



## County Development /Action Plan

2018 - 2023



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## County Development /Action Plan

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### Introduction

This County Development and Action Plan has been developed following the launch of the Scout Associations “Skills for Life” 2018-2023 National Strategy and consultation with the wider County Management Team at the Regional Summit 18 and subsequent County team meetings and individual District team meetings.

The strategic priorities contained within this plan are based upon:

- The four strategic objectives from the” Skills for Life” strategy
- Local development priorities identified at summit and County Management Team (CMT) meetings

The action plans contained in the plan are based upon:

- The action plans identified to implement the “Skills for Life” national strategy
- The actions needed to implement the local strategies

All actions linked to the local strategic priorities and to the National initiatives which support the Programme, People and Perception pillars. It is not the intent of this plan to duplicate programmes of work or other projects that are being developed by Headquarters but to support the outputs of these programmes of work or projects when available.

This plan will be shared with the County Board of Trustees and reviewed by the County Management Team on a quarterly basis to ensure progress and update as needed. The plan will reflect changes in priorities, plans and updates of the national programmes of work and projects.



## Avon Scouts – Who We Are

The following vision, mission and values underpin our strategic priorities and actions:

### **Our Mission**

Scouting actively engages and supports young people in their personal development, empowering them to make a positive contribution to society.

### **Our Vision**

By 2023 we will have prepared more young people with skills for life, supported by amazing leaders delivering an inspiring programme. We will be growing, more inclusive, shaped by young people and making a bigger impact in our communities.

### **Our Values**

We act with care, respect, integrity, co-operation, exploring our own and others' beliefs



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### Glossary of Terms

CC – County Commissioner

DCC – Deputy County Commissioner

GSL- Groups Scout Leader

YC – Youth Commissioner

TA- Training Advisor

LTM- Local Training Manager

ACC – Assistant County Commissioner

DC – District Commissioner

CTM- County Training Manager

YL- Young Leader

OH – Occasional Helper

ADC – Assistant District Commissioner

PEARS- Pears foundation fund

PLC- Patrol Leaders Council



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### Strategic Objectives

The following table outlines our strategic objectives for 2018-2023, defines outcomes and goals (metrics)

	Objective		Outcome (baseline)	Goal for 2023
1	<b>Growth</b>	1.1	More 6-18 young people (11,560)	+3193(+5% yearly ) total 14753
		1.2	Reduced waiting list (2257)	-1128 (-50%)
		1.3	More Young Leaders (119)	+ 61 (+150% )
		1.4	More adult volunteers (3,984)	+1000 (+5% yearly) total 4,984
		1.5	Fewer missing sections (20 missing)	2 groups (98%) without missing sections (with new provision there will always be missing sections)(excludes BC Hospital group)
		1.6	Fewer sections with less than 12 members (75 small sections)	Reduce to 37 (-50%)
2	<b>Inclusivity</b>	2.1	More sections in socially deprived urban and rural areas	Increase where needed
		2.4	Fewer sections with less than five boys or girls (252 out of 364)	-100 (-40%)
3	<b>Youth Shaped</b>	3.1	More young people shaping their scouting experience each year	70% (log chews, PLC Etc)
		3.2	More young people actively planning and achieving their top awards (15%)	30%
4	<b>Community Impact</b>	4.1	Young people making a positive, meaningful difference in their local communities each year	50% increase via million hands initiative

Districts are to develop local plans that are aligned with the National and County Plans

### Our Action Plan - Growth

	Objective		Action	Lead	Deadline
<b>1</b>	<b>Growth</b>	1.1	Appoint a replacement lead for Growth and Development	County Commissioner (CC)	Complete by 30 <sup>th</sup> Sept 2018
		1.2	Develop and implement a County growth strategy by identifying opportunities based on the Census results and local population	Growth and Development Lead with CC	Complete by 31 <sup>st</sup> July 2018
		1.3	Identify all missing and small sections in groups with District Commissioners (DCs)]	Growth and Development Lead with CC	Complete by 31 <sup>st</sup> July 2018
		1.3.1	DCs to develop a plan with GSLs (with missing or small section) to open missing/ develop missing sections with utilisation of Regional Services Team /PEARS project	District Commissioners	End of 2018
		1.3.2	DCs and GSLs to have completed plans made in 1.3.1	District Commissioners	End of 2022
		1.4	Deliver a quality programme and practical skills event for Section Leaders each year	ACCs programme Supporting ADCs for programme	End of 2022
		1.5	Continue to promote Adult volunteering vacancies on external sites (doit.org, NCVO etc)	DCC Growth and Development	Ongoing
		1.6	Continue to work with Regional Services Team to develop teams with recruitment, grow your group and support materials	DCC G&D, DCs, GSLs	Ongoing

## Inclusivity

	Objective		Action	Lead	Deadline
2	<b>Inclusivity</b>	2.1	Signpost existing diversity and inclusion resources and best practice to all Districts and Groups via ACCs and County communications structure	ACCs, DCs, ADCs (programme)	Complete by March 2019
		2.2	Continue to work with intern model within the County to provide scouting to hard to reach areas	PEARS, DC CMT	Complete by end 2022
		2.3	Work with the National team and external agencies to plan and deliver inclusion and special needs workshops as required	CMT, CC, DCs	Ongoing
		2.4	Actively promote events equally to all members of the County and encourage attendance at gatherings e.g. Muslim scout fellowship, Pride, SSAGO etc.	All	Ongoing
		2.5	Continued support to all groups of OSM gold membership licenses free of charge to all sections in Avon. Ability for all Avon scouts adults to have an office 365 avonscouts email address.	CC and DCC Projects	Ongoing





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### Youth Shaped

	Objective		Action	Lead	Deadline
3	<b>Youth Shaped</b>	3.1	Appoint a District Youth Commissioner in every District (currently 8/9 filled)	DCs	Complete by Jan 2019
		3.2	Support more 18-24 year-olds as members on the County Executive Committee aim for 25% under 25 by 2023	County Chair and CC	Complete by end of 2022
		3.3	Develop and implement a Youth Shaped Scouting action plan	County Youth Commissioner	Complete by June 2019
		3.4	Update County Young Leader training content to fit with new HQ materials	ACC Young Leaders	Complete by Dec 2018
		3.4.1	Share New programme with DCs and DESCs	ACC Young Leaders	Complete by March 2019
		3.4.2	More than 50% of YLs to achieve young leader belt	Section leaders, ACC- Young Leaders	End of 2022
		3.5	Youth forum twice a year in the County	County YC and Deputies	Yearly to cover all youth sections

### Community Impact

	Objective		Action	Lead	Deadline
4	Community Impact	4.1	Ensure All Groups understand and run an A Million Hands project	ACCs programme, ADCs	Complete by 2022
		4.2	Form a community impact project with local community organisations e.g. Great Western Air Ambulance Heart starters initiative	County Exec, CC and CMT	Ongoing
		4.3	Continue to support sections and groups in planning and implementing community impact projects	ADCs	Ongoing

	Objective		Action	Lead	Deadline
5	Perception	5.1	Roll out update of brand across the County, District and Groups	All	Complete by Dec 2020
		5.2	Continue to promote the message that Scouting is open to all and identify blockers in specific areas	DCs	Completed by July 2019
6	People	6.1	Ensure there is an LTM/ADC LT in every District	CTM and DCs	Completed by Dec 2010
		6.2	Review District Appointments Advisory Committees to ensure flexibility and support for those who wish to undertake scouting	DCs , Execs	Ongoing
7	Programme	7.1	Align activities and youth programme to ensure an increase of top awards in each section	DCC Programme	Completed by End 2022

### Appendix A: County Development Priorities

The following table lists the strategic initiatives from the Regional development conference, along with the associated development ideas, linked with the “Skills for Life” strategic priority or pillar/initiative

Strategic Initiative	County Priority	Owner	Skills for life linke.g people,programme, growth etc	Development idea
Small groups	7	DCC Growth and Development	People	To increase numbers to >12 in every section
Missing sections	6	DCC Growth and Development	People	To ensure the maximum number of young people can enjoy scouting
Young leaders	4	ACC YL	People- develop amazing leaders	<ol style="list-style-type: none"> <li>1. Improve flow from Young Leaders to adult appointments</li> <li>2. Increase numbers of young leaders and Young Leader training belts</li> </ol>
Top awards	3	DCC and ACCs Programme	Programme	Ensure that at least 50% of all young people get a top award by ensuring an outstanding programme is delivered at every meeting
Inclusion and diversity	8	County Commissioner	People and Perception	More resources to provide additional support and training for leaders
Adult Training	5	CMT	People	<ol style="list-style-type: none"> <li>1.Appointments as additional TAs and LTM/ADC Training</li> <li>2. More support for TAs to facilitate Validation</li> <li>3. Continued rotation of courses in the County</li> </ol>



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Volunteer Journey	10	DCC Growth & Development and County Training Manager	People	<ol style="list-style-type: none"> <li>1. Right People in the right role</li> <li>2. Converting more OHs into section leaders</li> <li>3. Improve volunteer journey ensure they all allocated TA etc. ASAP.</li> </ol>
Programme support	1	DCC and ACCs Programme	Programme	Increasing the availability of programmes. This could be done through skills workshops, sharing programmes on a plate, RAG rating by ADCs
Youth Shaped Scouting	2	CC and County Youth Commissioner	People, Programme and perception	Ensuring the youth voice is present in everything we do
External communications	9	DCC Projects	Perception	<ol style="list-style-type: none"> <li>1. Raise awareness and the benefits of scouting in the local community</li> <li>2. Increase links with colleges, universities and schools</li> <li>3. Use only on brand images and messages to local media</li> </ol>

### Non-strategic ideas

The following table lists the non-strategic ideas also identified at the County development meetings

These will be considered alongside the other objectives but not necessarily as a priority in the first instance

- Scouting in schools [wait for “Skills for Life” People – Scouting in schools initiative]
- Digital programme support to meetings e.g. WebEx, Skype as well as face to face [New DCC(Programme) / Sectional ACCs]
- Sign posting to existing programme ideas [New DCC(Programme) / Programme – ‘off the shelf’ programmes]
- Transition from Scouts to Explorer Scouts, Explorer Scouts / Young Leaders to Scout Network / Adult Leadership / Scout Active Support [ACCs (Explorer Scouts, Scouts, Scout Network)]
- Better support for sectional Top Awards e.g. Section Top Awards Ambassador [New DCC(Programme) / Sectional ACCs]
- Support for additional needs at District / County events [ACCs ]
- Proactive planning for growth [DCC (Growth and Development, DCs)]
- Better use of RAG review document [All]



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### Version Control

Version	Date	Changes
0.7	1 <sup>st</sup> August 2018	Created following summit 18
0.8	1 <sup>st</sup> September	Updated following District and YC input
0.9	3 <sup>rd</sup> October	Agreed by CMT & Exec
1.0	4 <sup>th</sup> November	Launched at County Conference (Final)