



# SCOUTING FOR ALL

## OUR 2014–18 STRATEGY



[scouts.org.uk/2018](http://scouts.org.uk/2018)

# THE CHALLENGE AHEAD

Scouting is already one of the greatest movements the world has ever known. Scouts have walked on the moon, rowed across oceans, scaled the highest mountains. They have been prime ministers and Oscar winners, authors and inventors, World Cup heroes and scientists.

Our former Scouts are also social workers, teachers and foster parents: the people who make society work. Scouts are all around you. You will know them by their values: cooperation, respect and integrity that they learnt when they were young. When they memorised the Scout Promise on a cold Thursday night, they were not just joining a youth club, they were choosing a code which many would follow throughout their lives. They were making a choice to live a meaningful life, full of fun, adventure and friendship and to put others before themselves.

This strategy sets out a plan to make Scouting available to the next generation of young people.

Today we have 434,000 youth members following eight years of growth. By 2018 we want to bring Scouting to at least half a million young people and attract enough volunteers to help us do this. We want to prove that Scouting is more relevant today than ever and has the ability to transform lives.

We want to extend our reach even further so every young person in the UK has the opportunity to experience Scouting. We are open to all regardless of faith, gender, sexual orientation, race or social background. In fact Scouting is valued most and has its biggest impact in the most deprived parts of the country<sup>1</sup>.

Achieving our goals and realising our vision will only be possible if we focus on clear goals – to make Scouting a Movement that is **growing, inclusive, shaped by young people** and **making a positive impact in our communities**. This will not always be easy and we cannot do it alone. We need to look wider and work in partnership with a broader variety of individuals and organisations.

There is plenty of work to do, but we are tackling our challenges head on. We are improving our meeting places, giving our leaders the best possible training and making Scouting safer than ever. Most of all we are listening to young people. They are at the heart of Scouting and they are the ones who have the hope, the talent and the ideas that one day will change the world.

Join us on this journey, help us achieve our vision. Together we can do justice to the legacy of the millions of Scouts who have gone before us and who were proud to say that they did their best.

**We are committed to making this strategy a reality, supporting our adult volunteers and bringing real change to the lives of young people.**

**Bear Grylls, Chief Scout**  
**Wayne Bulpitt, UK Chief Commissioner**  
**Sir Alan Craft, Chairman**  
**Matt Hyde, Chief Executive**

<sup>1</sup>Our biggest potential support is from C2 and D/E Social Grades (nfpSynergy Brand Attributes Report May 2013)

# OUR VISION

Scouting in 2018 will make a positive impact in our communities; prepare young people to be active citizens; embrace and contribute to social change.

Scouting in 2018 will be shaped by young people in partnership with adults; enjoyed by young people and more adult volunteers; as diverse as the communities in which we live.

Members of Scouting in 2018 will feel empowered; valued; proud.

# OUR MISSION

Scouting exists to actively engage and support young people in their personal development, empowering them to make a positive contribution to society.

# OUR VALUES

As Scouts we are guided by these values:

## **Integrity**

We say what we mean and when we make a promise, we keep it.

## **Respect**

We listen to others, explore our differences and work to find common ground.

## **Care**

Scouts are friends to all and think of others before themselves.

## **Belief**

We believe passionately in improving the lives and life chances of young people and helping them explore and develop their beliefs and attitudes.

## **Cooperation**

Scouting is about teamwork. We believe that when we work together we achieve more than we can on our own.

# OUR BRAND

We have a positive impact on individuals, volunteers and local communities by offering everyday adventure, fun and friendship.

# OUR APPROACH

If we are to achieve such an ambitious and bold agenda we need to be clear on the principles that will define our way of working over the next four years. These principles are:

## **Results-focused**

Ambitious but realistic targets have been agreed for every part of this plan. Volunteers and staff across the Movement will be supported to work towards these goals so that we can unlock our collective power.

## **Partnership and collaboration**

We make a greater difference when we work with people across society. Effective partnership working will be essential if we are to extend our reach and impact.

## **Evidence-driven**

We need to build a body of evidence to prove what is working as we work towards our goals. We cannot rely on anecdote. We will build on our existing research to further demonstrate the impact we make on people's lives. We must do this if we are to truly be understood by wider society evidencing our relevance and impact.

## **Sharing and celebrating successes**

We will achieve more by sharing best practice across the Movement and celebrating successes. We'll find new ways of ensuring we are learning from each other and recognising best practice.

## **Innovation**

Scouting began with a single, inspired idea and we haven't forgotten the power of innovation. Fresh thinking is the only way to help us achieve our ambitious aims. We will encourage new thinking across the Movement to stimulate creative solutions to age old challenges.

## **Youth-shaped**

If we empower young people to drive decision-making this will stimulate new thinking and enable us to stay in touch with a fast-changing world.

## **Using digital technology**

It is an inescapable fact that we live in a digital world. That is why we are investing in digital technology nationally and locally, making our new membership system (Compass) central to making Scouting easier, more efficient and less time consuming. We need to seize the opportunities digital technology offers us to reach new communities, share and debate our ideas, communicate and make volunteering easier.

# EXTENDING OUR REACH AND OUR IMPACT

It's easy to forget just how powerful Scouting can be. From international expeditions to creative, community and environmental projects, we offer opportunities that improve the life outcomes of hundreds of thousands of young people every year. In every community in the UK Scouting is transforming lives, providing life changing adventure for young people aged 6–25. Now, with our 2014–18 strategy, we want to make Scouting available to even more young people.

## By 2018 Scouting will be . . .

### ■ **Growing**

We believe Scouting changes lives, which is why we want every young person in the UK to have the opportunity to get involved. Scouting has grown for the last eight years and we want to continue to grow.

### ■ **Inclusive**

Because every young person deserves the opportunity to take part in Scouting, we are working to remove barriers to participation. We will reflect the makeup of our local communities and make Scouting available to all.

### ■ **Youth shaped**

We believe that every young person should be able to shape their Scouting experience. We empower our adult volunteers to make this a reality at every level, locally and nationally. Scouting is for young people and they are our reason to be.

### ■ **Making a positive impact in our communities**

Scouting makes a difference not just to the individual but also wider society. Each year, over 3,000 Groups take part in Scout Community Week, making a lasting difference in their local communities. We want to increase the social impact of Scouting.

## By 2018 . . .

- We will have 500,000 young people in Scouting.
- We will have 150,000 volunteers.
- We will be working with young people in 200 of the most deprived parts of the UK.
- We will empower all young people to drive our decision-making with 80% saying they are shaping Scouting.
- 70% of the public will see us as relevant to modern society.
- Scouts will be delivering 8,000 quality community projects each year.

# OUR STRATEGIC PLAN AT A GLANCE

## OUR VISION

Scouting in 2018 will make a positive impact in our communities; prepare young people to be active citizens; embrace and contribute to social change.

Scouting in 2018 will be shaped by young people in partnership with adults; enjoyed by young people and more adult volunteers; as diverse as the communities in which we live.

Members of Scouting in 2018 will feel empowered; valued; proud.

## OUR MISSION

Scouting exists to actively engage and support young people in their personal development, empowering them to make a positive contribution to society.

## OUR VALUES

As Scouts we are guided by these values: integrity; respect; care; belief; and cooperation.

### STRATEGIC OBJECTIVE: GROWTH

To increase the number of youth members and volunteers.

### STRATEGIC OBJECTIVE: INCLUSIVITY

To be as diverse as our communities.

### STRATEGIC OBJECTIVE: YOUTH SHAPED

To ensure Scouting is shaped by young people in partnership with adults.

### STRATEGIC OBJECTIVE: COMMUNITY IMPACT

To make a positive impact in our communities.

#### KPIs

- 500k youth members
- 150k adult volunteers

#### KPIs

- Scouting will be present and sustainable in 200 of the most deprived areas in the UK
- Membership will be reflective of wider society
- TSA seen as open to people from all backgrounds

#### KPIs

- Every young person's view influences decisions in Scouting (80% target)
- Every young leader (14–25) has the opportunity and support to grow their skills and have a positive impact on Scouting (80% target)
- Every adult helps young people to shape their Scouting (80% target)

#### KPIs

- 8,000 community impact 'projects' delivered by Scouting per annum by 2018
- 70% of public see Scouting as 'relevant to modern society'

## UNDERPINNING STRATEGIES FOR THE MOVEMENT

- Programme
- Adult and managers' training
- Recruitment and retention of adult volunteers
- Places to meet and go
- Safety strategy
- Safeguarding
- Leadership and management

## UNDERPINNING STRATEGIES FOR UK HEADQUARTERS

- Communications and marketing
- Digital technology
- People
- Asset management
- Commercial
- Governance and legal
- Finance





# STRATEGIC OBJECTIVE: GROWTH

**We believe Scouting changes lives, which is why we want every young person in the UK to have the opportunity to be involved.**

Today we have 434,000 youth members supported by 130,000 volunteers. By 2018 we will have gone beyond our 1998 numbers confirming Scouting as the country's largest coeducational youth movement.

## **Where we will be in 2018**

We will have 500,000 young people

They will be supported by 150,000 volunteers (including executive members)

## **How we will achieve this strategic objective**

- We will develop a strategy for opening new sections, Units and Groups; ensuring all existing Groups have Beavers, Cubs and Scouts.
- We will develop a strategy to improve retention between, and within, sections.
- We believe a high quality programme is key to growth, so a revamped programme will be launched in 2015, and we'll find new ways of measuring what a quality programme looks like.
- Recruitment of new volunteers is essential so we will reinforce messages around flexible volunteering; target key groups such as parents and former youth members; as well as reaching out to new audiences like 18–25 year olds not involved in Scouting.
- Effective leadership and management is critical to retaining volunteers, so we will identify how we can make life easier for District Commissioners and Group Scout Leaders, reducing bureaucracy and addressing other time and energy stealers.

## **What this means for...**

### **Counties/Areas/Regions**

HQ will provide you with local and benchmarking data as well as practical support to help you develop and implement a plan to achieve your own growth goals relative to you and support Districts.

### **Districts**

Your County Commissioner will work with you to ensure you can open the appropriate number of sections each year.

### **Groups**

Your District Commissioner will support you to ensure you have at least three active sections.

### **Sections**

Your Group Scout Leader will work with you to ensure members are not being lost between, and within, sections and that you are delivering an amazing programme.

### **Youth members**

Recruit a new friend to join your section every year, telling them how amazing Scouts is and the impact it has had on your life.







# STRATEGIC OBJECTIVE: INCLUSIVITY

Because we believe that Scouting changes lives and we want every young person to have the opportunity to be involved, we need to remove barriers to participation.

When we introduced an additional alternative Promise in 2013 for those without a faith, we removed one of the last blockers to membership. Today anyone who believes in the values of Scouting can take part, and that includes over 120,000 girls and women, people with disabilities; and LGBT communities as well as growing numbers from minority ethnic communities.

We want to go further to ensure Scouting is reflective of wider society, with the public recognising that Scouting is open to all.

## Where we will be in 2018

Scouting will be present and sustainable in 200 of the most deprived parts of the UK (with both national and County targets).

Groups will have more than four girls in each section.

Benchmarking data and targets will be set and practical support given to increase the number of disabled, LGBT, black and minority ethnic members.

Scouting will be seen as open to people from all backgrounds by the general public.

## How we will achieve this strategic objective

- We will undertake development work in the most deprived areas of the country, leveraging funding and support from key opinion formers to ensure Scouting is present and sustainable in some of the most deprived parts of the UK.
- We will support adult volunteers to identify and remove barriers to participation.
- Partnerships will be established with key organisations to provide expertise and advice on issues including disability and sexual orientation.
- We will improve the diversity of volunteers in senior leadership positions.

## What this means for...

### Counties/Areas/Regions

With fundraising and public affairs support from HQ, identify an area of deprivation and develop a plan to ensure Scouting is present and sustainable there.

### Districts

Will be supported to recruit and retain leaders from diverse backgrounds.

### Groups

Will be encouraged to work towards achieving at least four girls per section.

### Sections

Ensure that all young people feel welcome regardless of their faith, gender or background. Equally, money should not be a barrier to joining Scouting.

### Youth members

Talk about your positive experience of Scouting with your friends; mention the different kinds of people you meet at Scouts.



# STRATEGIC OBJECTIVE: YOUTH SHAPED

Every young person should be able to shape their Scouting experience. Adults should empower young people to do this.

When Scouting first began, it was young people themselves who decided what they wanted to do. We want to return to that principle, providing Scouts with the opportunities to shape their Scouting in partnership with adults. Today whilst there is enthusiasm for the idea of young people playing a key role in decision making, there is no agreed standard or consistent approach.

## Where we will be in 2018

Young people (aged 6–25) will work together with adults to shape their Scouting. Adults will enable and empower young people to share their ideas and have a meaningful voice in planning, implementing and reviewing their programme and opportunities. This will be standard good practice from a Beaver section to National Headquarters.

80% of young people will be able to say they shape Scouting, feel listened to and are taken seriously.

80% of young leaders will have the opportunity to develop their skills and have a positive impact on Scouting.

Every adult will help young people to shape their Scouting (80% target).

## How we will achieve this strategic objective

- Practical support will be given to leaders to empower young people through the programme.
- Young people will be offered skills development opportunities to shape their Scouting.
- We will appoint a UK Youth Commissioner to ensure that young people have a voice at the most senior level of The Scout Association.
- We will establish national and local youth councils which make real decisions that shape the future of Scouting.
- A digital youth strategy will identify new ways in which young people can shape what we do.

## What this means for...

### Counties/Areas/Regions

Ensure that young people are at the heart of your County/Area/Region strategies and represented on key committees; consider developing a youth council.

### Districts

Ensure young people are represented in a meaningful way on District teams and are actively influencing District plans.

### Groups

Check that young people are represented in the Group Executive and that you promote the Young Leaders' Scheme.

### Sections

Ensure that you hold regular consultations with young people in the form of Network and Unit discussions, Patrol Leaders' forums, Sixers' meetings and Beaver log chews.

### Youth members

Have your say about what you do in Beavers/Cubs/Scouts/Explorers/Network; if you are aged 14+ consider becoming a Young Leader.





# STRATEGIC OBJECTIVE: COMMUNITY IMPACT

We believe Scouting makes a difference to individuals and to society. Our members take action in the service of others, but we want to do more.

Since the Movement began, Scouts have promised to help other people. From running food banks to delivering meals on wheels, today Scouts take part in hundreds of projects that benefit their local areas. But while Scouts are active in their communities, there is too often little engagement with people and other organisations, as well as a lack of focus on impact or positive difference that has been made to others.

## Where we will be in 2018

Every Group will be delivering a positive impact locally and will be recognised for doing so. There will be an emphasis on working with people and partnerships in communities, linked to the programme.

8,000 quality community impact projects will be delivered each year.

70% of the public will see Scouting as 'relevant to modern society'.

We will measure our community impact in line with work that is being done through the *Step Up to Serve* initiative.

## How we will achieve this strategic objective

- Resources and training will be delivered that develop our young people to become community leaders – locally, nationally and internationally.
- Community impact will be an intrinsic part of badge requirements and there will be a staged Community Impact badge.
- National partnerships will be brokered that enable Scouting to make a positive impact on specific social issues, which have been determined by young people.
- We will undertake research and measure our impact on communities.

## What this means for...

### Counties/Areas/Regions

In discussion with your Regional Commissioner, broker a partnership between local Scouting and one of our national community impact partners.

### District

Arrange for your local MP or Council representatives to visit one community impact project per year.

### Group

Start, or continue, one community impact project with your Group every year.

### Sections

Work with the other sections in your Group to start, or continue, one community impact project every year.

### Youth members

Earn all four stages of the Community Impact Badge as you progress through Scouting.



# KEY SUPPORT AREAS

Underpinning strategies have been developed to support our strategic objectives. These outline key areas of work for the Movement and for Headquarters. Detail on the full detailed plan and underpinning strategies can be found at [scouts.org.uk/2018](https://scouts.org.uk/2018)

**In summary, the underpinning strategies for the Movement are broken down as follows:**

## **Programme**

We believe all young people should enjoy an inspiring and engaging programme that meets the educational principles of Scouting.

## **Adult and managers training**

We will provide adult training that develops the skills and knowledge of all our volunteers so that they can carry out their roles effectively.

## **Recruitment and retention of adult volunteers**

We believe the recruitment and retention of adults is key to the continued growth of Scouting.

## **Places to meet and go**

We will support Scouting to find, develop and maintain great physical spaces so we can develop and grow.

## **Safety**

We will embed a culture of safety to ensure that young people and adults undertake Scouting safely.

## **Safeguarding**

The protection of young people is our priority. We will safeguard the welfare of all our young members by protecting them from neglect and physical, sexual and emotional harm.

## **Leadership and management**

High quality leadership and management in Scouting is key to our success because it enables us to meet our vision by motivating and inspiring our team of adult volunteers.

**There are also underpinning strategies for UK Headquarters relating to:**

## **Communications and marketing**

It is critical that we ensure the excellent reputation of Scouting continues. We need to understand and meet the needs of our stakeholders (particularly current and potential members).

## **Digital technology**

We will develop, deliver and maintain an adaptable, user-focused digital technology platform and service that supports all aspects of our work.

## **People**

We will recruit, retain, motivate and develop the best people who are well led and managed because they are essential to our success.

### **Asset management**

We will develop and manage a long-term (25 year) life cycle plan for our property and heritage assets that is both cost effective and fit for purpose.

### **Commercial**

The development of The Scout Association's commercial services (including subsidiaries) is essential to enable us to grow Scouting, achieve our vision by diversifying and growing our income streams.

### **Governance and legal**

We will put in place good governance to help us achieve our vision and ensure regulatory and legislative compliance.

### **Finance**

We will develop a long term sustainable financial model and strategy that supports the delivery of our vision to 2018 and beyond.

## **LET'S TALK**

Scouting has achieved so much, but there is still more still to do. We want to hear your ideas, stories and successes that show how Scouting transforms lives. Scouting happens locally and that's where our vision 2014–18 will come to life.

### **Talk to us**



#scouting4all



/scoutassociation



scouts.org.uk/2018