



# Scouts WA

## Strategic Plan 2017 to 2021

October 2018

The 2012 to 2016 Strategic Plan's **Critical Success Factors** are still valid (Exhibit 1), as is the **Environmental Scan** (Exhibit 2). That Plan set three overarching **Goals** (Exhibit 3), each with underpinning of **Objectives**. Many of the Objectives have been met, but many also remain as 'work in progress'. Significant improvements have been achieved in the **'business of Scouting'** through the paid staff of our Branch Support Team and in the governance of the organisation. While there have been notable successes, the **'game of Scouting'** delivered through our volunteers remains our greatest challenge.

The new **organisational model** (Exhibit 4) has been deployed, but its implementation is not yet complete through all tiers and Formations. Many Leaders of Adults still find the **'Strategic/Operational Continuum'** (Exhibit 5) to be a challenging concept, with District and Regional Commissioner positions the hardest to fill. There are many talented, highly qualified and very capable people amongst our volunteers. The reality of today's busy life is that too few of them are available to undertake senior leadership roles. Our success is constrained by our human

capability and we must temper our expectations in line with that capability. **Four Goals for the five years ahead** are drawn from the previous Plan and recast with the benefit of what we have learned. Further, as we begin to implement Scouts Australia's **New Youth Program**, the five years ahead will not be 'business as usual' and, while the new youth program initiative will bring important benefits for our youth members, the changes will bring a raft of leadership and management challenges.

Goals and Outcomes	Responsibility	Strategies	2017	2018	2019	2020
<b>Programs:</b> Deliver high quality programs in every Group.  <b>Outcomes:</b> Groups with three sections or more and at least 70 members; robust awards program and increased achievements.	Chief Commissioner	<b>Actions:</b> New Program Direction	<b>Actions:</b> Plan for New Youth Program	<b>Actions:</b> 10 x Pioneer Groups: New Youth Program All Groups: The Adventure Begins program  <b>Targets:</b> A) 4 Groups operating the New Youth Program by July 2018 B) 10 Groups operating the New Youth Program by end of 2018 C) The Adventure Begins materials distributed by May 2018	<b>Actions:</b> New Youth Program launches at AJ2019 Jan 2019. WA Implementation:  <b>Targets:</b> A) 50% Groups running the new Program by Dec 2019 B) Training Team delivers first new Leader Training Course in accordance with National roll-out C) 50% Branch Leaders completed new Program training by July 2019 D) Regular Workshops throughout the year run by each Branch Specialist Portfolio to show how to incorporate their area into new youth Program.	<b>Actions:</b> 2020 Goal: All Groups running new Program by Campwest 2020
		<b>Actions:</b> Program Quality Matrix.	<b>Actions:</b> Program Quality Matrix for Scout Section developed for delivery through DCs. Program Quality Matrices for Joeys, Cubs, Venturers and Rovers under development, finalise for 2018.	<b>Actions:</b> Program Quality Matrix rolled out through Sections, Groups and Districts, guided by DCs and District Teams but completed by Youth Section Councils such as Troop Councils  <b>Targets:</b> A) PQM developed on MyScout by April B) 40% of section engaged with PQM by end July 2018 C) 70% of sections engaged with PQM by end of 2018	<b>Actions:</b> Assess, review and revise Program Quality Matrix programs  <b>Targets:</b> A) MyScout Reporting capacity to be functional by March 2019 B) PQM Report previewed before Group Leaders' Conference Jan 2019, to identify trends and cohorts in need of support C) Active intervention plan developed for cohorts in need of support D) 5 positive success stories collected by each Sectional BC for publication in Scouts@Info, to promote the benefits of the PQM process	<b>Actions:</b> 2020 Goals: As the recognized pre-eminent youth development organisation, Scouts WA to have standing invitation to send Youth Representatives to Youth Focus Forums and Community Development Programs.

		<p><b>Actions:</b> Youth Empowerment</p>	<p><b>Actions:</b> Develop plan for increased Youth Member roles in Branch &amp; Youth Program delivery</p>	<p><b>Actions:</b> Implement Youth Member Role at Swan Patrol and in other Branch bodies. <b>Targets:</b> A) Branch Youth Council reports on possible structure changes by May 2018 B) Report recommendations reviewed by June 2018 C) Recommendations implemented by September 2018</p>	<p><b>Actions:</b> Develop and implement further Youth Leading - Adults Supporting initiatives. Investigate opportunities to send Youth Representatives to APR and National Forums <b>Targets:</b> A) Identify roles suitable to be filled by Youth appointees and modify specific Job Descriptions to support this due July 2019 B) Develop info-pack on how to make a meeting "Youth Ready" to encourage Under 30s into roles esp at District level due April 2019 C) 6 (under 30) Youth-lead programs or initiatives implemented in 2019</p>	
		<p><b>Actions:</b> Diversity and Inclusion</p>	<p><b>Actions:</b> Restructure and develop Equity &amp; Wellbeing Portfolio to expand and develop programs across a spectrum of areas in need.</p>	<p><b>Actions:</b> Develop and deliver Diversity &amp; Inclusion activities to Sections and Groups through Equity &amp; Wellbeing Teams <b>Targets:</b> A) Team is developed, and key leadership roles filled by end April 2018 B) Team operating programs for Sections and Groups by June 2018</p>	<p><b>Actions:</b> Scouts WA delivering outstanding Diversity &amp; Inclusion programs and initiatives. <b>Targets:</b> A) 1 x Mental Health First Aid Course to be run in each of Perth North, Perth South, and Country Regions, and one at Branch. B) 1 x Multicultural Training Program to be run in each of Perth North, Perth South, and a Country Region, and one at Branch. C) Each D&amp;I-based Team in E&amp;W Portfolio to run at least one Training Event to demonstrate how to incorporate their area into the new Program</p>	<p><b>Actions:</b> Scouts WA demonstrating and delivering Best Practice processes and training programs in Diversity and Inclusion areas of need such as Special Needs, Indigenous, Gender Diversity, Mental Health First Aid, Multicultural and other areas.</p>
		<p><b>Actions:</b> Sustainable Development</p>	<p><b>Actions:</b> Restructure Environment Portfolio to embrace and implement UN and WOSM Sustainable Development Goals.</p>	<p><b>Actions:</b> Develop and deliver Environment &amp; Sustainability programs and activities to Sections and Groups through Equity &amp; Wellbeing Teams <b>Targets:</b> A) Branch Leader Environment and Sustainability position filled by end April 2018 B) Team developed and operating programs for Sections and Groups by June 2018</p>	<p><b>Actions:</b> Scouts WA implementing and improving organisational processes, infrastructure and programs in to support the 17 UN and WOSM Sustainable Development Goals. <b>Targets:</b> A) Promote awareness of the 17 goals through Scouts@Info, ScoutNews, and Facebook B) One Branch Event per Section to be themed and adapted to promote &amp; support one key SD goal from the 17 UN SD goals. C) MOU with Roots and Shoots to run a key Branch Activity with PR to support UN and WOSM SD goals. D) Climate Watch initiative project Venturers and Rovers</p>	<p><b>Actions:</b> 2020 Goal: Scouts WA to be implementing and delivering Best Practice Sustainable Development processes and training programs.</p>

<p><b>Our People - Volunteers and Employees:</b> Develop capability in line with appointments and build depth at all levels.</p> <p><b>Outcomes:</b> Increased capacity to deliver current and more ambitious strategies.</p>	<p><i>Chief Commissioner (Volunteers)</i></p>	<p><b>Actions:</b> Partner with UWA in Volunteering Study.</p>	<p><b>Actions:</b> Engage with and support UWA Surveys to learn more about improving Leader recruitment and retention.</p>	<p><b>Actions:</b> Final stages of UWA Study, commence development and implementation of volunteer recruitment and retention programs based on the findings.</p> <p><b>Targets:</b> A) Review final report by July (???) 2018 B) Formulate implementation plan by October 2018 - Meeting with DJ and MG Wed 3<sup>rd</sup> Oct at 6.30pm</p>	<p><b>Actions:</b> Review and adapt Volunteer Recruitment and Retention Plan after 12 months of MyScout metrics.</p> <p><b>Targets:</b> A) Leader Build Program plan and implement rollout in WA. B) Targets to be finalised after meeting with UWA / Curtin Lead Researchers</p>	<p><b>Actions:</b> 2020 Goals: enhanced personal development and role satisfaction for Leaders; better matching of roles and opportunities against skills and aspirations - achieving 'better fit' for Leaders. Results: increased retention; decreased burnout; and improved succession and advancement planning ensuring continuity of organisational knowledge and progress. Assess success of plan by metrics inc increased retention periods and feedback from Leader Satisfaction Surveys. Ref UWA processes.</p>
		<p><b>Actions:</b> Fill DC and RC vacancies.</p>	<p><b>Actions:</b> Active Recruitment Program to fill RC and DC Vacancies. Publicise new role opportunities in Scouts@Info, Scouts WA Facebook, Website and Volunteering channels</p>	<p><b>Actions:</b> Fill all Commissioner roles, develop and commence active recruitment program for Group Leader Roles</p> <p><b>Targets:</b> A) List current vacancies and identify top priorities by April 2018 B) Fill top priorities by August 2018 C) Fill all vacancies by November 2018</p>	<p><b>Actions:</b> Review and adapt DC &amp; RC recruitment &amp; retention processes, ref 24 months MyScout metrics</p> <p><b>Targets:</b> A) Generate Demographic, Recruitment and Retention (DRR) Report on District and Regional Commissioner roles. B) Cross-reference DRR Report against ADP Report. C) Revise District and Regional Commissioner Job Descriptions and Roles to increase recruitment of Young Leaders D) Commissioners' Conference 2019</p>	
		<p><b>Actions:</b> Improve and support personal and professional development in Leaders and Adult Helpers.</p>	<p><b>Actions:</b> Adult Development Plan revised and tested. Implementation from top-down commenced and completed in at Swan Patrol level before commencement 2018.</p>	<p><b>Actions:</b> Adult Development Plan revised program rolled out top-down.</p> <p><b>Targets:</b> A) Branch level completed April 2018 B) Region level completed by June 2018 C) District Level completed by September 2018 D) Group level completed by December 2018</p>	<p><b>Actions:</b> Adult Development Plans repeated on a 3-year cycle, except for Branch Commissioners who are reviewed annually.</p> <p><b>Targets:</b> A) MyScout ADP Reporting capacity to be functional by Jan 2019 B) Generate ADP Report based on MyScout data by Feb 2019. C) Identify trends / cohorts where ADPs have not been implemented and address D) Review / revise ADP form and process based on Report outcomes.</p>	<p><b>Actions:</b> Review and adapt Adult Development Plan Program via metrics annually and especially at end of initial non-Commissioner Leaders 3 year review cycle – assess success of new plan by increased retention periods and feedback from Leader Satisfaction Surveys. Ref UWA processes.</p>

	<i>Executive Manager (Employees)</i>	<b>Actions:</b> Develop Transformational Leadership with a focus on Customer Service	<b>Actions:</b> Staff, Chief Financial Officer and Executive Manager undertake training	<b>Actions:</b> 100% of Staff JDs aligned to strategic plan objectives. Lunchtime training seminars for staff to communicate and engender increased autonomy. All JDs reviewed to incorporate seminar learnings <b>Targets:</b> A) Seminars completed and JDs revised by December 2018 B) Develop customer complaints recording system by September 2018 C) Customer Service Manual completed and implemented by July 2018	<b>Actions:</b> Empowered staff, resulting in improved customer satisfaction. Customer satisfaction measured by the number of complaints at beginning of the year compared to number at the end of the year. <b>Targets:</b> A) 50% reduction in customer complaints by December 2019	<b>Actions:</b> Staff regularly able to satisfy customers while performing their tasks in the allocated 75hr fortnight, without the need for excessive 'volunteer' time <b>Targets:</b> A) Customer satisfaction has increased by 50% with no more than 10 hours of individual staff volunteer time per fortnight.
<b>Finance:</b> Broaden and strengthen income sources.  <b>Outcomes:</b> Increased capacity to deliver current and more ambitious strategies.	<i>Chief Commissioner (Volunteers)</i>	<b>Actions:</b> Simplify the administrative burden for Groups	<b>Actions:</b> Increase retention of trained Leaders especially GLs by simplifying planning and management tasks.	<b>Actions:</b> Investigate/explore/(develop if needed) end-to-end time-and-energy-saving event and activity management tools such as current software apps already in use in the education sector <b>Targets:</b> A) Research options and identify top priorities by June 2018. B) Implement top priorities by December 2018	<b>Actions:</b> Group Leader and District Commissioner Conferences and Workshops for training in enhanced and simplified management processes, improved support, and better two-way communications between Branch and Group. <b>Targets:</b> A) Group Leader Conference 15-17 Mar 2019 B) Review / compare / recommend CareMonkey and Consent2Go for possible use at Group Level C) Online F1 Forms D) Implement recommendations from National Digital Strategy Committee where appropriate E) Review / compare / recommend improved Risk Assessment documents and processes	<b>Actions:</b> 2020 Goals: To simplify tasks and increase efficiencies in administrative processes at the Group Level in order to maximise the time and effort which can be devoted to delivering better programs
		<b>Actions:</b> Every Group to have at least three Sections and 70 youth members.	<b>Actions:</b> Identify Groups with less than three Sections and 70 youth members.	<b>Actions:</b> At least half the Groups under the two benchmarks to have at least three Sections and 70 youth members by December 2018 <b>Targets:</b> A) Groups under benchmarks to revise their Group Plan by June 2018. B) 50 per cent of the Groups at the two benchmarks by December 2018	<b>Actions:</b> Review and revise New Group growth strategy, aim for at least one per Region, more if feasible. <b>Targets:</b> A) Groups At Risk (GAR) Report and Recommendations for 2019 due for Dec ECT B) Targets to be defined by ECT after receipt of GAR Report	<b>Actions:</b> 2020 Goals: Grow the organisation by establishing new Groups in new and developing communities, both urban and rural. Share Scouting values with communities and sectors who are currently unable to access the program

		<p><b>Actions:</b> Growth: plan to open new Groups in forecast urban demographic growth areas.</p>	<p><b>Actions:</b> Revisit Local and State Government Population and Development Plans.</p>	<p><b>Actions:</b> Assess target locations for New Groups to start in. Identify six growth locations, two per Perth Regions and one per Country Regions, and initiate New Group growth strategy. Opt in to planned Community facilities, establish a stakeholder footprint with Councils and developers</p> <p><b>Targets:</b> A) District and Region Plans completed by June 2018 B) Foundations for six new Groups in place by December 2018</p>	<p><b>Actions:</b> Develop Sustainable Group Management Model (use learnings from successful Groups; reinvest in programs)</p> <p><b>Targets:</b> A) Develop model for Sustainable Group Growth, due for Board Meeting Mar 2019 B) Growth Targets to be developed at Swan Patrol Strategic Workshop 10<sup>th</sup> Nov 2018 and referred through ECT Dec 2018</p>	
		<p><b>Actions:</b> Growth: Support all Groups to grow, especially those facing demographic and/or distance challenges.</p>	<p><b>Actions:</b> Investigate strategies to provide support for At Risk Groups. Maintain and improve Youth recruitment and retention numbers to grow Groups.</p>	<p><b>Actions:</b> Address shortcomings in membership recruitment and billing processes. Follow up early departures.</p> <p><b>Targets:</b> A) Identify process shortcomings and set priorities by June 2018 B) Develop and commence implementation plan by September 2018</p>	<p><b>Actions:</b> Develop guidelines for better support of Groups facing demographic and/or distance challenges.</p> <p><b>Targets:</b> A) Assess successes vs shortcomings from new membership recruitment process. B) Assess results from Group Invoice Discount Growth Incentive process and recommend. C) Equity &amp; Wellbeing Teams to advise on strategies for improving Group engagement and growth in CALD Demographic areas</p>	
	Executive Manager (Employees)	<p><b>Actions:</b> Recycling</p>	<p><b>Actions:</b> Submit comments on proposed new Government scheme</p> <p><b>Targets:</b> A) Have comments incorporated in scheme prior to scheme implementation</p>	<p><b>Actions:</b> Attend Government Meetings. Join Technical Working Group.</p> <p><b>Targets:</b> A) Have comments incorporated in scheme prior to scheme implementation.</p>	<p><b>Actions:</b> Commence recycling business, if viable</p> <p><b>Targets:</b> A) Evaluate feasibility by August 2018. A) Enter into agreement with Scouts SA by December 2018</p>	<p><b>Actions:</b> Operate at deficit</p>
		<p><b>Actions:</b> Scout Foundation</p>	<p><b>Actions:</b> Prepare and accept legal framework</p>	<p><b>Actions:</b> Activate Scouts WA Foundation</p> <p><b>Targets:</b> A) Framework and documentation completed October 2018</p>	<p><b>Actions:</b> Launch Scout Foundation</p> <p><b>Targets:</b> A) Secure 'patron' benefactors by September 2019</p>	<p><b>Actions:</b> Attract new contributors and benefactors</p> <p><b>Targets:</b> A) Reach target of 1 million in Foundation funds by December 2020 (including funds transferred from Scouts WA)</p>

<p><b>Branding:</b> Increase community awareness, recognition, and approval of the Scouts WA values-based 'Brand' and our capacity to contribute positively to our Society. Youth Leading, Adults Supporting.</p> <p><b>Outcomes:</b> Enhanced profile and reputation and increased interest in Scouting.</p>	<p><i>Chief Commissioner (Volunteers)</i></p>	<p><b>Actions:</b> Promote 'Brand' to increase public visibility and recognition to drive Membership growth.</p>	<p><b>Actions:</b> Establish Branding and Marketing Committee.</p>	<p><b>Actions:</b> Develop cost-effective ways to promote a contemporary image for Scouts WA which is in line with WOSM and National Goals and Guidelines.</p> <p><b>Targets:</b></p> <p>A) Review approach of Scouts Australia and other Branches by June 2018 B) Formulate Scouts WA strategy by October 2018 C) Implement strategy by November 2018</p>	<p><b>Actions:</b> Explore promotional and branding opportunities to support Branding initiatives in conjunction and collaboration with National re-branding program.</p> <p><b>Targets:</b></p> <p>A) Scouts WA Branch Branding and Marketing Committee to assess new National rebranding and make recommendations for WA implementation in Jan 2019 B) Report to Board March 2019</p>	<p><b>Actions:</b> 2020 Goals: Scouts seen in WA as the pre-eminent Youth-Lead organisation. Great Brand recognition leads to greater pride among our Youth members and enhanced recruitment and retention.</p>
<p><b>Redress</b></p>	<p><i>Board Chairman</i></p>	<p><b>Actions:</b> Redress</p>	<p><b>Actions:</b> Establish Branding and Marketing Committee.</p>	<p><b>Actions:</b> Implement Redress for survivors</p> <p><b>Targets:</b></p> <p>A) Determine whether accessing the Commonwealth Redress Scheme by June 2018 B) If not adopting the CRS, launch a Scouts WA scheme by June 2018</p>	<p><b>Actions:</b> Survivors encouraged to access Redress Scheme</p>	<p><b>Actions:</b> Subject to preparedness of Survivors to come forward, we will deal with Redress expeditiously and aim to have it finalized by 2028</p>

**Exhibit 1**

**2012 Critical Success Factors**

Dimension	2012 Critical Success Factors
<p><b>Programs</b></p>	<ul style="list-style-type: none"> <li>Deliver uniformly high quality, informal educational programs that are values-based and centred on the Scout Promise and Law and which address areas of personal growth by applying the Scout Method and the 'SPICES' (Social, Personal, Intellectual, Character, Emotional and Spiritual) framework with emphasis on outdoor activities that attract and retain youth and adult members.</li> <li>Maintain a strong membership pool of adult leaders and supporters.</li> <li>Communicate the benefits of Scouting to parents and the wider community.</li> </ul>
<p><b>Organisation</b></p>	<ul style="list-style-type: none"> <li>Deliver straightforward management based on delegated authority, with clear and effective communication.</li> <li>Form key strategic partnerships, which produce tangible benefits that advance Scouting.</li> </ul>
<p><b>Resources</b></p>	<ul style="list-style-type: none"> <li>Ensure that Leaders and office bearers are properly trained, both initially and ongoing.</li> <li>Set and maintain reasonable and realistic workloads.</li> <li>Make greater use of information management systems.</li> <li>Establish at least three significant revenue streams underpinning Branch operations.</li> <li>Adopt a sustainable, life-cycle approach to the management of the Branch's properties.</li> </ul>

2012 Environmental Scan

Dimension	Strengths	Weaknesses	Opportunities	Threats
<p><b>Programs</b></p>	<ul style="list-style-type: none"> <li>• A proven and effective informal educational program.</li> <li>• Relevance of programs reviewed on a regular cycle.</li> <li>• A wealth of material on how to deliver good quality programs.</li> <li>• Strong interest and support in the community.</li> <li>• Value for money, but (as a weakness) not always conveyed effectively.</li> <li>• Well-established and recognised brand “Be Prepared” built up over 100 years, but (as a weakness) not actively promoted.</li> <li>• Considerable intellectual property, but (as a weakness), the knowledge is not well shared and resides with too few individuals.</li> <li>• Sound award systems for both youth and adults.</li> <li>• Adventurous activities programs, but (as a weakness), not delivered to their full potential.</li> <li>• WWCC card for all Leaders and adults.</li> </ul>	<ul style="list-style-type: none"> <li>• Program delivery not of a uniformly high standard and weak quality assurance mechanisms.</li> <li>• Very few youth members complete the '6 to 26' continuum.</li> <li>• Suspect quality of program delivery causes a higher than necessary 'churn-rate' of youth and adult members.</li> <li>• Average length of youth membership is well short of the ideal.</li> <li>• The benefits of Scouting are not being conveyed to parents to full effect.</li> <li>• Leaders who, for one or more reasons, not complying with policies/not delivering the programs as intended.</li> <li>• Sections operate as 'silos' rather than part of a learning and growth continuum.</li> <li>• Cub Scouts and Scouts 'peak awards' as 'exit points' on achievement can lead to early departure if youth members are not actively encouraged to aspire to the ultimate youth achievement, the Queens Scout Award.</li> <li>• Linking between sections is not seamless and can be a barrier, with particular issues for Scouts to Venturer Scouts.</li> <li>• Waiting lists exist, but Groups and Districts not working collegially on the placement of youth to eliminate waiting lists.</li> <li>• Sections below critical mass leads to sub-optimal program outcomes.</li> <li>• Resistance to Joey Scouts Section in some Groups.</li> <li>• Cost of Scouting in lower social economic communities, if not wider.</li> <li>• Youth peer pressure that Scouting is not “cool”.</li> <li>• In some quarters, such as the media, Scouting is <i>passé</i>.</li> <li>• 'Duty to God'/'spiritual awareness' not necessarily a 'comfortable fit' in an increasingly secular ('Godless') society.</li> </ul>	<ul style="list-style-type: none"> <li>• Scouting's share of the youth cohort is less than two per cent and greater Perth's population will increase by a third over the next 20 years.</li> <li>• Promotion of the "Areas of Personal Growth" model (that encompasses 'SPICES' across the program continuum and the 'Scout Method'), which distinguishes Scouting from other youth organisations.</li> <li>• Increased 'age-friendly' inter-Sectional linkages.</li> <li>• Young Leader Program for Venturers as an avenue to more and younger Leaders.</li> <li>• Communicate the educational outcomes to parents to offset belief that Scouting competes with schooling.</li> <li>• Engage families in Scouting.</li> <li>• Interest is strong and demand is not being met - gaps in Groups' coverage of greater Perth - lifting the membership of current Groups located in Perth to 70 would increase youth membership by 50 per cent.</li> <li>• Value in a targeted, strategic approach to the formation of new Groups.</li> <li>• Scouting as a tech-savvy organisation (also listed under 'resources' below).</li> <li>• New target groups, including Aboriginal and migrant communities and youth with special needs and those at risk.</li> <li>• Partnering with complementary organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• A huge array of alternative offerings for the attention youth.</li> <li>• Loss of youth and adult members due to underperforming program delivery.</li> <li>• Scouting viewed as a distraction from final years of schooling.</li> <li>• Possibility of Leaders committing youth related offences or engaging in pornography offences and resultant adverse publicity.</li> </ul>
<p><b>Organisation</b> (Management, structure, communication and partnerships)</p>	<ul style="list-style-type: none"> <li>• An effective operating model at the Group level, although there might be some circumstances where other than the Group model is appropriate and (as a weakness), the organisation's receptiveness to such alternatives is yet to be tested.</li> <li>• Increasingly robust governance.</li> <li>• Overall, the Branch Support Team is better connected with program operations than in the recent past although (as a weakness), across the entire team, there is room for improvement, while (as an opportunity), there exists solid good will to build on.</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic thinking is largely absent and there is an inappropriate focus on operational matters at senior levels.</li> <li>• Many critical volunteer management positions are unfilled and succession planning is patchy across the organisation and overall, is not done well.</li> <li>• Out-dated hierarchical structure, overlaid with unclear matrix accountability lines.</li> <li>• Preoccupation with "Branch" versus Groups (although current actions are beginning to address this matter).</li> <li>• Groups (and Districts) are not uniformly strong and there are a number with worrying gaps in leadership</li> </ul>	<ul style="list-style-type: none"> <li>• With Groups as the focus, simplification and devolution of management and decision making and streamlining of operating procedures.</li> <li>• Smaller aggregations of Groups (Districts) provide better opportunities for mentoring and mutual support between Group and Section Leaders.</li> <li>• Greater use of information and communication technology.</li> <li>• Partnering with complementary organisations.</li> <li>• Strengthening Scouting's standing with key community decision makers, as well as the wider community.</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to sustain the desirable suite of operations for want of volunteers in key management positions.</li> <li>• Marginalisation of Scouting to the point of irrelevance in the wider community.</li> <li>• Resistance to change within the organisation - need to continue building support and momentum for the 20-year Vision and goals.</li> </ul>

	<ul style="list-style-type: none"> <li>Increasing use of electronic communication.</li> <li>Strong good will towards Scouting in the wider community.</li> </ul>	<ul style="list-style-type: none"> <li>in both uniformed and committee structures.</li> <li>Little evidence of formulating and following development plans for Districts and Groups; many Groups have sub-optimal youth numbers. Communication breakdown and information gaps and poor promotion of Scouting to important external audiences.</li> </ul>		
<b>Resources</b> (Human, information, financial and physical)	<ul style="list-style-type: none"> <li>Dedicated and experienced volunteers.</li> <li>Sound adult recognition awards system, but (as a weakness), not always applied consistently.</li> <li>Increasingly robust governance and leadership by the Board.</li> <li>Progress in streamlining processes and communications.</li> <li>Stable financial position, with reasonable reserves.</li> <li>Greatly improved budget setting and financial reporting to Board.</li> <li>Solid asset base.</li> </ul>	<ul style="list-style-type: none"> <li>Many volunteers putting in excessive hours, leading to burn-out and discouraging others to become involved and many critical volunteer management positions are unfilled.</li> <li>Reliance on inexperienced volunteers.</li> <li>Wasteful of time contributed 'free' by volunteers.</li> <li>Slow completion of Basic training by Leaders, poor Wood Badge completion rate and minimal continuing professional development.</li> <li>Personal Leader Advisor (PLA) program falling short of expectations.</li> <li>Not all Groups have trained Group Leaders and not all Groups have a functional Group Committee.</li> <li>Weak information management systems and culture; poor retention of records and corporate information.</li> <li>No direct access to Scoutrak for Section Leaders.</li> <li>Narrow funding base primarily membership subscriptions and supplemented by government grants.</li> <li>Inadequate asset management policies, procedures and guidelines.</li> <li>Aging facilities which have not been maintained on a sustainable life-cycle basis; dependence on multi-use community facilities. Duplication of resources (eg canoes, boats and trailers).</li> </ul>	<ul style="list-style-type: none"> <li>Spreading the workload by the application of the RMS-recommended small team 'patrol system' to management.</li> <li>Enhanced training and skills development through eLearning and a less centralised approach.</li> <li>Focus paid staff focused on activities they are better placed to do than volunteers, leaving the latter to do more of what motivated them to join Scouting.</li> <li>Scouting as a tech-savvy organisation.</li> <li>Tapping the potential of 'lazy assets' (in particular the Murray Street property) to generate significant additional revenue.</li> <li>Long-term benefits of a Scouts WA Foundation.</li> <li>Rationalisation of assets to optimise their use.</li> <li>Partnering with schools to utilise facilities and for the Scout program to be embraced by school communities.</li> <li>Partnering with property developers to develop facilities for Scouting (and others) to support the formation of new communities.</li> </ul>	<ul style="list-style-type: none"> <li>Potential volunteers put-off by excessive hours committed by some volunteers and others lost prematurely due to burn-out (of self and/or family).</li> <li>Changing trends in volunteering.</li> <li>'Fly-in-fly-out' work impacts on parents' availability and their preparedness to volunteer and in some Groups, the proportion of families in this situation is quite high.</li> <li>Ageing key volunteers.</li> <li>Some experienced volunteers are stuck in the past and resistant to change.</li> <li>Financial limitations and potential vulnerability if the income base is not broadened.</li> <li>Loss of government funding.</li> <li>Closure of poorly maintained properties.</li> <li>Increasing user-pays approach to facilities by local government authorities.</li> </ul>
<b>Dimension</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>

**Exhibit 3**



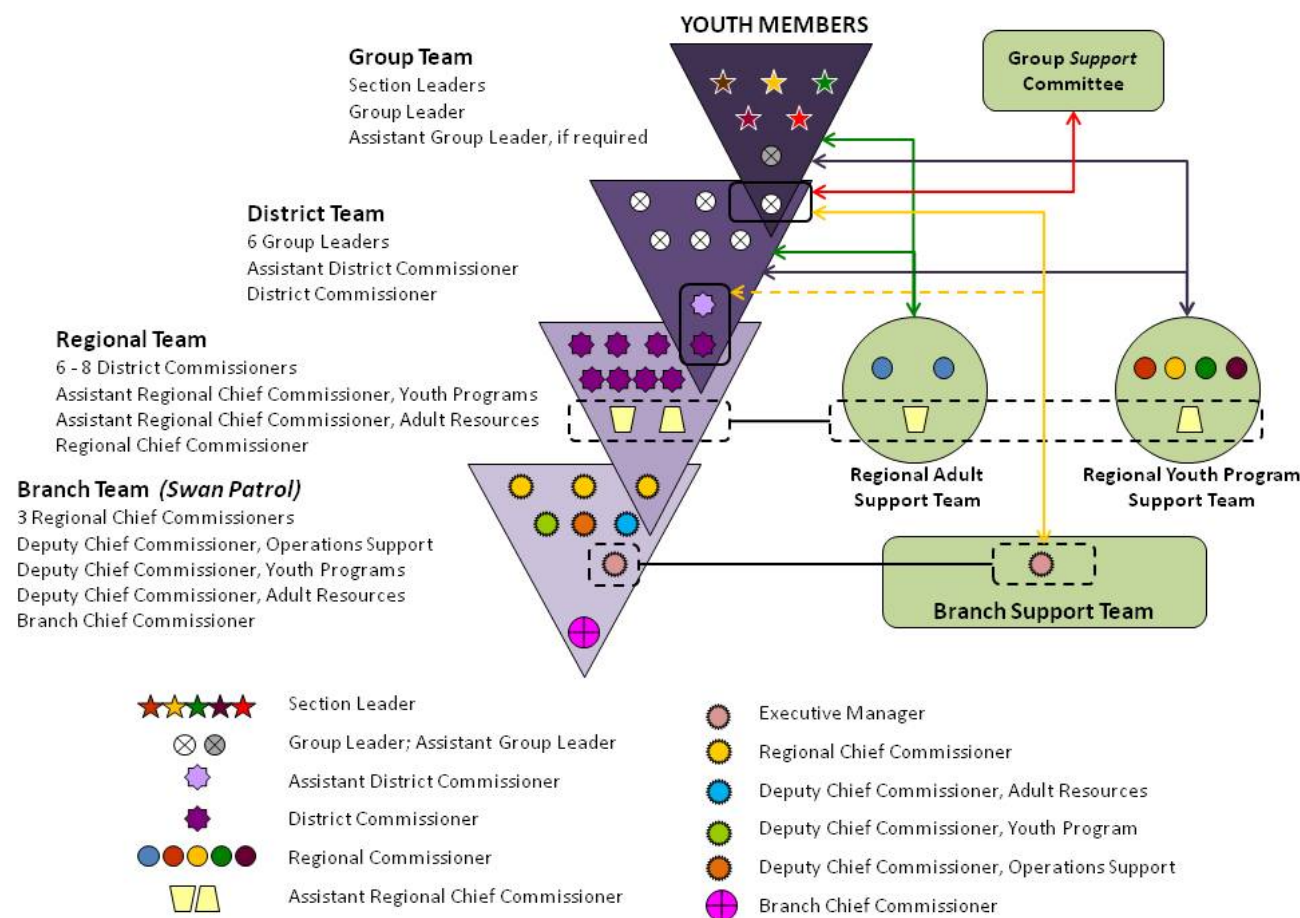
## 2012 to 2016 Overarching Goals

1. Deliver uniformly high quality and challenging youth programs and in so doing, increase overall membership.
2. Implement a new organisational model that is collegial (Leaders working collaboratively and supporting each other as colleagues), in which Groups are at the centre of the organisation, and everything else exists to provide guidance and support.
3. Deploy and optimise the use of resources on a sustainable basis.

Exhibit 4

Exhibit 5

### Organisational Model



### Strategic to Operational Continuum

