



# People and Program: Operational Plan 2024-2027

## 1. Objective

Delivery of the Youth Program is the core business of Scouts ACT. Continued embedding of the Youth Program is crucial as a means to achieve our mission and drive membership growth and retention.

Equally important is the need to address Scouts ACT long term decline in the number of people wishing to volunteer as adult leaders within the organisation. As growth in youth membership and improved program delivery in large part is being held back due to this lack of trained leaders, focus in the area of adult member recruitment and retention is a key operational objective.

The greater the number of fully trained leaders across a wide array of skill sets the higher the quality of program that can be delivered to our youth members. More trained leaders will also support succession planning and minimise the chances of volunteer burnout. It is also important that Scouts ACT has a membership that mirrors the diversity of the community. This means that focus needs to be placed on the increased recruitment of women and girls, people with non-English speaking backgrounds, and first nations peoples.

## 2. Operational Goals and Actions

### 1. CHILD PROTECTION AND MEMBER SAFETY

Action 1.1: Good Practice Child Protection Policies and Practices

Action 1.2: Member Safety Programs and Support to Enhance Member Wellbeing

### 2. VOLUNTEER RECRUITMENT

Action 2.1: Research Contemporary Models of Volunteering and Implement these within our Membership Framework

Action 2.2: Outreach and Recruitment to deliver Growth that Reflects the Diversity of our Community

Action 2.3: New Processes that Delineate between Membership and Appointment to roles within Scouts ACT

### 3. MEMBER RETENTION

Action 3.1: Improved Volunteer Experience Built Upon Organisational Culture that is Welcoming, Safe and Supportive of all our Members

Action 3.2 Succession Planning to Deliver Scouts ACT's Future State

### 4. TRAINING AND DEVELOPMENT

Action 4.1: Core Training and Capacity Building to Provide Youth Members with the Best Possible Trained Leaders to Deliver the Scout Program in its Entirety

Action 4.2: Extension Training and Capacity Building to Provide Members with Skills, Knowledge and Experience Beyond the Implementation of the Scout Program

## **5. PROGRAM DELIVERY**

Action 5.1: Support quality delivery of the Youth Program in all sections, in all groups; through engagement with leaders and groups to support program upskilling

Action 5.2: Delivery of high-profile branch, national and international Events that promote the benefits of the Scout Program to current and future members

## **6. KNOWLEDGE MANAGEMENT**

Action 6.1: Improved Records Management that Accurately Chronicles Participation in the Youth Program

Action 6.2 Improved Data Management that Supports Scouts ACT to Meet its Governance, Financial, Legal and Regulatory Requirements

Action 6.3 Delegations Framework and Standard Operating Procedures

## **7. BRANCH RESOURCES AND PROCESSES**

Action 7.1: Facilitate Access to Branch Equipment for Efficiencies in Program Delivery

Action 7.2: Streamline Branch Processes for the Volunteer Experience

## **3. Implementation and Oversight**

The delivery of the People and Program Operational Plan is a shared responsibility of each team within Scouts ACT. To assist in defining specific roles in completing Operational Goals and Actions, the RACI Model has been used to allocating responsibility for each task and/or deliverable. RACI is an acronym derived from the four key responsibilities most typically used: responsible, accountable, consulted, and informed. In the Scouts ACT context:

### Responsibility:

- Assistant Chief Commissioners will be assigned responsibility for delivering the Goal and Undertaking the Necessary Actions as detailed in the Operational Plan

### Accountability:

- The Chief Commissioner will be accountable for the implementation of this strategy.

### Consulted

- As many Operational Goals rely upon the input from more than one team, it will be the responsibility of the relevant Assistant Chief Commissioner to ensure that other team(s), professional staff, and other stakeholders are consulted (e.g. Scouts Groups, National Committees, Organising Committees, National Commissioners)

### Informed

- Regular monitoring, including annual audits and feedback collection, will ensure that actions are on track and aligned with the goals of the Branch Strategic Plan.
- Evaluation results will be reported through the Chief Commissioner to the Branch Executive Committee and used to inform ongoing improvements and adjustments to the strategy

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
<b>1. Child Protection and Safety</b>						
1.1 Conduct an organisational review of Scouts ACT using the National Principles for Child Safe Organisations and identify areas for improvement.	A	C	C	C	C	R
1.2 Participate in national review of Child Safe policies and procedures.	A	C	C	C	C	R
1.3 Continue to review reports from child protection issues, incidents and investigations to inform continuous improvement of child protection policy and procedures	A	C	I	C	I	R
1.4 Review, and revise as necessary, Scouts ACT child protection complaints procedures (lodgement and management) to ensure consistency and compliance with ACT legislation, Scouts Australia policy, and the National Principles for Child Safe Organisations.	A	C	I	C	I	R

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
1.5 Promulgate and communicate amended Scouts ACT Child Protection Policy and Procedures on Scouts ACT Website, in Halls and at Camp Cottermouth (including child protection complaints processes)	A	C	I	C	I	R
1.6 Integrate amended ACT child protection policy and procedures in leader and paid staff induction and training (Incl training for personnel responsible for managing child protection incidents)	A	C	I	C	C	R
1.7 Conduct Child safety investigations in relation to reported incidents in a timely manner and to achieve fair resolution for all members.	A	C	I	I	I	R

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
<b>2. Volunteer Recruitment</b>						
2.1 Review Volunteering Australia research to prepare proposals on new forms of volunteering suitable for Scouting including suitable online marketing and promotional materials promoting the benefits of Scouting to adults	A	I	I	I	R	C
2.2 Consult with other Branches on experience with non-traditional forms of adult leadership in Scouting	A	I	I	I	R	C
2.3 Consider the appointment of project patrol leaders (e.g. part time leaders engaged only for an event or activity)	A	R	C	C	C	I
2.4 Support growth in membership that mirrors the diversity of the community more closely, including engaging with ethnic and community groups to facilitate recruitment of leaders to support the establishment of Scout Groups	A	C	I	I	R	C

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
2.5 Work with Group Leaders and Group Committees on local engagement strategies including participation in community engagement events and activities	A	C	I	I	R	I
2.6 Focus growth on youth members through initiatives on a section-by-section basis (e.g. Joey Build Program that targets both youth and parents/carers to join with a Scout Group)	A	C	I	C	R	I
2.7 Create tabs or trackers within Branch IT Systems that can better track our diversity of membership	A	I	I	I	R	I
2.8 Develop new groups (including virtual groups for remote Scouts e.g. on posting with families)	A	C	I	C	R	I
2.9 Work with stakeholders (uniform and non-uniform) to design and implement a streamlined appointments process, which is fast, accurate, transparent and meets necessary regulatory requirements	A	R	I	C	C	C

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
<b>3. Retention Strategies</b>						
3.1 Ensure that Scouting continues to demonstrate an inclusive culture, as a welcoming and safe place for all its members	A	C	C	C	C	R
3.2 Maintain a rolling program of work to improve the adult volunteer experience within Groups	A	I	I	C	R	C
3.3 Leverage existing best practice retention strategies within Groups across the Branch	A	I	I	C	R	C
3.4 Implement Extranet capture of volunteer efforts – including survey by GLs of known gaps in service records and recognition of awards, major event participation and activity	A	I	I	I	R	C
3.5 Involve/include Rover section in all adult communication	A	I	R	I	C	C

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
3.6 Develop Fellowship into a multi-faceted Program Group that provides Branch Support functions and exists as an option for non-active members to retain linkage with Scouts	A	C	C	C	R	C
3.7 Encourage development of succession plans in every Scout group and branch team/roles	A	C	I	C	R	C
3.8 Develop forward plan of volunteer roles in Groups	A	I	I	C	R	I
3.9 Update Group Charters	A	I	I	I	R	C

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
<b>4. Training and Development</b>						
4.1 More frequent and wider variety of training opportunities for adult members	A	C	I	R	I	C
Increase the size and diversity of the training and Adventurous Activity teams to support the provision of more courses more frequently – particularly targeting more women in the delivery of training programs	A	I	C	R	I	C
4.2 Run themed section specific training nights regularly throughout the year	A	I	C	R	I	C
4.3 Run Scouting Essentials Courses, combined with Youth Leadership courses to enable cross course participation	A	I	C	R	I	I
4.4 Approach Branch Section Councils for members to deliver training sessions for practical skills (especially in Scouting Adventure courses)	A	I	C	R	I	I

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
4.5 Improve communications process so that everybody knows what courses are on when (primarily through A modernisation of website and social media feeds)	A	I	I	R	I	I
4.6 Train leaders to support youth members beyond delivery of the Scout program; including leaders attending major events to be trained in mental health first aid relevant to their role (and First Aid courses?)	A	C	C	R	I	C
4.7 Deliver webinar series aimed at improving skills to support neurodivergent and diverse youth members (AT&D responsible, P&C providing input)	A	I	C	R	C	C
4.8 Provide training on what reasonable adjustments can be made to program delivery	A	C	R	C	I	C
4.9 Integrate amended ACT child protection policy and procedures in leader and professional staff induction and training	A	C	I	R	I	C

4.10 Include child protection education in all major event briefings, events and activities	A	I	R	C	C	C
--	---	---	---	---	---	---

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
<b>5. Program Delivery</b>						
5.1 Embody the “One Program” method by exploring the delivery of activities which include programs for all Sections.	A	C	R	C	C	I
5.2 Develop and implement an event team induction to support the education of how to engage with youth and embed the Youth Program into event programs.	A	C	R	C	C	C
5.3 Initiate a Youth Experience Team to break down silos between portfolios and increase communication avenues between volunteers contributing to youth experience.	A	I	R	C	C	I
5.4 Support youth councils and forums to involve youth members in decision-making processes and support their personal development.	A	C	R	C	I	C

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
5.5 Deliver programs and initiatives that enhance the Scouting experience by enabling youth members to explore the six Special Interest Areas independent of their Group.	A	I	R	C	I	I
5.6 Capture programming ideas in a program library for sharing across groups including Branch Planning Days	A	C	R	C	C	I
5.7 Engage with the Branch Training Advisers to enhance the leader training on the Youth Program and program systems.	A	C	C	R	I	I
5.8 Embed youth engagement practices in new areas of Scouting (e.g. involving youth in Group Councils, Design Squads and Youth Councils for events) to further strengthen youth involvement in decision-making.	A	I	R	I	I	I

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
5.9 Support the promotion of Peak Awards by recognising young people who complete them.	A	I	R	I	C	I
5.10 Provide information and promotion of International Scouting opportunities (including events, Branch Friendship Tours and volunteering opportunities).	A	I	R	I	I	I
5.11 Support the Branch Rover Council in providing personal development opportunities for Rover Scouts locally, nationally, and internationally.	A	I	R	I	I	C
5.11 Develop a long-term (3-4 year) events schedule that: <ul style="list-style-type: none"> <li>is grounded in alignment with the youth program, equity of access, and variety of opportunities</li> <li>supports long lead-in time to facilitate appropriate planning</li> </ul>	A	C	R	I	I	C

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
5.12 Conduct regular event reviews to collect participant feedback and share lessons learned	A	C	R	I	I	C

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
<b>6. Knowledge Management</b>						
6.1 Develop Extranet & Operoo statistics for understanding group performance	A	I	I	C	R	I
6.2 Standardisation of group names and section names	A	I	I	I	R	I
6.3 Collect data on the participation and leadership in Scouts ACT programs. Analyse this data to identify trends, barriers, and areas for improvement	A	I	I	C	R	C
6.4 Identify opportunities to share lessons, innovations, digital systems and services with other Branches	A	I	I	C	C	R
6.5 Implement regular surveys and feedback mechanisms specifically targeting the experiences of women and girls, Aboriginal and Torres strait islander, immigrant and refugees, English as a Second Language (ESL), ethnic and community groups in scouting. Use this feedback to refine programs and policies	A	I	C	I	I	R

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
6.6 Improved sharing of Jumbunna outcomes on website and email	A	I	I	I	R	C
6.7 Group Leaders - and groups - encourage use of SharePoint for GLs associated with email. through ACC group support	A	I	I	I	R	C
6.8 SOP developed for document management for Major events	A	C	R	I	I	C
6.9 Position descriptions include role in the development and review of SOPs	A	I	I	C	C	C
6.10 Create SOP for appointment to project roles, major events, organising committees	A	C	C	C	I	I
6.11 Develop a SOP for census recovery processes to support volunteer lapses in administration	A	R	I	I	C	I

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
<b>7. Branch Resources and Processes</b>						
7.1 Provide clearer pathways for accessing Branch equipment through establishment of Branch Equipment database	A	I	I	I	R	I
7.2 Reduce duplication in purchasing of core equipment (e.g. trailers, marquees)	A	I	I	I	R	I
7.3 Develop Cottermouth capability through scouting program advice and technical facilities advice with camp management team	A	C	I	C	R	C
7.4 Clarify activity approval requirements for high risk events, multi-group events, branch events	A	C	R	C	C	C
7.5 Unification of IAVP forms into single administrative document that includes conversations about opportunities	A	C	I	C	R	I

Operational Goal/Action Item	Team					
	CC	DCC	Program	Training and Development	Group Support	People and Culture
7.6 Standardised Jumbunna agenda – each meeting to include organised sharing of knowledge on process and group administration	A	I	I	I	R	C
7.7 Minimise administrative burden on leaders to allow more energy to be dedicated to delivering program outcomes	A	R	C	C	C	C
7.8 Support modernisation of website for empowerment and self-navigation	A	R	C	C	C	C
7.9 Website improved to highlight opportunities in Scouting, ACT, subcommittees and National opportunities. career pathway	A	R	C	C	C	C
7.10 Adapt to identified good practice and proactively contributing to more efficient and integrated services to members	A	C	I	C	R	C
7.11 Clearer “positions vacant” on website and better communication methods for those outside scouting	A	I	I	I	R	I

