

UKHQ STAFF CONSULTATION

Beyond 2018

Locally and nationally, Scouting continues to deliver our 2014-18 Strategic Plan, Scouting for All. As a movement, we are proud that we are growing, becoming more Youth Shaped and inclusive, while making a positive impact in our communities.

The Scout Association (TSA) is now planning Scouting's future beyond 2018, thinking about our priorities, the work we wish to continue and any new areas where we can make a difference, all to answer the question: how can we improve the life chances of young people and better support our volunteers? We want as many staff as possible to have the opportunity to contribute to this important process.

This briefing outlines what we found following UKHQ staff team meetings to discuss ideas for the next strategic plan. It's part of a series of briefings sharing the research and insights we have collected in shaping our next strategic plan, which you can find at scouts.org.uk/beyond2018.

Methodology

The aim was to meaningfully engage with staff through their team meetings on the next strategic plan. Discussions focused on what should be prioritised in the next five years.

Two questions were asked:

- What is your feedback on the proposed direction of travel for the next strategic plan?
- What actions do we need to take over the next five years?

The method used in this phase of consultation was for team leaders to facilitate conversations among their teams following a presentation of the proposed direction of travel for the new plan that included; keeping the four strategic objectives from the 2014-2018 strategic plan, focusing work under the three areas of programme, people and perception, and emphasising the role of Scouting to prepare young people with skills for life.

For the purpose of the staff consultation an additional area of work was added for discussion on the

infrastructure of the organisation as it was felt that staff would be able to add valuable insight and ideas on what the organisation should focus on to help deliver the proposed strategic plan.

The feedback presented in this report represents input from at least 18 teams across all 4 directorates and over 140 individuals.

Overall feedback

Following the staff survey in Autumn 2016 we learnt that the majority of staff felt all four strategic objectives (growth, inclusive, youth shaped and community impact) should remain, reflecting the same results as volunteers.

During team discussions the majority of staff agreed with the proposal to keep the strategic objectives. Some staff felt there needed to be clarity over how the proposed focus on programme, people and perception interacted with the continued objectives especially in terms of how the plan is portrayed to others.

On the narrative of preparing better futures there was agreement that 'skills for life' was an important addition and would resonate well with people both inside and out of Scouting.

Some staff felt that 'fun, challenge and adventure' was missing from the narrative and that 'skills for life' without it was a formal education term and already regularly used.

Overall staff felt the three areas of focus of programme, people and perception were right and each team had differing views on which would most resonate with the Movement and externals.

Priorities for the next plan

We asked the UKHQ Leadership Forum team to review all the feedback from team meetings and to present what was the main priorities according to staff. Outlined below are the top priorities under each area of work programme, people, perception as well as what staff felt were priorities for the infrastructure of the organisation.

Programme

There was agreement among staff that more support was needed for Section Leaders to deliver a high quality programme and therefore improving training for volunteers and improving the tools they use was a strong theme that emerged in discussions. The following four areas were agreed as priorities for the next plan:

- 1) Relevant data to inform and support training and identify resources
- 2) Training to deliver high quality programme
- 3) Simple accessible balanced programmes available through digital
- 4) Establish links with other organisations for accreditation and recognition

It was suggested that the programme should include more adventurous, outdoor activities and awards should be recognised externally and be nationally accredited.

It was also agreed that Section Leaders needed simple digital tools to help them plan a high quality programme and support young people achieve their badges and awards.

People

Staff felt that improving diversity and inclusion was a priority and that a strategy with a clear and coordinated vision, as well as a willingness to have the tough conversations and make significant culture change was needed over the next five years. According to staff this was a priority to attract a diverse membership and to grow. The three top priorities under 'people' were:

- 1) A strategy on diversity and inclusion
- 2) Review recruitment strategy for volunteers
- 3) Learning and development (including accredited qualifications)

It was felt that a review of the volunteer recruitment processes was needed as this often was the first impression that people get of Scouting

Staff agreed that there needs to be an emphasis on volunteers' personal development through training aligning it with national and external qualifications and making use of technology and digital tools.

Perception

Staff agreed that the perception of Scouting was a priority and that the aim should be to challenge attitudes, change minds and inspire action. The three priorities according to staff were:

- 1) Brand – a rebrand to help the public understand what we do and why
- 2) Behaviour – we need to change how we act in public
- 3) Value – increase the value, prestige and currency of our programme, awards and badges

It was suggested that we should initiate a bold rebrand that focuses on the benefits (skills for life) and retains the best of our heritage. It was also suggested that the diversity of ambassadors needed to be widened and communication support was needed locally to support recruitment, media and awareness.

Secondly, staff felt we needed to change how we act in public. It's what we do locally, nationally and internationally, not just what we say, that changes perception. It was suggested we needed to be seen delivering activities and skills for young people and that we should shine a spotlight on Scouting's impact to change lives. It was also agreed that we needed to normalise and deformatise language and uniform as well as use the heritage of Scouting to tell our story of impact rather than our traditions.

The third priority according to staff was to increase the value, prestige and currency of the programme. This included external recognition and accreditation, publically championing award holders and improving the public's awareness of the value of the awards.

Infrastructure

Staff agreed that there were four areas of focus needed in supporting the organisation including; digital infrastructure, business intelligence infrastructure, physical infrastructure and management infrastructure.

The top two priorities for the next five years according to staff are:

- 1) Digital infrastructure
- 2) Business intelligence infrastructure

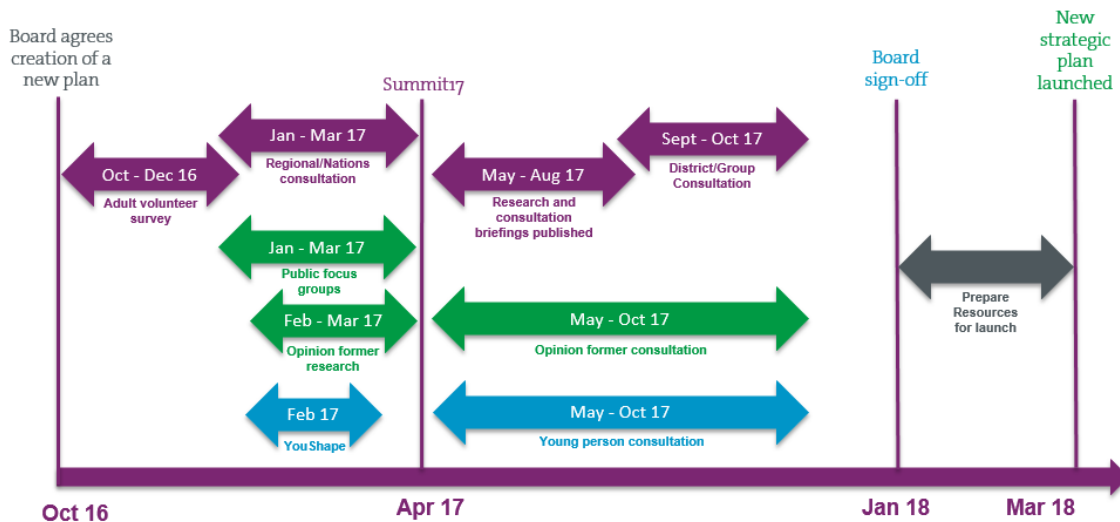
Staff emphasised that we needed to be brave with digital, providing services that meet the needs of volunteers, youth members and parents. It was suggested that focus should be on the website (resources for volunteers) and training initially.

Secondly staff agreed that improving the management and use of data was important to provide the business intelligence to support informed and effective decision making and measure the impact of Scouting.

BEYOND 2018

To inform the decisions made for Scouting's future beyond 2018, we have asked for views from staff, volunteers, young people, opinion formers and the general public. We have published the reports from this research and consultation to help stimulate conversations in the Movement about the future.

Beyond 2018 | Consultation timeline



Schedule for publication of briefings and resources

The following briefings have been published on scouts.org.uk/beyond2018 and circulated to members through Scouting+. These summarise key insights from the research and consultation to date and are intended to stimulate discussion and debate.

- Briefing 1 – Summit17
- Briefing 2 – #YouShape Beyond 2018
- Briefing 3 – Perceptions of Scouting
- Briefing 4 – Volunteer survey
- Briefing 5 – Regional/Nations consultation
- Briefing 6 – Opinion former research (still to be published)
- Briefing 7 – Impact of Scouting on young people (still to be published)

In August, we will publish resources to be used at District and Group level (as well as staff team meetings) for consultation with volunteers and staff on the next strategic plan, with a method to feedback views centrally.

In September and October, staff and volunteers are encouraged to feedback their views on the draft strategic plan through staff team meetings/County/District level meetings or events.

The Board will discuss a final draft of the next strategic plan based on volunteer feedback in January and will aim to launch the new plan in spring 2018.