVELOP RELATIONSHIPS TO BENEFIT SCOUTING?

AI-4.1. Our aim is to establish and maintain relationships for the benefit of Scouting.

AI-4.1.1. We will establish and maintain relationships for the benefit of Scouting, through actions to:

- Identify whom we need to target, through the broad assessment of all possible target audiences (e.g. community, media, government, business).
- Determine what value we want from each relationship.
- Determine what value we can offer to establish and maintain each relationship.
- Identify individuals who are best placed within our organization to manage each relationship.
- Provide an information package for individuals who are to approach and manage a relationship.
- Audit our established relationships to determine their value for continued maintenance.
- Use personal contact over written approaches.
- Have on hand promotional material (e.g. photographs, glossy brochures).
- Provide information addressed to adults and parents.
- Focus on the media as an essential relationship.
- Continue to improve and develop our website as an important strategic resource that provides information to the community, media, government and business.

AI-4.1.2. We will develop our capability and competency to deal with the media by:

- Establishing key people within the Branch as subject representatives.
- Providing training to key spokespersons.
- Providing an information and resource package on how to deal with the media.
- Providing templates for the drafting of media statements, especially those requiring a prompt response at a Branch level.
- Establishing personal contact by District Commissioners with editors of local papers.
- Informing and providing local newspapers with information, articles and photos of local events.

AI-4.1.3. We will develop other relationships by:

- Actively seeking out and associating with, organizations, committees and policy-making bodies, especially those concerned with youth affairs, so that Scouting ideals and interests can be represented.
- Contacting and communicating with all levels of government (i.e. State Government – Branch, Local Government – Districts).
- Providing an information and resource package on how to establish and maintain community relationships.
- Reporting success at all levels to Branch, so the recognition can be received and others may learn.

AI-4.1.4. We will report on our efforts and successes by:

- Direct reporting to the Chief Commissioner by the Human Resource Team as a standing agenda item at each Chief Commissioner's Council, which will record and pass results, with any recommendations, to the Chairperson of the Branch Management Committee.
- Including a standing agenda item at each Branch Management Committee, which will record and pass results, with any recommendations, to the National Scout Association.

AI-4.1.5. We will review our efforts and successes by:

- Assessing our results at the Chief Commissioner's annual Directional Conference and determining where future effort and resources are best spent to gain even greater improvement.
- Passing recommendations from the annual review by the Chief Commissioner's Directional Conference to the Branch Management Committee for consideration so that resources may be budgeted and included in the Annual Report, which is to be released at the Annual General Meeting.