



STRATEGIC PLAN 2005-2008

Our Vision

For Scouting to be seen as the pre-eminent youth organisation in Australia

The Mission of Scouting

Our mission is to contribute to the education of young people, 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.

We achieve this by

- Involving them through their formative years in a non-formal education process
- Using a specific method that makes each individual the principal agent in his or her development as a self-reliant, supportive, responsible and committed person
- Assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.

Stakeholders

Stakeholders have been classified into five main groups – Owners, Customers, Community, People and Strategic Partners.

| Owners | Customers | Community | People | Strategic Partners |
|--|--|--|---|---|
| <ul style="list-style-type: none"> • World Scout Organisation • Australian Community • National Council | <ul style="list-style-type: none"> • Six years to 26 year old members • Potential members (Youth) • Parents-Carers of members • Non member supporters • Leaders • Potential members (Adult, including Leaders) • Non Scout programs • Government • Sponsoring groups • Other youth organisations • Commercial customers | <ul style="list-style-type: none"> • Australian community • All young people six years to 26 years of age • South Pacific • National Groups • Media • Potential businesses | <ul style="list-style-type: none"> • Volunteers • Salaried and paid staff • Contractors • Individual donors | <ul style="list-style-type: none"> • Government agencies • Asia Pacific Region • Corporate and Business donors and sponsors • Key Suppliers • Educational organisations • Guides Australia • Target groups • Religious/Ethnic organisations |

Our National Strategic and Operational Plans

The National Organisation's three-year Strategic Plan, originally developed in March 2000, was reviewed in October 2002 with a further two year timeframe. The revised plan was approved by the National Executive Committee in November 2002.

- (i) In the previous 2002 plan, eight Critical Success Factors (CSF's) had been identified that would enable us to achieve our Vision and Mission. These CSF's were at the time considered to be the critical things that we had to do really well or have in place to maintain or improve our position. They resulted from an understanding of what was at the time considered to be delivered in order to create value for our stakeholders.

Actions within the 2002 Plan were largely completed in 2004. However the impact on reversing membership decline has not been the success hoped for.

As a result, the 15-16 October 2005 National Planning Workshop sought to develop a clearer focus by identifying the Key Strategic Priorities – KSP's – we need to address with regard to returning to **membership growth**. The aim was also to develop plans that could be "cascaded" down through Branch, Region, District and Group levels in the organisation.

These newly determined KSP's are: Adult Involvement, Youth Program Delivery, Marketing and Communications, Other Resources, Core Product & The Scouting Experience and New Product Development – the diagram on page 3 illustrates the relationship of these Strategic Priorities.

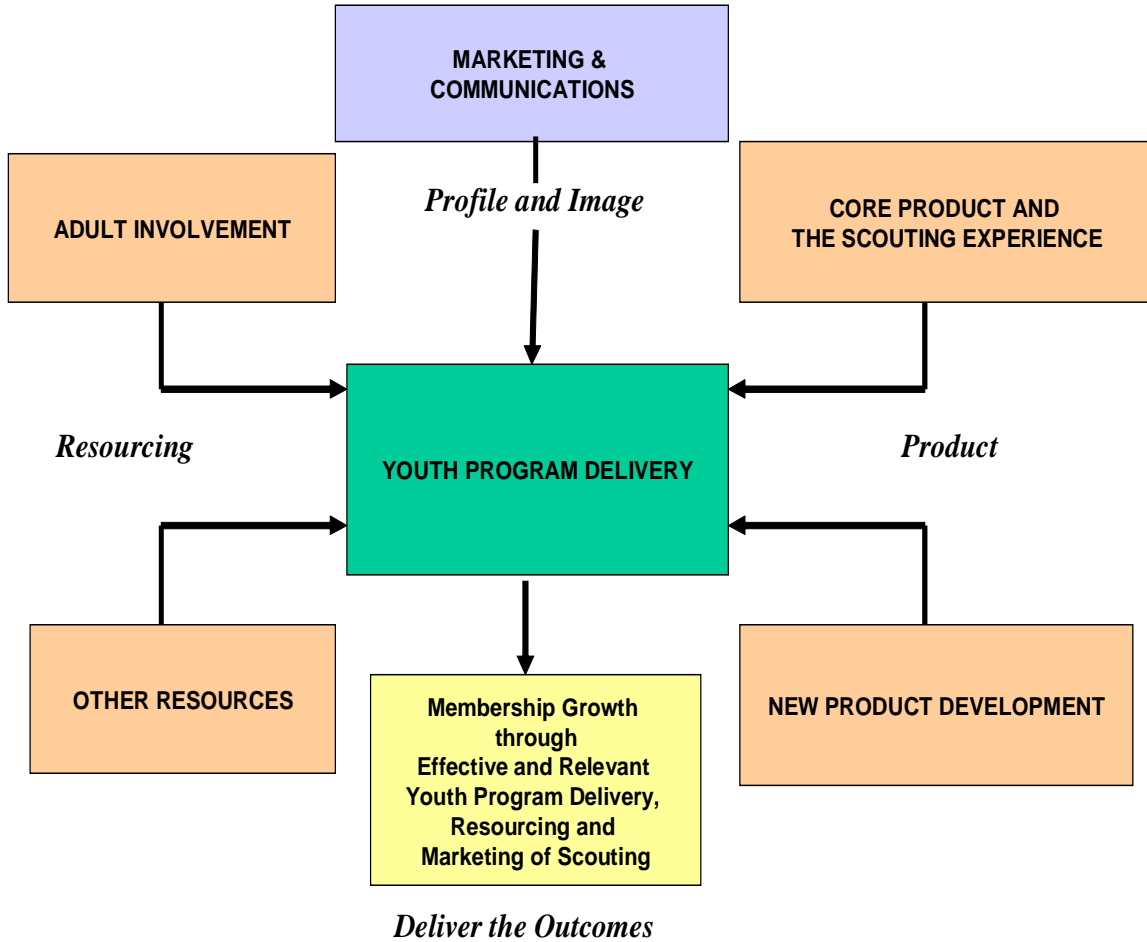
- (ii) Key Performance Indicators (KPI's) are also to be reviewed and developed for each key Strategic Priority. These KPI's are the means by which the organisation can measure its progress or performance against each of the KSP.

The Strategic Plan incorporates a National Operational Plan that includes the Strategies to be implemented against each of the KSP's as well as the specification of the relevant Actions, Responsibility, Timing and Progress at national level as well a framework to develop action plans through to Group level.

The draft plans from the 15 – 16 October 2005 Workshop are summarised in the following pages.

1 November 2005

Key Strategic Priorities of the 2005-2008 Plan



NATIONAL STRATEGIC

AND

OPERATIONAL PLANS

SCOUTS AUSTRALIA STRATEGIC PLAN 2005 - 2008

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--|---|-----------------------|
| <p>1. EFFECTIVE & RELEVANT YOUTH PROGRAM CONTENT & DELIVERY</p> | <ol style="list-style-type: none"> 1. To ensure program content is relevant 2. To improve the delivery of the program across all Sections 3. To ensure that Leaders at all levels are supported in their roles – taking into consideration specific needs eg time constraints, single parent families, etc | <p>SUMMARY</p> |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|--|--------|--------|----------|-------|
| <ol style="list-style-type: none"> 1. To ensure that regular Sectional Reviews take place, so that the program remains relevant, balanced and is updated constantly according to the needs of the youth members at the time 2. Venturer Scouts Program Review, commencing FY 2005/06 to include major re-engineering of program. 3. To ensure that the Adults in Scouting recommendations are implemented | <ol style="list-style-type: none"> 1. Sectional Reviews should include consultation with non-Scouting personnel, both parents and young people 2. Focus on good program delivery to increase retention of members 3. Ensure that programs meet the needs of all members 4. Encourage Leaders to be more flexible with the delivery of their programs eg meet all day Saturday once a month rather than one night a week. 5. Ensure that youth are involved in the delivery of programs within their Sections 6. Ensure that training continually reflects the needs of the Leaders 7. Implement Quality Scouting on an individual level eg “Certified Good Leader” certificate 8. Further promote the availability of packaged | | | | |

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| | <p>programs</p> <p>9. Re-emphasise the role of District Leaders – their role should be supportive, not purely administrative</p> <p>10. Set up in each Branch, a data base of activity specialists as a resource for Leaders</p> <p>11. Implement exit interviews – using a tick and flick method – for all members</p> <p>12. Run annual “National Schools” and give youth members the opportunity of participating in flying, skiing, drama and so on. To tap into opportunities for youth members to gain qualifications and job opportunities.</p> | | | | |
|--|--|--|--|--|--|

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--|---|---------------------|
| <p>1. EFFECTIVE & RELEVANT YOUTH PROGRAM CONTENT & DELIVERY - CONTINUED</p> | <ol style="list-style-type: none"> 1. To ensure program content is relevant 2. To improve the delivery of the program across all Sections 3. To ensure that Leaders at all levels are supported in their roles – taking into consideration specific needs eg time constraints, single parent families, etc | <p>GROUP</p> |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|--|--------------------------------------|-----|------|----------|
| <ol style="list-style-type: none"> 1. To ensure that regular Sectional Reviews take place, so that the program remains relevant, balanced and is updated constantly according to the needs of the youth members at the time 2. Venturer Scouts Program Review, commencing FY 2005/06 to include major re-engineering of program. 3. To ensure that the Adults in Scouting recommendations are implemented | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|-----------------------------|--|----------------|
| 2. ADULT INVOLVEMENT | 1. Declining and aging adult participation base resulting in a need to better meet current demands, impacting on delivery of the youth program | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|---|--|--------|--------|----------|-------|
| 1. Implementation of the ten recommendations from the Adults in Scouting Review | 1.1 The AIS Strategy be supported 1.2 All Adult Members require support 1.3 Every group must have an effective Group Leader, Council and Committee 1.4 A National Adult Recruitment program be instigated 1.5 Effective and efficient communication occur 1.6 Audit to reduce outdated practices occur 1.7 Membership data base is created 1.8 National website is enhanced 1.9 Scouting be reinforced as a leading community contributor 1.10 Publications to support Review 2.1 Investigate best practice in other NSO's and other youth program organisations | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
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| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|----------------------------------|--|--------------|
| 2. ADULT INVOLVEMENT - CONTINUED | 1. Declining and aging adult participation base resulting in a need to better meet current demands, impacting on delivery of the youth program | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|---|--------------------------------------|-----|------|----------|
| 1. Implementation of the ten recommendations from the Adults in Scouting Review | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|----------------------------------|---|----------------|
| 2. ADULT INVOLVEMENT - CONTINUED | 2. Increase levels of non-uniform adult participation | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|---|--|--------|--------|----------|-------|
| 2. Making non-uniform adult participation more attractive by value-adding | 2.1 Development of Scouts Australia training program for non-uniform adult members and associates 2.2 Investigate best practice for resourcing Groups 2.3 Contact peak bodies in the range of professions which are appropriate to our support needs | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|----------------------------------|---|--------------|
| 2. ADULT INVOLVEMENT - CONTINUED | 2. Increase levels of non-uniform adult participation | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|---|--------------------------------------|-----|------|----------|
| 2. Making non-uniform adult participation more attractive by value-adding | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|----------------------------------|--------------------------|----------------|
| 2. ADULT INVOLVEMENT - CONTINUED | 3. Declining Leader base | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|---|--|--------|--------|----------|-------|
| 3. Increase levels of uniform adult participation | 3.1 Research the current background of Leaders and areas of recruitment to identify possible markets for new leaders | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|----------------------------------|--------------------------|--------------|
| 2. ADULT INVOLVEMENT - CONTINUED | 3. Declining Leader base | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|---|--------------------------------------|-----|------|----------|
| 3. Increase levels of uniform adult participation | | | | |

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|----------------------------------|------------------------|----------------|
| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
| 2. ADULT INVOLVEMENT - CONTINUED | 4. Aging Leader base | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|---|---------------|---------------|-----------------|--------------|
| 4. Encourage youth involvement in management roles | 4.1 Appoint under 30's members to assistant and support National management roles 4.2 Showcase young adult involvement in management roles | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|----------------------------------|----------------------|--------------|
| 2. ADULT INVOLVEMENT - CONTINUED | 4. Aging Leader base | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|--|--------------------------------------|-----|------|----------|
| 4. Encourage youth involvement in management roles | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|----------------------------------|--|----------------|
| 2. ADULT INVOLVEMENT - CONTINUED | 5. Lack of understanding of what Scouting offers | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|---|--------|--------|----------|-------|
| 5. Increase level of parent (and broader community) understanding to make Scouting more attractive | 5.1 Develop directed marketing material | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|----------------------------------|--|--------------|
| 2. ADULT INVOLVEMENT - CONTINUED | 5. Lack of understanding of what Scouting offers | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|--|--------------------------------------|-----|------|----------|
| 5. Increase level of parent (and broader community) understanding to make Scouting more attractive | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--|---|----------------|
| 3. MARKETING & COMMUNICATIONS | 1. The public is not aware of Scouting and its benefits | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|---|--|--------|--------|----------|-------|
| 1. To increase the awareness and benefits of Scouting | 1.1 Ensure funding is available to enable a national advertising campaign which includes television to occur and ensure Branch campaigns complement this 1.2 Ensure the values base of Scouting is clearly defined and acknowledged by the public 1.3 Implement annually a national Scout week or "Scouts on Show" which includes promotion of local heroes who were or are Scouts 1.4 Ensure there is a clear understanding of messages needed to attract different target audiences – (eg youth, parents, adults, businesses, service clubs, communities) 1.5 Reintroduce the National membership card to provide a sense of group identity as well as a means of accessing discounts 1.6 Promote the benefits of continuing in Scouting to all members | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|---|---|--------------|
| 3. MARKETING & COMMUNICATIONS - CONTINUED | 1. The public is not aware of Scouting and its benefits | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|---|--------------------------------------|-----|------|----------|
| 1. To increase the awareness and benefits of Scouting | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--|--|----------------|
| 3. MARKETING & COMMUNICATIONS - CONTINUED | 2. Scouting is using ineffective communication practices | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|---|--|--------|--------|----------|-------|
| 2. Develop more effective and efficient communication | 2.1 Instigate a process where every Leader can be communicated with directly including email or texting (National, Branch) 2.2 Appoint in all Districts, a Public relations Officer as a non Leader position to promote Scout product externally and to be coordinated nationally through Branches (District, Branch, National) 2.3 Ensure all communications are framed positively and reinforce the key messages of the promotion of Scouting (all levels) 2.4 To attract partnerships and the global awareness of the Scouting Movement, promote the "Scouts of the World" program (National, Branch) 2.5 Use multi media formats to maximise communication at National and branch levels with an emphasis on promoting electronic media (all levels) 2.6 Ensure websites are current and vibrant (all levels) | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|---|--|--------------|
| 3. MARKETING & COMMUNICATIONS - CONTINUED | 2. Scouting is using ineffective communication practices | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|---|--------------------------------------|-----|------|----------|
| 2. Develop more effective and efficient communication | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|---|--|----------------|
| 3. MARKETING & COMMUNICATIONS - CONTINUED | 3. Scouting's image (how we present ourselves) is not attractive or appealing to today's society | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|--|--------|--------|----------|-------|
| 3. Ensure Scouting's image is always presented in a relevant and contemporary manner | 3.1 Develop and implement a "Scouting for Scouting" campaign to increase the visibility of Scouting at all levels. This should be based on research on what customers want from Scouting (National, Branch, District, Group) | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--|---|----------------|
| 3. MARKETING & COMMUNICATIONS - CONTINUED | 4. Scouting's profile (public perception) is not perceived as being relevant in today's environment | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|---|--------|--------|----------|-------|
| 4. Establish the ongoing relevance of Scouting today and in the future | 4.1 Create a customer service focus among all salaried staff (National and Branch Offices) to ensure members and potential members are treated as valued customers 4.2 Maximise the Centenary of Scouting celebrations to reinforce Scouting as active and highlighting future activities rather than the history (all levels) 4.3 Establish in each Branch mechanisms that recognise outstanding youth and adult achievements and promote these externally 4.4 To monitor and lobby representation on relevant state bodies (Branch) 4.5 Be seen to be the provider of first time experiences for young people in specialty areas – eg flying, caving, abseiling. (National, Branch) | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|---|---|--------------|
| 3. MARKETING & COMMUNICATIONS - CONTINUED | 4. Scouting's profile (public perception) is not perceived as being relevant in today's environment | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|--|--------------------------------------|-----|------|----------|
| 4. Establish the ongoing relevance of Scouting today and in the future | | | | |

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| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
| 4. OTHER RESOURCES | 1. Lack of resources | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|---|---|---------------|---------------|-----------------|--------------|
| 1. Build and enhance strategic and operational relationships to gain a higher share of corporate funding (philanthropy) | 1.1 To develop strategies and business plans to secure partnerships/resources 1.2 To implement these plans | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|---------------------------------------|----------------------|--------------|
| 4. OTHER RESOURCES - CONTINUED | 1. Lack of resources | GROUP |

| Objectives | GROUP - Key Initiatives/Action Plans | Who | When | Progress |
|---|--------------------------------------|-----|------|----------|
| 1. Build and enhance strategic and operational relationships to gain a higher share of corporate funding (philanthropy) | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--------------------------------|--|----------------|
| 4. OTHER RESOURCES - CONTINUED | 2. Lack of profile for Scouts with those in government | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|---|--------|--------|----------|-------|
| 2. Develop and/or strengthen linkages with applicable levels of government to position Scouts with governments and to positively influence them. | 2.1 Involve government in Scouting initiatives and activities 2.2 make submissions on issues relevant to Scouting 2.3 Build a stakeholder plan 2.4 Be recognised/involved in youth affairs | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|---------------------------------------|--|--------------|
| 4. OTHER RESOURCES - CONTINUED | 2. Lack of profile for Scouts with those in government | GROUP |

| Objectives | GROUP – key Initiatives/Action Plans | Who | When | Progress |
|--|--------------------------------------|-----|------|----------|
| 2. Develop and/or strengthen linkages with applicable levels of government to position Scouts with governments and to positively influence them. | | | | |

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| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
| 4. OTHER RESOURCES - CONTINUED | 3. Support from the local community/small business to support and fund Scouting's local operations | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|--|---------------|---------------|-----------------|--------------|
| 3. Educate and involve the community in order to enhance benefits for the Movement by building and maintaining beneficial relationships with commercial, social, and community organisations | 3.1 Develop good relationships with local business, providers, organisations 3.2 Preferred supplier types relationships | | | | |

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| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
| 4. OTHER RESOURCES - CONTINUED | 3. Support from the local community/small business to support and fund Scouting's local operations | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|--|---|------------|-------------|-----------------|
| 3. Educate and involve the community in order to enhance benefits for the Movement by building and maintaining beneficial relationships with commercial, social, and community organisations | | | | |

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| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
| 4. OTHER RESOURCES - CONTINUED | 4. Asset rich and cash poor | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|---|--|---------------|---------------|-----------------|--------------|
| 4. Develop and enhance funding opportunities to increase our fiscal horizon | 4.1 Sell SAIT service 4.2 Pooling accounts 4.3 Hiring out of assets, facilities 4.4 Consolidation of assets | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--------------------------------|-----------------------------|--------------|
| 4. OTHER RESOURCES - CONTINUED | 4. Asset rich and cash poor | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|---|--------------------------------------|-----|------|----------|
| 4. Develop and enhance funding opportunities to increase our fiscal horizon | | | | |

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| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
| 4. OTHER RESOURCES - CONTINUED | 5. Imbalance of resources | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|---|---------------|---------------|-----------------|--------------|
| 5. Maximise the utilisation of resources within and across all levels of the Movement (financial, physical, human) for more effective use of resources | 5.1 Ensure value for money 5.2 Review physical resources 5.3 Share assets (physical, personnel, facilities) | | | | |

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| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
| 4. OTHER RESOURCES - CONTINUED | 5. Imbalance of resources | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|--|---|------------|-------------|-----------------|
| 5. Maximise the utilisation of resources within and across all levels of the Movement (financial, physical, human) for more effective use of resources | | | | |

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| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
| 4. OTHER RESOURCES - CONTINUED | 6. How can we be “all things to all people?” | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|---|---|---------------|---------------|-----------------|--------------|
| 6. Outsource services where it is cost effective and or practical to meet our training and operational requirements | 6.1 Identify where shortfall exists 6.2 Identify alternative additional services and resources 6.3 Develop a directory of service | | | | |

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| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
| 4. OTHER RESOURCES -CONTINUED | 6. How can we be “all things to all people?” | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|---|---|------------|-------------|-----------------|
| 6. Outsource services where it is cost effective and or practical to meet our training and operational requirements | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--|--|-----------------------|
| <p>5. CORE PRODUCT AND THE SCOUTING EXPERIENCE</p> <p>Core product – core fundamentals defined as the Law and promise</p> | <ol style="list-style-type: none"> 1. Research indicates a lack of awareness, knowledge, value of Scouts by the larger community, as expressed in the Law and promise. 2. We as an organisation do not understand, agree and articulate our value system to ourselves in the community 3. We are not selling our value system as relevant to today's community 4. We are selling the same message of "fun activities" as all other youth organisations in a saturated youth market | <p>SUMMARY</p> |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|---|---|--------|--------|----------|-------|
| <ol style="list-style-type: none"> 1. Increase community awareness and continually conduct market research to monitor our progress 2. Ensure consistency in defining and communicating the purpose of Scouts – internally and externally 3. To demonstrate to the community that we are a modern youth development organisation with core values 4. Redefine the message of Scouts based on our value system – eg tomorrow's citizens and leaders using Scouting values for life. | <ol style="list-style-type: none"> 1. Review the Mission, Aim and principles (Review of the language and style, eg to remove business jargon) 2. Through consultation with youth members of the Movement, refocus our internal marketing committees and our advertising partners to sell core values 3. Develop updated and more comprehensive Scouts Australia corporate style manual | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--|--|---------------------|
| <p>5. CORE PRODUCT AND THE SCOUTING EXPERIENCE - CONTINUED</p> <p>Core product – core fundamentals defined as the Law and promise</p> | <ol style="list-style-type: none"> 1. Research indicates a lack of awareness, knowledge, value of Scouts by the larger community, as expressed in the Law and promise. 2. We as an organisation do not understand, agree and articulate our value system to ourselves in the community 3. We are not selling our value system as relevant to today's community 4. We are selling the same message of “fun activities” as all other youth organisations in a saturated youth market | <p>GROUP</p> |

| Objectives | GROUP - Key Initiatives/Action Plans | Who | When | Progress |
|---|--------------------------------------|-----|------|----------|
| <ol style="list-style-type: none"> 1. Increase community awareness and continually conduct market research to monitor our progress 2. Ensure consistency in defining and communicating the purpose of Scouts – internally and externally 3. To demonstrate to the community that we are a modern youth development organisation with core values 4. Redefine the message of Scouts based on our value system – eg tomorrow's citizens and leaders using Scouting values for life. | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--|--|-----------------------|
| <p>5. CORE PRODUCT AND THE SCOUTING EXPERIENCE - CONTINUED</p> <p>The Scouting Experience</p> | <p>1. Inconsistency exists through out the Scouting experience that extends beyond the youth member to the parents and guardians</p> <p>2. The Scouting experience is diverse and different for everyone but we don't leverage this to its full potential.</p> | <p>SUMMARY</p> |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|---|--------|--------|----------|-------|
| <p>1. To generate a positive Scouting experience for all entities involved, especially the parents</p> <p>2. To show the broader community the diversity of experiences on offer by Scouting</p> | | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|--|--|---------------------|
| <p>5. CORE PRODUCT AND THE SCOUTING EXPERIENCE - CONTINUED</p> <p>The Scouting Experience</p> | <p>1. Inconsistency exists through out the Scouting experience that extends beyond the youth member to the parents and guardians</p> <p>2. The Scouting experience is diverse and different for everyone but we don't leverage this to its full potential.</p> | <p>GROUP</p> |

| Objectives | GROUP – key Initiatives/Action Plans | Who | When | Progress |
|--|--------------------------------------|-----|------|----------|
| <p>1. To generate a positive Scouting experience for all entities involved, especially the parents</p> <p>2. To show the broader community the diversity of experiences on offer by Scouting</p> | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|----------------------------|---|----------------|
| 6. NEW PRODUCT DEVELOPMENT | 1. Maintaining relevance of Scouting product in an environment offering increased variety and competition | SUMMARY |

| Objectives | Key Initiatives/Action Plans - NATIONAL | BRANCH | REGION | DISTRICT | GROUP |
|--|---|--------|--------|----------|-------|
| 1. To develop a range of new products and services that draw on Scouting's strengths and tap into changing community needs 2. Target customers include: Youth 6-7, 8-10, 11-14, 15-17, 18-26 years Adult Leaders Adult Non-uniform Parents Schools Tertiary institutions Corporates Communities | New product Concepts (in order of agreed priority): 1. Adventurous Activities delivered by paid people including through Scout property facilities 2. Parent engagement - parents of members - parents of non members 3. Website as interactive Resource for Youth and adults (=3) 4. Scout Bank , Scout Visa (=3) 5. Special interest groups - Air, Sea, police, Emergency Services, performing Arts, etc (=4) 6. Certification for Non-uniform and Associates (=4) 7. National Scouting Schools - eg skiing, abseiling, etc (=4) | | | | |

| KEY STRATEGIC PRIORITY | CRITICAL ISSUES | |
|---|---|--------------|
| 6. NEW PRODUCT DEVELOPMENT - CONTINUED | Maintaining relevance of Scouting product in an environment offering increased variety and competition for personal development and leisure time activities | GROUP |

| Objectives | GROUP – Key Initiatives/Action Plans | Who | When | Progress |
|--|--------------------------------------|-----|------|----------|
| <ol style="list-style-type: none"> 1. To develop a range of new products and services that draw on Scouting's strengths and tap into changing community needs 2. Target customers include: Youth 6-7, 8-10, 11-14, 15-17, 18-26 years Adult Leaders Adult Non-uniform Parents Schools Tertiary institutions Corporates Communities | | | | |

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