



**#Skills for Life**

## **Chorley District Scout Council** **3-year strategic plan**

Issued by – Andy Lewis, District Commissioner

Approved by – Chorley District Executive Committee

## **Introduction**

As Scouts, we believe in preparing young people with skills for life. We bring communities together and contribute to society. Above all, we aim to build better futures.

This document outlines our District plan for the next three years. It is a result of the experience of our previous development plans and is guided by the #Skills for Life ethos delivered in The Scout Associations National Plan launched in 2018.

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

Our plan is to build on the success of the previous plans: to continue to grow, become more inclusive, to be shaped by young people and to make a bigger impact in our communities. We set new goals to be achieved by 2025.



## **Our Vision**



By 2025 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.

We will have buildings and assets in the district that are well maintained and equipped to support a modern generation of scouts.

Over the last four years, there has been a growing momentum to ensure young people are shaping their experiences and taking on leadership roles at Scouts. We want to continue to build on this through encouraging young people to be engaged on the District Team and Executive.

## **Our Strategic Plan**

The key pillars of our Strategy are built around People, Places, Governance and Trusteeship, Perception and Programmes.

Each of these is broken down into detailed objectives and actions that will be rolled out through the district team, the GSLs, the SASU manager and the ESU Leaders over the next three years.

We will review our progress on the plan at mid-year and just prior to the AGM to ensure we are making progress on all fronts.

As you will see there is lots of work to do, but I believe in tackling our challenges head on. We are improving our meeting places, giving our adults the best possible free training and making scouting safer than ever. Most of all we are listening to our young people. They are at the heart of our scouting in Chorley, they have the hopes, the talent and ideas that one day will change the world we live in.

I hope you will all join in this journey to help us achieve the Vision. Together we can do justice to the legacy of all the scouts that have gone before us in this district and be proud to say we too have done our best.



# 1. People

To support the growth of the district Scouting community we will develop our adults and young people from all communities and backgrounds in Chorley District.

**Aims:** We will have...

- A welcoming quality organisation at all levels which values and retains every member.
- A diverse membership that truly reflects the composition of our local community
- More people joining the district every week.

1.1 People		
No.	Objectives	Potential Actions
1.1.1	More highly trained volunteers to provide more exciting opportunities for more young people.	<ul style="list-style-type: none"> <li>• Develop and issue skills profiles for our adult volunteers. Define what we mean by more highly trained.</li> <li>• Providing free or subsidised training for approved courses through a published Training Scheme.</li> <li>• Improve access to more training opportunities via the website, including easy access to training courses and materials,</li> <li>• Introduce and maintain section review process to monitor PLP.</li> </ul>
1.1.2	Adults Personal Learning Plan (PLP)	<ul style="list-style-type: none"> <li>• Set target that 100% of volunteers who have been in role over 12 months have completed all training requirements training requirements by end of 2022.</li> <li>• All volunteer mandatory training completed within the required time scale with the encouragement of LTM, GSL's and relevant ADC.</li> </ul>
1.1.3	Increased skills base across all adults	<ul style="list-style-type: none"> <li>• Providing more training opportunities across the district, Outsourcing higher skills training.</li> <li>• Provide for more taster &amp; learning events at district level and wider.</li> <li>• Increase number of activity permit holders across all activities.</li> <li>• Develop and publish register of skills instructors</li> </ul>
1.1.4	Increase adult to YP ratio to provide even better and safer activities	<ul style="list-style-type: none"> <li>• Whilst increasing YP numbers support adult recruitment to be a priority.</li> <li>• Organise and deliver special events to encourage both parental and external recruits to both uniform and non-uniform positions</li> </ul>
1.1.5	Pro-actively involve and value the experience and capabilities of our older adult members	<ul style="list-style-type: none"> <li>• Capture the capabilities of our older adult members.</li> <li>• Actively encourage older members to partake in the life of our Scouting community</li> <li>• Find valued roles for our older members</li> </ul> Provide section on district webpage for opportunities in SASU, group exec, skills advisors etc.
1.1.6	Capture the perceptions of our communities' aspirations of our local communities	<ul style="list-style-type: none"> <li>• At district and group levels engage with the local communities to gauge their views of Scouting.</li> <li>• Map out the overall aspirations of our local communities</li> <li>• Regularly monitor progress at district and group levels.</li> </ul>
1.1.7	Work towards Scouting in Chorley being fully inclusive and representative of the demographics of the community	<ul style="list-style-type: none"> <li>• Build links with faith, community leaders and schools with large numbers of ethnic minority pupils.</li> </ul>

		<ul style="list-style-type: none"> <li>• Complete equity assessment on all major decisions</li> <li>• Provide cultural training to adult volunteers.</li> <li>• Actively recruit youth members and volunteers from communities of foreign origin</li> <li>• Actively recruit youth members and volunteers from our most deprived communities</li> <li>• Participate in events organised by minority ethnic groups and Eastern Europeans.</li> </ul>
1.1.8	Provide Scouting provision for young people who would benefit most	<ul style="list-style-type: none"> <li>• Assess how we can better support membership for</li> <li>• Looked After Children</li> <li>• Children and young people who have migrated to the district from other countries as refugees or asylum seekers</li> <li>• Children and young people whose parents are engaged in the criminal justice system.</li> </ul>



## 2. Places (and our Assets)

We have a responsibility to our members and community to have accessible, modern, good quality, well maintained and visible premises. Through good management and understanding the needs of our members we will ensure the optimum environment in where we all enjoy meeting our Scouting community.

**Aims:** We will have...

- All District owned properties secured and maintained for the long term.
- Optimise the usage of all our properties and non-fixed assets
- Improve the District equipment provision
- Agree improvement plans for both buildings consistent with the usage projections.



2.1 Places		
No.	Objectives	Potential Actions
2.1.1	Securing our assets for the longer term	<ul style="list-style-type: none"> <li>• Produce short and long term plans for District HQ building and All Saints building.</li> </ul>
2.1.2	Review the current and potential usage of our premises assets	<ul style="list-style-type: none"> <li>• Provide detailed assessment of current utilisation of both buildings.</li> <li>• Review potential opportunities to increase use of our properties.</li> </ul>
2.1.3	Assess if there is a need and if possible, to extend/modernise All Saints Scout Building.	<ul style="list-style-type: none"> <li>• Full Structural Review and usage projection of the building. Provide Exec with costed plan for the continued management of the building and ownership.</li> <li>• Engage with the users of the building to capture their needs.</li> <li>• Consider potential needs identified in 2.1.2</li> </ul>
2.1.4	Increase the use of our premises as a community asset	<ul style="list-style-type: none"> <li>• Identify and consult with communities and community groups in the vicinity of our premises.</li> <li>• Through an enhanced engagement plan of the local community maximise allowable community usage of the facilities.</li> </ul>

2.1.5	Complete a full review of current equipment held	<ul style="list-style-type: none"> <li>• Appoint District Quartermaster and carry out full review of all non-fixed assets.</li> <li>• Publish online district equipment list and manage an interactive loan booking system.</li> <li>• In conjunction with District exec develop long term plan to deal with depreciation of non-fixed assets and subsequent replacements.</li> </ul>
2.1.6	Identify what equipment the district needs	<ul style="list-style-type: none"> <li>• Survey our members to create a wish list for investment in central kit.</li> <li>• Develop a mechanism to make the district non-fixed assets accessible for use by all groups, ESUs and District Team</li> </ul>
2.1.7	Maintain and continually improve the District Scout Centre	<ul style="list-style-type: none"> <li>• In conjunction with Chorley Healey SG and JMC develop a District HQ modernisation plan.</li> </ul>
2.1.8	Ensure full legislative compliance in relation to our assets.	<ul style="list-style-type: none"> <li>• Identify and appoint legislative requirements audit team by Oct 2022 and issue the requisite compliance audit list.</li> <li>• Legislative audit team to provide audit of our compliance end of Dec 2022 and achieve 100% by July 2023</li> </ul>
2.1.9	Increase our campsite availability	<ul style="list-style-type: none"> <li>• Acquire Birkacre Road site for greenfield and outdoor activities.</li> <li>• Issue outline plan, for the future usage of the Birkacre Road site.</li> </ul>

### 3. Governance and Trusteeship

Good governance should happen throughout our Scouting community at district and all other levels. The District Exec Committee are the Chorley District Scout Council Trustees. They are responsible for good governance at district level, but they rely on many different people to be able to govern well: volunteers, advisors and stakeholders.



**Aims:** We will have...

- Full complement of elected and nominated members and officers on all our Groups and District Executive.
- Provide training, mentoring and support to all our members.
- Improve the diversity of our governance bodies to reflect our membership and local communities.
- Active exec committees in all groups managing the governance responsibilities at group level.

3.1 Governance and Trusteeship		
No.	Objectives	Potential Actions
3.1.1	All groups to have an operational exec committee including all three officers.	<ul style="list-style-type: none"> <li>• Develop and launch a recruitment and recognition campaign to increase publicity.</li> <li>• Produce and issue presentation about the responsibilities and rewards of trusteeship, with a focus upon Chorley District.</li> <li>• 80% to have group exec consisting of officers, GSL, section leaders and parent/community representatives</li> </ul>
3.1.2	District Exec to recruit more external trustees	<ul style="list-style-type: none"> <li>• Build trusting relationships with communities and civic society to help identify potential trustees.</li> <li>• Pro-actively promote the work of district and group exec committees.</li> <li>• Use resources in 3.1.1 to recruit from community groups.</li> </ul>



3.1.3	To put in place a new District Executive structure during 2022/23	<ul style="list-style-type: none"> <li>• Carry out an extensive review of what the district exec and district team should be delivering and managing.</li> <li>• Reconfigure structures to ensure that the revised structure is formed in line with review findings.</li> <li>• By the end of 2022 new draft structure to be presented to exec for approval.</li> <li>• Revised structure to be operational by April 2023</li> </ul>
3.1.4	Increase Trustees understanding of the legal responsibilities, ethics and ethos of trusteeship and committee membership.	<ul style="list-style-type: none"> <li>• Produce, issue and promote a simple to read Code of Behaviour, based on Charity Commission guidelines</li> </ul>
3.1.5	Ensure all Exec members are fully equipped to fulfil their role.	<ul style="list-style-type: none"> <li>• All Exec members fully trained in role</li> <li>• Review Trustees induction, training and updates and trustees PLP.</li> <li>• Increase attendance at County training and development events to network with other district and county trustees.</li> <li>• Develop and deliver information packs for all exec committee members on trusteeship and on being a member of an exec committee.</li> </ul>
3.1.6	Support the District 3-year plan with a corresponding finance plan to support the strategy	<ul style="list-style-type: none"> <li>• By March 2023 we will have a district finance plan to support the strategy which will be reviewed bi-annually.</li> </ul>

## 4. Perception

### Improving our Image and Impact

We continue to raise awareness of Scouting in our community and consistently communicate our skills for life message. We've focused on supporting young people in lockdowns, making sure they could still learn skills for life, and preparing to recruit new volunteers:

**Aims:** We will have...

- A local community that has better insight into the structure of Scouting, our aims and our leadership.
- A Scout district that is more pro-active in reaching out into our local communities

4.1 Perception		
No.	Objectives	Potential Actions
4.1.1	Broaden the attractiveness of being a member of The Scout Movement in Chorley.	<ul style="list-style-type: none"> <li>• We will acquire and use a town centre shop to pro-actively engage with our communities and to promote Scouting in Chorley.</li> <li>• Develop and issue a plan of action to increase the visible physical presence of Scouting in Chorley.</li> </ul>
4.1.2	Increase engagement in communities across Chorley	<ul style="list-style-type: none"> <li>• To appoint a Chorley District Community Champion</li> <li>• Identify and engage with appropriate civil society groups.</li> <li>• Increase engagement with local parish and town councils.</li> </ul>
4.1.3	To have a full review of our internal and external communication strategy and methods	<ul style="list-style-type: none"> <li>• Carry out an evaluation of current internal comms methodology and ask members how they prefer to receive information.</li> <li>• All communications, including social media to be reviewed for efficacy.</li> <li>• Enhance the Media Team</li> <li>• Develop a programme of communications targets/ goals to support the strategy.</li> <li>• Media team to become part of a wider scoping Communications Team.</li> </ul>
4.1.4	To review and actively maintain the district web page	<ul style="list-style-type: none"> <li>• Appoint a webmaster and support team</li> <li>• All managers to be responsible for ensuring up to date content</li> <li>• District web page will be updated and all out of date information removed.</li> <li>• Visibility of key links will be easy to find,</li> <li>• District key policies will be no more than 3 clicks away.</li> </ul>
4.1.5	We will be valued by our local communities.	<ul style="list-style-type: none"> <li>• -Identify, consult and map civic society organisations across the district, including local government, parish councils, community groups and other third sector organisations.</li> <li>• Nurture relationships and hold fold face to face meetings with civic society to gauge how Scouting is perceived, augmented with surveys where appropriate.</li> </ul>
4.1.6	Increase external media coverage	<ul style="list-style-type: none"> <li>• Build relationships with local journalists and outlets, increasingly inviting them to events</li> <li>• Proactively provide well formed, exciting and relevant content to media outlets</li> </ul>

4.1.7	Continue to build on good relationship with Chorley Council to open new promotional opportunities across the borough	<ul style="list-style-type: none"> <li>• Maintain relationship with the Mayoral Office</li> <li>• Attend council civic events whenever invited and offer additional support where appropriate</li> <li>• Agree on use of vacant town centre shop for promotional and possibly meeting purposes.</li> <li>• Increase presence at council run events such as Christmas Fair, Chorley Food Festival, Carnival etc.</li> </ul>
4.1.8	Leverage opportunities created by our Honorary District President	<ul style="list-style-type: none"> <li>• Cite the presidency in correspondence with external bodies.</li> <li>• Adopt opportunities offered to us by the Speaker of The House of Commons</li> <li>• Arrange visit to House of Commons</li> <li>• Identify and prioritise where the presidency may be able to best support Scouting in Chorley, ensuring good and effective use of his time.</li> </ul>



## 5. Programmes

We will prepare more young people with skills for life, supported by amazing leaders delivering inspiring programmes.

We'll be growing, more inclusive, shaped by young people and making a bigger impact in our communities.

**Aims:** We will have...

- Programmes that safely exploit and use modern technology and provide opportunities for all young members to access them.
- Procedures in place to actively monitor the success and hence quality of the programmes being delivered
- More development opportunities for adults in traditional elements of Scouting as a consequence of modern recruitment, enhanced by use of modern technology where appropriate increase knowledge and skills to deliver backwoods, map reading etc.

5.1 Programmes		
No.	Objectives	Potential Actions
5.1.1	80% of young members will achieve their top awards	<ul style="list-style-type: none"> <li>• Establish a baseline and monitor top awards completed against the number of young people reaching maximum age in a section</li> <li>• Encourage uptake of learning and training opportunities for adults</li> <li>• ADCs to identify and fills gaps which are prohibiting young people achieving their full potential</li> </ul>
5.1.2	To make significant improvement in youth engagement across all sections	<ul style="list-style-type: none"> <li>• Set clear achievable and sustainable objectives to engage and involve the 14-25-year-old members.</li> <li>• Each district sub-committee to have one member aged under 25.</li> <li>• Increase the number of young leaders such that all sections are supported by a YL.</li> <li>• ESU leaders to be more prominent on district events.</li> </ul>
5.1.3	GSLs to lead group programme development and to act as programme managers.	<ul style="list-style-type: none"> <li>• Monitor and support programme by reviewing termly sectional programmes.</li> <li>• Supported by section ADCs, the GSLs to pro-actively ensure their sections have balanced, challenging programmes and support their leaders.</li> </ul>
5.1.4	Increase the number of nights away achieved by each young person	<ul style="list-style-type: none"> <li>• Every group to have at least one section leaders with a camping permit</li> <li>• NAN forms to be routinely submitted 2 weeks before a camp</li> <li>• Double the number of green field camping permits</li> <li>• Encourage joint camps with other sections and groups to share learning</li> <li>• Re launch District Nights Away competition</li> </ul>
5.1.5	Increase the international elements of Scouting	<ul style="list-style-type: none"> <li>• Identify and share information of county run international opportunities</li> <li>• Hold an annual International Opportunities event</li> <li>• Encourage those who have been abroad to share their experiences with others.</li> <li>• Organise a district international visit in 2024.</li> </ul>
5.1.6	Increase number of activities engaged in by all members	<ul style="list-style-type: none"> <li>• Increase the number of activity permits</li> <li>• Increase scope of activities covered by permit holders.</li> <li>• List of activities covered to be visible on district web page.</li> <li>• Increase practical training opportunities in non-permitted activities for adult volunteers and YLs.</li> <li>• Issue practical skills profile to assist new leaders in developing their skills.</li> </ul>

5.1.7	Optimes use of IT to support programme planning and development	<ul style="list-style-type: none"> <li>• Adopt technology for easier programme planning</li> <li>• Promote use of Scouting resources from international sources.</li> </ul>
5.1.8	Embrace the use of technology to enhance traditional Scouting activities	<ul style="list-style-type: none"> <li>• Encourage the use of phone location settings for activities, such as checking on a hike.</li> <li>• Use online packages to prepare routes etc</li> <li>• Increase use of technology such as flora and fauna recognition apps.</li> </ul>
5.1.9	Make an active contribution to achieving the Sustainable Development Goals	<ul style="list-style-type: none"> <li>• Assess major activities with the Scouting Sustainable Events Toolkit</li> <li>• Increase capacity to deliver environment/climate related programme.</li> <li>• Actively promote the Scouts of the World Award in Network and Sustainable Development Goals orientated activities across the programme</li> </ul>
5.1.10	Ensure activities are accessible by all young people	<ul style="list-style-type: none"> <li>• Assess accessibility to venues and their facilities</li> <li>• Provide advice and support to leaders to assist them to adapt their programme to be suitable for all their members whenever possible.</li> <li>• Promote the availability of district funds to assist members to participate in activities which they would not otherwise be able to attend.</li> </ul>

