

North Yorkshire Scouts DEVELOPMENT PLAN - 2008 AND MORE

Review Date – April each
year by the County
Executive Committee

As any County Development plan needs to provide a framework for the Development of Scouting across the whole of North Yorkshire, and for all volunteer adults in Groups, Units, Districts and the County Team, it needs to be SMART:

Sensible
Manageable
Achievable
Realistic
Time bound

Our County Plan should, rightly, be driven by the HQ strategic vision for 2012 and the Association's strategic objectives for 2008 – 2010. These say that "Our overarching priority is to retain and recruit adult volunteers in order to increase youth membership, whilst maintaining our educational mission and values"

Following the Association's vision, OUR vision is to have:

- **A Growing County** – To increase membership across the County, both of young people and adult leaders
- **A Youth Led County** – To have a County led by younger leaders with the appropriate skills and qualities, supported by experienced, qualified volunteers.
- **A Focused County** – To have a County managed by experienced and fully trained leaders with the right skills and qualities and who all have definite plans for the future.
- **A Sound County** – To have a County with common purpose, clear direction and sound management
- **A Relevant County** – To improve our image so that those outside scouting can see that we give our members good quality, enjoyable scouting that will provide them with the skills they will use in later life
- **A Diverse County** – Reflecting and celebrating the various communities that we serve in England's largest County and ensuring that all are well represented.

The Plan will include: -

What we want to achieve	(action)
What we need to do to achieve it	(method)
When we want to achieve it by	(timescale)
Who will make it work	(responsibility)
Who will monitor its progress	(management)

It is acknowledged that certain Sections/Teams within the County have/are developing their own more detailed development plans, however these are/will be within the overall framework of the County Development Plan.

1. A Growing County for North Yorkshire

Vision	Required Outcome	Action to be Taken	Measurement Criteria	Complete By	Led and Delivered By	Monitored By
Scouting in North Yorkshire will have a growing membership across all ages, genders, ethnicities and abilities		<u>1.1. Retention</u> a) Ensure that ALL adults in the County get an annual 1:1 meeting with the person who they are responsible to b) Implement <u>new</u> processes to say 'thank-you' to leaders c) Encourage better links for Young People between all Sections to reduce losses	a) Written records kept b) More awards locally & nationally c) Increase in YP on census	a) Mar 2010 b) Mar 2009 c) Jan 2010	DCs CC	CC Awards Sub-committee
	At all levels there will be: Retention of Adults and Young People Recruitment of Adults and Young People	<u>1.2. Recruitment</u> a) Promote the running of <u>correct new</u> Adult Recruitment processes (more adults = more young people) b) Promote Leadership 'team' working i.e. A 'bank' of flexible leaders rather than purely sectional leaders, incl. Recruitment to County	a- b) Increase in Adults on census	Jan 2010	LDO DCs GSLs	RDO CC
	Increase in Parental/Adult (non leader) involvement	<u>1.3 Growth</u> a) Meet and consider how best to expand Scouting within each District & Group	a) Increase in YP / Adults on Census	Jan 2011	DCs GSLs	RDO CC
	Full support for the new Adult Appointment process	<u>1.4. Parental/Adult Involvement</u> a) Encourage 'Open Days' b) Encourage 'Parent & Child' events c) Encourage appointment of nominated Person for Want to Join Scheme d) Encourage all Districts to have and use a District Scout Fellowship	a-c) Increase in YP / Adults on Census d) DSF's No. increase	Jan 2010	DCs GSLs	DCC + ACC (Sections)
		<u>1.5. Adult Appointments Process</u> a) Review the County Policy, ready for the new Adult Appointment process to be implemented b) Ensure that Districts Review their District Policy ready for the new process to be implemented (including the need for a District Appointments Secretary who is IT literate, has access to a PC and the Internet)	No leader or potential leader waits longer than six weeks for an interview & appointment of a TA. Info. sent / uploaded direct to HQ	a) Dec 2008 b) Mid 2009	County Appointments Secretary	County ASC CC

2. A Youth Led County for North Yorkshire

Vision	Required Outcome	Action to be Taken	Measurement Criteria	Complete By	Led and Delivered By	Monitored By
<p>Leaders will be young adults supported by volunteers of all ages. Our work at all levels will reflect, enhance and embrace the culture and participation of young people.</p>	<p>At all levels there will be:</p>	<p><u>2.1. YP Representatives</u> a) Encourage ALL committees and planning groups to have young person reps included – we need to listen to their views and be guided by THEIR visions for the future b) Provide training for these young people in ‘how to make their voice heard’ and train adults to listen to them</p>	<p>a) Evidence to be provided by Committees b) County / Region to provide training events</p>	<p>a) July 2010 b) Dec 2010</p>	<p>a) DCs / DCC b) DCC</p>	<p>CC</p>
	<p>Increased ‘Young People’s representatives’ in all decision making processes and in the planning of all events</p>	<p><u>2.2 Youth ‘Forums’</u> Encourage the use of young person forums in all sections at Group, District and County levels</p>	<p>Determine present position and show improvement by annual review</p>	<p>March 2010</p>	<p>Section Leaders GSLs + DCs</p>	<p>CC</p>
	<p>A vibrant Scout Network available to those eligible</p> <p>Effective <i>Explorer Scouts</i> to <i>Network Scouts</i> links</p>	<p><u>2.3. Explorer Scout links</u> a) Encourage County Explorer Scout Events & Forums b) Try to ensure every District has a DESC or representative c) Encourage Explorer Scouts into the Young Leader Programme d) Encourage better links between Explorers / YL and Network e) Ensure all 14-18s have an opportunity to join a “working” Explorer Unit</p>	<p>a) County / Region led events b) Increase in Appointments c-e) Census</p>	<p>a) Jul 2009 b) Dec 2009 c) Mar 2009 d) Mar 2009 e) Mar 2010</p>	<p>a) CEL b) DCs c) GSLs /DCs d) DCs CSNL e) DCs</p>	<p>CEL / CSNC</p>
	<p>Young Leader Schemes available and supported</p>	<p><u>2.4. Young Leader Scheme</u> a) Form a ‘Working Group’ to look at the present Young Leader Scheme and how it can be encouraged, supported and enhanced – They are certainly the FUTURE for North Yorkshire</p>	<p>Improved training & support of YL across the County, incl. County Events for YL</p>	<p>Jul 2010</p>	<p>CEL / DCC</p>	<p>CC</p>
			<p><u>2.5. Scout Network</u> a) Work closely with neighbouring Networks in the Region b) Encourage & develop better proactive relationships with District teams, active support both ways c) Ask ‘Network’ members to be proactive in how THEY support Scouting</p>	<p>a) All DCs/ Districts to be visited by CSN b-c) SN Co-ordinators working alongside DCs</p>	<p>a) Dec 2008 b-c) Apr 2009</p>	<p>CSNC, CSNL & Network members</p>

3. A Focused County for North Yorkshire

Vision	Required Outcome	Action to be Taken	Measurement Criteria	Complete By	Led and Delivered By	Monitored By
<p>Districts will be better supported by County staff.</p> <p>There will be a higher quality and improved access to Adult Leader training and to County run activity centres and events</p>	<p>There will be a measurable development in:</p> <p>The County Team</p> <p>County Leader Training Support</p> <p>The County Activity Teams</p> <p>District Development Plans</p>	<p><u>3.1. The County Team</u></p> <p>a) Vacant positions within the County Team will be filled where possible</p> <p>b) Each member of the County Team will have their own 'Personal Development Plans' and targets</p>	<p>a) Current No. of vacancies (eight) reduced</p> <p>b) PDP's lodged with ASC Sec'tary</p>	<p>a) 2011</p> <p>b) 2013</p>	<p>a) DCC / CC</p> <p>b) DCC / CC County Team Leaders</p>	<p>a) County Exec.</p> <p>b) ASC Secretary.</p>
		<p><u>3.2. Leader Training Support</u></p> <p>a) Build a Training Team incl. LTMs, TAs & Trainers</p> <p>b) Establish a training diary</p> <p>c) Deliver training in a flexible fun way to all leaders & supporters</p> <p>d) Establish regular meetings between LTMs & DCs</p> <p>e) Support will be given to 'County Days' and 'Conferences' to keep all adult volunteers updated and focused on their targets.</p>	<p>a) Team to be established</p> <p>b) Diary to be issued</p> <p>c) Courses to be provided & well supported</p> <p>d) Recorded meetings</p> <p>e) Support at relevant days / events</p>	<p>a) Dec2008</p> <p>b) Jun 2008 & Dec 2008</p> <p>c) Sept 2008 to Sept 2009</p> <p>d) Jul 2009</p> <p>e) 2009</p>	<p>a) CTM</p> <p>b) CTM</p> <p>c) CTM</p> <p>d) LTMs / DCs</p> <p>e) CTM / DCC</p>	<p>a) CC</p> <p>b) CC</p> <p>c) CC</p> <p>d) CTM</p> <p>e) CC</p>
		<p><u>3.3. County Activities Teams</u></p> <p>a) The various teams will continue to ensure that all current County resources are used to the maximum benefit of all.</p> <p>b) The various teams will develop and implement business plans for additional facilities, resources and staff they may require in the next 3 years</p> <p>c) Develop new activities to ensure County provisions remain fresh</p>	<p>a) Monitor & review usage of facilities accurately</p> <p>b) Current level of resources improved upon</p> <p>c) New opportunities available for YP to try</p>	<p>a) 2009 / 2010</p> <p>b) 2011</p> <p>c) 2010</p>	<p>a) ACC Act.</p> <p>b) Activities Team Leaders</p> <p>c) Activities Team leaders</p>	<p>a) ACC Act. / CC</p> <p>b) ACC Act.</p> <p>c) Acc Act.</p>
		<p><u>3.4. District Development Plans</u></p> <p>a) All Districts to have an effective 3 year development plan in place</p> <p>b) These plans, together, should enhance the quality and scope of Scouting offered across the whole of North Yorkshire</p>	<p>Increase on current No. of District Plans (2No. to date)</p>	<p>Jul 2009</p>	<p>County Exec & DCs</p>	<p>CC</p>

4. A Sound County for North Yorkshire

Vision	Required Outcome	Action to be Taken	Measurement Criteria	Complete By	Led and Delivered By	Monitored By
At all levels there will be strong financial, operational and strategic management.	At all levels there will be:	<u>4.1. The County Executive Committee</u> a) A review will be done to look at restructuring the County Executive Committee to allow more work to be done at sub-committee levels (this in turn might mean that more sub committees may need to be formed, but, members of sub committees need not be full members of the County Exec who have Charity Trustee status) b) Ensure sufficient finances continue to be available to all Sections, positively encourage fund raising & grant fund applications	a) Paper to promote positive discussion on role of Executive b) Increased funding streams	2009 2009 / 2010	County Chairman County Treasurer	County Chairman / County Treasurer / CC
	A better support structure in place for Scouting	<u>4.2. District Reviews</u> Districts are to be encouraged to set up similar reviews of their own management structures and committees	Discussion at DC reviews	2011	DCs	CC
	Support given for 'executive' and 'administrative' functions as well as for youth leadership	<u>4.3. The County Office</u> A 'working group' to be set up to look at the workload of the County Office and to be able to offer rationalisation and direction for the future	Review paper issued	Implementation 2008 / 2009	County Sec / CC	E Fell / J Boam
		<u>4.4. Child Protection –</u> a) The County Child Protection Co-ordinator, assisted by other County Staff, will make Districts more aware of their responsibilities by workshops, seminars or visits b) Parents/Carers will be made more aware of the Associations 'Young People First' policy	a) Increase number of visits to each District / support County Events (2 No. in 2007-8 by CCPO) b) Feed back from questionnaire	a) 2008 / 09 b) 2008 /09	a) CPC / DCs b) CPC / DCs	CC CC
		<u>4.5. Succession Planning</u> All County personnel will look at 'succession planning' to strengthen the future of the Team overall	Increased continuity of County Positions	On going	CC	County Executive

5. A Relevant County for North Yorkshire

Vision	Required Outcome	Action to be Taken	Measurement Criteria	Complete By	Led and Delivered By	Monitored By
<p>There will be a strong public perception towards Scouting in North Yorkshire.</p> <p>The public will realise that we are a safe, modern and positive organisation helping young people take a constructive part in their local communities</p>	<p>Our image and perception will improve in the eyes of:</p> <p>The media, Industry and commerce, Local Government and other Organisations</p>	<p><u>5.1. Media / Public Interaction:</u> We will improve our interaction with the media at County level and encourage Districts to appoint a designated person to do this for the District where none is appointed</p>	<p>Pro active media campaign & recruit if possible campaign manager. Increase in No. of media hits.</p>	<p>2009 - ongoing</p>	<p>All ACCs & County Members</p>	<p>County Sec.</p>
		<p><u>5.2. Communities:</u> We will use the Mobile Display unit to its maximum and find every opportunity to ensure we get out into local communities to show the modern face of scouting – In addition we will encourage Districts to take every opportunity to mount static displays - from this initiative, additional adult recruitment may ensue!</p>	<p>Increase in use of MDU, provision of additional County resources to support District initiatives</p>	<p>2009 - ongoing</p>	<p>DCs / County Teams</p>	<p>Event Support Team / CC</p>
		<p><u>5.3. Valuing people:</u> We will look at alternative ways of 'valuing' the help we get from people both in and out of the movement; one to ones, thank you certificates, awards, developing respect, giving timely support etc.</p>	<p>Happier leaders who feel valued</p>	<p>Sept 2008</p>	<p>GSLs / DCs / CC</p>	<p>Awards Sub - Committee</p>
		<p><u>5.4. Other Organisations:</u> Develop a focused and pro-active strategy for working with local Government and other youth organisations (e.g. Guiding) to ensure regular contact is maintained and encouraged at all levels</p>	<p>All Districts to meet their opposite number in Guiding and/or LG Officer yearly</p>	<p>2010</p>	<p>DCs / CC</p>	<p>CC</p>
		<p><u>5.5 The Watson Scout Centre</u> Continue with the Development of the Watson Scout Centre, not only as a facility for the County but as a scouting showpiece for other organisations to use and enjoy</p>	<p>More use by NY scouting AND increased use by outside youth organisations</p>	<p>2010</p>	<p>The Watson Scout Centre Warden & House Management Committee</p>	<p>County Chairman/ County Executive</p>

6. A Diverse County for North Yorkshire

Vision	Required Outcome	Action to be Taken	Measurement Criteria	Complete By	Led and Delivered By	Monitored By
<p>Scouting in North Yorkshire will reflect and celebrate the diverse nature of our local communities</p>	<p>There will be an opportunity for involvement for adults and young people regardless of their background or circumstances</p> <p>Because we are by far the largest Scout County in England, communications will need to be improved to allow everyone to know and understand our policies</p>	<p><u>6.1. Diverse Communities:</u> Encouragement and support will be given to Districts to look at their local communities and discover whether there are any groups of people who are under represented in scouting locally and, if there are, to look at methods of trying to fully integrate them.</p>	<p>Increase in membership & possibly increase in under-represented Groups. Evidence in Census</p>	<p>2011</p>	<p>DCs, HQ Field Staff & LDO</p>	<p>CC / County Executive</p>
		<p><u>6.2. Mixed Membership:</u> A survey will be carried out looking at the numbers and whereabouts of girls in Scouting in the County with a view to increasing the percentage of female members in scouting. Support will be given to Districts to increase their female membership where it is required.</p>	<p>Increase in female numbers as evidenced on future Census</p>	<p>2010</p>	<p>GSLs / DCs / HQ Field Staff & LDO</p>	<p>CC / County Executive</p>
		<p><u>6.3. Communications:</u> a) Alternative methods of dissemination of information will be considered. The circulation and method of delivery of the 'Have U Heard' will be looked at. The possibility of a 'Communications Strategy Workshop' will be considered where everyone could have an opportunity to voice their views on how information can be better disseminated. b) Improve County Sectional meetings, positively encourage all Districts to send a representative to all meetings c) Develop informal DC meetings / gatherings</p>	<p>a) A perceived improvement on how information is disseminated</p> <p>b) Greater attendance at County sectional meetings</p> <p>c) Better informed DCs, earlier resolution of some problems</p>	<p>2010</p> <p>2010</p> <p>2009</p>	<p>ACCs / County Sec</p> <p>ACCs</p> <p>CC</p>	<p>DCs / CC</p> <p>County Sec / CC</p>

KEY TO ABBREVIATIONS USED IN THE PLAN

ACC	Assistant County Commissioner
ASC	Appointment Sub Committee
CC	County Commissioner
CEL	County Explorer Leader
CPC	Child Protection Coordinator
CSNC	County Scout Network Commissioner
CSNL	County Scout Network Leader
CTM	County Training Manager
DC	District Commissioner
DCC	Deputy County Commissioner
DSF	District Scout Fellowship
GSL	Group Scout Leader
HQ	Headquarters
IT	Information Technology
LDO	Local Development Officer
LTM	Local Training Manager
NY	North Yorkshire
PC	Personal Computer
SN	Scout Network
TA	Training Adviser
YP	Young People