



ScoutsT

STRATEGIC PLAN

Towards a New Scouting Adventure

2017-2020



CONTENTS

INTRODUCTION	1
MESSAGE FROM THE NATIONAL SCOUT COMMISSIONER	4
WHY STRATEGIC PLANNING	7
1. MEMBERSHIP GROWTH AND YOUTH INVOLVEMENT	11
2. PROGRAM DEVELOPMENT AND INNOVATION	14
3. LEADERSHIP EXCELLENCE	17
4. YOUTH ADVOCACY	20
5. COMMUNITY INVOLVEMENT AND STRATEGIC RELATIONSHIPS	22
6. COMMUNICATIONS AND RE-BRANDING	25
7. INSTITUTIONAL STRENGTHENING	27
THE NEXT STEPS: PUTTING OUR STRATEGIC PLAN INTO ACTION	33



INTRODUCTION

The Strategic Plan of the Scout Association of Trinidad and Tobago For the years 2016 – 2019

What do we want to have our Association look like in the next four to five years and beyond? Can you picture what we **SHOULD** look like? How do we become the premier youth organisation in Trinidad and Tobago?

The Strategy for Scouting starts from the Mission of Scouting. The mission is a statement of what scouting seeks to achieve and provides a common starting point for the adoption and implementation of the Strategy. A vision has been agreed, and from this shared vision seven strategic priorities have been identified. It is through scouting responding to these seven priorities that the vision will be realized.

A good place to start would be to review the Mission Statement of the Association. The Mission Statement from the National Council's PO&R is as follows:

The Mission of Scouting is to contribute to the education of young people, through a value based 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.

The Scout Association of Trinidad and Tobago is, and has been a full-fledged member of the World Organisation of the Scout Movement since 1963 when the 19th World Conference was held in Rhodes, Greece. Prior to this, the local Association existed by virtue of United Kingdom Royal Charters; the first such was promulgated in 1912 by King George V and subsequently by King George VI and Queen Elizabeth II. These charters authorized the bye-laws of the Scout Association of the United Kingdom and provided the basis for rules to operate overseas branches of the United Kingdom Association of which Trinidad and Tobago was one.



The SATT as a member of the World Scouting Movement adopts as its Mission, Principles, Practices and Methods the Fundamental Principles of the World body, as summarized below:

MISSION

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."

The SATT produces tomorrow's leaders and productive citizens by teaching the values of integrity, fitness, personal responsibility, self-reliance and duty defined by the Scout Promise and Law.

PRINCIPLES

Scouting is based on three broad principles which represent its fundamental beliefs.







Duty to God: This is defined as: "adherence to spiritual principles, loyalty to the religion that expresses them and acceptance of the duties resulting therefrom."

Duty to Others: This is defined as: "Loyalty to one's country in harmony with the promotion of local, national and international peace, understanding and cooperation", and "Participation in the development of society, with recognition and respect for the dignity of one's fellow-being and for the integrity of the natural world."

Duty to Self: This is defined as: "Responsibility for the development of oneself." This is in harmony with the educational purpose of the Scout Movement whose aim is to assist young people in the full development of their potentials.

PRACTICES AND METHODS:







A system of progressive self-education which includes:

-  Commitment to the values in a Promise and a Law.
-  Learning by doing.
-  Membership in small groups.
-  Progressive and stimulating contemporary programs.
-  Commitment to the values of doing one's best, contributing to the community, respecting and caring for others, contributing as a family member.
-  Use of outdoor activities as a key learning resource.




OUR VISION:

For Scouting to be seen as the pre-eminent youth organisation in Trinidad and Tobago

-  The vision of the SATT is to be the premier, youth-serving organization for character development, citizenship and leadership training and physical fitness for area children and their families.
-  The National Council will recruit and retain professional staff and volunteer leaders who share a deep personal commitment to serving youth by offering training, recognition and fellowship.
-  The National Council will build and grow a secure and well-managed financial base to drive its programs and priorities.
-  The Council's ongoing goal is to reach the greatest number of youth in diverse communities with excellent quality activities that engage, educate and enrich with a foundation of life skills, practical ethics and personal development.
-  Our Zones and Districts will meet or exceed the established National Performance requirements throughout its organization and programs.
-  The Council will be an active member of the community by fostering and nurturing partnerships with civic and business organizations that complement Scouting values

THE SCOUT PROMISE

-  I promise that I will do my best, to do my duty to God and my Country, to help other people and to keep the Scout Law.

THE SCOUT LAW

-  **A Scout is to be Trusted**
-  **A Scout is Loyal**
-  **A Scout is a Brother to all Scouts**
-  **A Scout is Friendly and Considerate**
-  **A scout has Courage in all difficulties**
-  **A Scout makes good use of his time and is careful with his possessions and property**
-  **A scout has Respect for himself and others**





Our challenge, of course, is to continue to put this extra bit of adventure and excitement into our activities and programs...

MESSAGE FROM THE NATIONAL SCOUT COMMISSIONER

I am delighted to share with you our 2017–2020 National Scout Council Strategic Plan.

The impact of Scouting in Trinidad and Tobago has been a story of success over the past 100 years and Scouting continues to have an impact on the world today. As Scouting prepares to enter its second century it is important that the Movement develops a strategy to meet the rapidly changing needs of the 21st century, so that it can maintain its impact and remain attractive and relevant to young people, particularly adolescents.

In Scouting's second century, we are building the leaders of tomorrow. Scouting's dynamic and engaging journey beckons to country's young people. Our exciting programs and outdoor adventures inspire lives of leadership, character, and service. Relevant and adaptive, we are a trusted advocate for youth. Our adult volunteers and employees are widely admired for their leadership excellence. An SATT that is strong and financially secure. True to our mission, Scouting reflects our nation in its ethnic diversity, and shapes our nation by developing responsible citizens.

This document represents the confluence of our vital mission with a clear corporate direction and will be the cornerstone for our second century of Scouting. The development of the way forward has indeed been one of collaboration, both within the movement and with our community of stakeholders. I am particularly proud of the grassroots and youth support and feedback given by Scouters throughout the country that provided guidance as we developed objectives and goals that are in direct support of local district councils. This investment made in setting our course may well be one of the most significant accomplishments in the history of our movement.

The National Scout Council is committed to following this strategic direction with a very formal process; allocating manpower and financial resources appropriately, and setting course corrections as the environment dictates. The stakes are simply too high to put forth anything but our best effort.

It is important that all of us understand that the goals in this plan are for the National Council. Included are goals that will provide direct support to local district councils and goals that will help create an environment across the country that is conducive to the success of Scouting.



To help local council strategic plans link to the National Council plan, an interactive, strategic planning tool titled “My District Plan” has been developed. By using this tool, including its QSA report card, SWOT analysis, and focus area self-assessments, district councils can work to align their strategic plans with the seven pillars and respective vision statements.

We have a bright, exciting future in Scouting, and this new plan will guide us to higher levels of service to our nation as we begin our second century.

I offer my personal thanks to the hundreds of volunteers and the Association’s employees whose extraordinary passion and talent have led us to the doorstep of our second century. Our challenge, of course, is to continue to put this extra bit of adventure and excitement into our activities and programs, so that we provide our members with the best quality programme and rich experiences that they deserve, and that our legacy demands.



National Scout Commissioner

Roger N.C. Berkeley,
National Scout Commissioner



WHEN
TRADITION
MEETS
TOMORROW



WHY STRATEGIC PLANNING

WHY IS THIS PROCESS AND DOCUMENT IMPORTANT FOR US?

Scouters and youth members across the country have expressed concern about our movement's inability to attract and interest young people. Our recent efforts to increase membership, participation rate, and retention have been failing. Membership decline continues.

Our traditional ways of management are leading the movement to decline. We need a fundamental rethinking of how we deliver the Scout program. This Strategic Plan serves two important purposes for the Scout Association of Trinidad and Tobago.

The first is to chart a path to the future. Although the future is always uncertain, strategic planning provides a framework against which to test and prioritize the movement's policies and decisions, particularly those relating to the development of its human, financial, and material resources.

Secondly, the plan leads to a strategic approach to management. It creates a climate within the Movement that is conducive to continuous improvement and participatory planning. A planning ethic infuses the Movement as people throughout the movement begin to anticipate, welcome and embrace change rather than react to and resist it.

A COMMON STRATEGY MAKES SENSE BECAUSE:

- Based on a shared vision, it strengthens the feeling of belonging to a united, world-wide Movement, for both National Scout Organizations and individual Scouts.
- It enables us to "step back" far enough from the details to help us see the forest rather than the trees, and provides real opportunity to objectively look at the organisation's success in achieving its stated mission.
- Co-operation on common issues enables us to help each other identify the "mental models" we are using and make the necessary "mind-shifts" which are required to find and implement innovative solutions.
- Sharing experience at every level enables us to avoid becoming static and to benefit from success stories and good practices, throughout the movement locally and internationally

THE STRATEGY FOR SCOUTING RESPONDS TO THE NEEDS OF SCOUTING BECAUSE:

- It is based upon the mission of Scouting.
- It takes into account the key challenges which NSOs are facing in implementing the mission.
- It proposes a shared vision of Scouting for the 21st century.



- ✦ It focuses on three main areas which are crucial for the success of Scouting: the needs and expectations of young people, the motivation of adult leaders to contribute to the mission of Scouting, new trends in managing non-governmental organisations
- ✦ It identifies and proposes seven strategic priorities which should be used at the national Level and allows Zonal and District Councils to build up their own action plans.
- ✦ It identifies clearly the areas on which the national leadership should focus in order to support the membership.

We believe that this process has reached out to our key stakeholders and that this plan begins to address the strategic issues and required changes they identified.

IDENTIFYING OUR 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 (WOSM) National Community National Council 	<ul style="list-style-type: none"> Six years to 26 year old members Potential members (Youth) Parents/ Guardians of members Nonmember supporters Leaders Potential members (Adult, including Leaders) Non Scout programs Government Sponsoring groups Other youth Organizations Commercial customers 	<ul style="list-style-type: none"> National community All young people six years to 26 years of age Inter-American Caribbean 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 Inter-American Scout Region Corporate donors and sponsors Key Suppliers Educational organizations The Girl Guides Association of Trinidad and Tobago Target groups Religious/Community organizations

STRATEGIC PRIORITIES

There are seven underlying directions that this Strategic Plan attempts to support. These have evolved from the comments, concerns and feedback received from across the country and has been accepted by major cross-sections of the scouting community, as requirements for taking the movement forward:

1. *Membership Growth and Youth Involvement:* The involvement and participation of young people in the decisions which affect the Movement is an important part of the Scouting experience. Their input will be sought and considered at all levels of the organization.



2. *Program Development and Innovation:* Programs relevant to youth and community needs are essential to achieving Scouting's Mission. A continuing and effective program research and development function needs to be implemented. Program delivery at the youth/leader interface is where the Movement achieves its mission. We need to strengthen our capacity to excel in program delivery. Scouting's programs are exciting, culturally relevant, and appealing to today's youth; attracting them at an extraordinary rate and retaining them longer.
3. *Leadership Excellence:* We are in the people business, and our ability to understand and communicate with a variety of people is critical to our continued growth. In addition, we realize that our volunteer talent is our greatest asset, and as such it is imperative that we continue to emphasize ongoing training and development of this increasingly important aspect of our operations.
4. *Youth Advocacy:* The SATT is recognized as a strong advocate for youth and youth issues. We are known by our members and Trinidad and Tobago's families and communities as a resource for leadership, encouragement, and programs that benefit our country's youth.
5. *Community Involvement and Strategic Relationships:* Establishing alliances and dialog with other organizations extends our message and increases our opportunities to reach more youth.
6. *Communication and Re-Branding:* Scouting must inform more youth, parents and guardians and other potential adult volunteers about the Movement. In addition, non-program and yet critical factors such as uniform, culture, family structure, financial factors, appropriateness of program for various ethnic and racial groups must be identified, measured, analyzed and acted upon. We need to broaden our communications, marketing and appeal.
7. *Institutional Strengthening:* The Association must focus its organization, efforts, and resources for the effective attainment of its Mission.

The action plans that follow have been developed to address these strategic priorities. The result will be a clear focus on the delivery of quality programs to youth within an efficient, dedicated, volunteer driven Movement. Growth, relevance and respect in our communities will revitalize Trinidad and Tobago Scouting.



1

**MEMBERSHIP GROWTH AND
YOUTH INVOLVEMENT**

2

**PROGRAM DEVELOPMENT AND
INNOVATION**

3

**LEADERSHIP
EXCELLENCE**

4

**YOUTH
ADVOCACY**

5

**COMMUNITY INVOLVEMENT AND
STRATEGIC RELATIONSHIPS**

6

**COMMUNICATION AND
REBRANDING**

7

**INSTITUTIONAL
STRENGTHENING**







1. MEMBERSHIP GROWTH AND YOUTH INVOLVEMENT

Youth involvement in decision-making is priority number one in the World Strategy for Scouting adopted by the 36th World Scout Conference in Thessaloniki, Greece and confirmed by the 37th World Scout Conference held in Tunisia in 2005.

This strategic priority aims at revitalising this fundamental element of our Movement, which is crucial to its attractiveness and its ability to achieve its mission. Youth involvement is a process that ensures youth have a voice in the decisions that affect their lives. It creates volunteer opportunities for youth to be a part of the changes and decisions being made in their communities. It is an absolute requirement for increasing youth participation and revitalising our program. Maintaining the relevance of scouting to our community requires bridging our traditional values with current and future needs of our target audiences.

Our vision is that every eligible youth has an opportunity to be involved in a Quality Scouting Experience

This priority area is premised on two basic pillars:

-  That the influence of young people on the direction of the movement is drastically increased.
-  That every eligible youth has an opportunity to be involved in a quality Scouting experience.



BENCHMARKS

- 🏹 *Traditional membership:* Increase the number of traditional school based groups by 50% over the next 4 years. Increase in number of community-based groups by 100% over next 4 years.
- 🏹 *Scout density:* Serve youth in all age categories as represented in the population of your community. Maintain or increase Cub Scout, Boy Scout and Venturing density. Increase in scout population density by 5½% per annum in urban centres and 3% in rural areas.
- 🏹 *Learning for Life:* Provide a Learning for Life program to help meet the needs of schools within Zonal and/or District boundaries.
- 🏹 *Youth-led decision making:* Establish within first year an active National Venture Scout Council and Young Leaders (18-28) Forum. Increase the participation of young persons at the District, Zonal and National levels.

WHAT ARE WE WORKING TOWARDS?

1. There is a policy on 'Youth Participation in Decision-Making' which covers all ages in the Association.
2. Youth involvement is supported structurally in the Youth Program through the use of small teams and unit councils e.g. Patrol Council and Sixers' Councils, etc.
3. Opportunities are provided for young people to be involved in decision-making institutionally.
4. Young people are coached and assisted in developing the skills to participate in decision-making, appropriate to their age and experience.
5. Leaders are helped through adult training to develop the skills necessary to support young peoples' involvement in decision-making.
6. All District Councils have a structured plan to achieve and support membership growth and are provided with necessary support for implementation.

WHO IS CHARGED TO ACHIEVE THIS PRIORITY?

- 🏹 National Scout Commissioner (Champion)
- 🏹 Deputy NSC – Operations
- 🏹 National Council
- 🏹 District Councils
- 🏹 District Commissioners

HOW DO WE GET THERE?



- 👤 Develop marketing and communication strategy for each section of the movement and introducing more comprehensive national recruiting strategies, bringing in an increased number of youth to participate in the dynamic and exciting programs of Scouting.
- 👤 Outreach programme to schools, communities and other potential troop/pack sponsors
- 👤 Establish working Young Leaders Forum and Venture Scout Council. Identifying key potential leaders to ensure sustainability.
- 👤 Increase access to adult training.
- 👤 Develop youth leadership policy and succession plans at Group, District and National levels.

RESULTS ACHIEVED?

BENCHMARK	2017	2018	2019	2020
% Increase in school-based Groups	25	35	45	60
% Increase in community-based Groups	10	20	20	10
% increase in membership density (Urban)	2.5	4	8	10
% increase in membership density (Rural)	1.5	3	4.5	6
Introduction of Learning for Life Programs: No. of Districts introduced.	10	10	N/A	N/A
Establishment of National Venture Scout Council (NVSC) and Young Leaders Forum (NYLF)	June	N/A	N/A	N/A
No. of Districts that have VSCs	10	10	N/A	N/A
% of districts participating in NVSC and NYLF	50	100	100	100
% of National, District and Group Leadership under the age of 35.	10	15	25	50
Average age of National and District Leadership: 2019 Target 45.	47	45	40	35





2. PROGRAM DEVELOPMENT & INNOVATION

Bringing out the innate goodness and strength of young people—and helping communities do the same—should be our area of expertise. We should be passionate about youth development work, and sharing with our community the proven alternative of values-based learning and character development that scouting offers.

Everything we do—from helping to revolutionize the way our adult volunteers work with young people; to championing the role of young people in their communities; to building cutting-edge and dynamic programs that help people expand their creative potential and provide the ultimate adventure - is designed to build the specific assets that support young people as they grow into successful, service oriented, responsible citizens. This means helping young people gain positive values, a sense of identity and belonging, social skills, and a commitment to learning, as well as helping to create positive, caring environments in their communities, schools, congregations, and neighborhoods.

Our vision is that our Youth Programs should be exciting, culturally relevant, and appealing to today's youth, attracting them at an extraordinary rate and retaining them longer. Critical to achieving this is that our leaders become increasingly creative and innovative in how they implement the program at the group level.



BENCHMARKS

- 🏃 *Overhauling of Youth Program:* A complete review of the youth programs at the Cub-scout, scout and venture scout levels, by mid-2016.
- 🏃 *Focus on Program Development:* Refocusing the work and role of the HQCs for the various sections on developing and upgrading of the youth program.
- 🏃 *Expanding opportunities:* To increase the number and range of proficiency badges available at each level over the next 12-18 months. Additionally will review badge requirements for both the progressive badge and proficiency badge schemes.
- 🏃 *Values based training:* Ensuring that the principles and shared values of the movement are identified and clearly linked to all of our programs.
- 🏃 *Leadership Training:* To ensure that at least 60% of our leaders are training in program development and implementation.
- 🏃 *High Adventure:* At a national level develop High Adventure Program at the Scout and Venture Scout Levels.
- 🏃 *Technology:* rapidly introduce modern technology and concepts in the delivery of the scout program. Adults learn to youth-speak.

WHAT ARE WE WORKING TOWARDS?





1. To be viewed as the premier provider of outdoor programs for the youth of Trinidad and Tobago.
2. Establishing meaningful indicators of the success of our values based training and the impact on the community.
3. Significantly bridging the generational gap that exists between the leadership of the movement and people we serve.

WHO IS CHARGED TO ACHIEVE THIS PRIORITY?

- 🏃 National Scout Commissioner (Champion)
- 🏃 Deputy NSC – Program
- 🏃 Deputy NSC – Training and Adult Resources
- 🏃 National Council
- 🏃 District Leadership



HOW DO WE GET THERE?

-  Establish program development and review team, with a mandate to assess the relevance of current programs and their attractiveness to the participants and target audience.
-  Introduce annual program satisfaction surveys.
-  Providing necessary training to the adults in the movement.
-  Introduce Quality Scouting Award at the District and Group level, utilizing clearly defined assessment matrices.

RESULTS ACHIEVED?

BENCHMARK	2017	2018	2019	2020
Overhauling of Youth Program by July 2016	June	N/A	N/A	N/A
Reviewing of HQC role and realignment with strategic objective, by March 2016	March	N/A	N/A	N/A
Introducing 5 new proficiency badges at both cub and scout level annually.	5	5	5	5
Conduct annual program review and assessment.				
Achieve a minimum 75% score on Program Satisfaction Survey.	65	75	85	95
Annual increase of 3% of Districts and Groups achieving Quality Award, with an annual minimum score of 50%	3	3	3	3
	50	60	70	75
Development of program support material for all sections of the movement. Publish resource material annually.	Sept.			
Introduce High Adventure Program and annual HAP Challenge. Annual participation of minimum 25 youth.	25	25	25	25
Utilization of technology in program delivery by the following target of groups for each year.	25%	45%	65%	85%



3. LEADERSHIP EXCELLENCE







Every scout deserves to have a good leader. Good leadership requires that persons aspiring to such positions are properly trained and prepared for the significant responsibilities that they will be assuming.

The Scout Association of Trinidad and Tobago is committed to ensuring that the best possible leadership and adult resources are provided, so that the young boys and girls who join our program get the best quality experience that can be provided.

Training of adult volunteers to successfully deliver the Scout program has therefore evolved into a well-articulated, thorough curriculum of courses to be completed, as leaders and our adults prepare themselves for the specific roles they intend to assume.

It is our aspiration that Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.

BENCHMARKS





-  *Overhauling of our training program:* A complete review of our training and development programs across sections and levels.
-  *Focus on Leadership Development:* Our District Councils and leaderships all model leadership excellence in their active governance, resourceful commitment, and visionary guidance.
-  *Leadership Training:* To ensure that at least 75% of our leaders are trained in program development and implementation.
-  *Training Material and Resources:* We will provide to our youth participants and adult leaders resource material that will enhance their capacity to deliver and implement the program, provide guidance and build required competencies.
-  *Staff Development:* Provide a human capital development framework for the development of our professional staff, that will allow the national office to provide excellence in leadership, develop an organizational culture focused on quality service, innovation, performance, and is adaptive to stakeholder needs.
-  *Recognition of Leadership Excellence:* Development of a program and initiatives that promote excellent leadership behaviours and performance.







WHAT ARE WE WORKING TOWARDS?

1. Ensuring that our adult volunteers and leaders at every level have the resources, guidance and training required to fulfill their roles in the movement.
2. Significantly improving the quality of support at the national level.
3. To assume a leadership position among youth organisations in Trinidad and Tobago in terms of best practice in delivery, management and governance.

WHO IS CHARGED TO ACHIEVE THIS PRIORITY?

-  National Scout Commissioner (Champion)
-  Deputy NSC – Training and Adult Resources
-  National Council
-  District Leadership

HOW DO WE GET THERE?

-  Continuously review leadership and program developmental needs and design and introduce relevant training.
-  Develop local and relevant reference, training and guidance material.
-  Providing necessary training to the adults in the movement.
-  Introduce leadership element to our Quality Scouting Award at the District and Group levels, utilising clearly defined leadership assessment matrices.



RESULTS ACHIEVED?

BENCHMARK	2017	2018	2019	2020
Completion of rollout of new training and development program as outlined in our new training and development strategy.	Jun	N/A	N/A	N/A
Development of locally designed and produced training and resource material for members of the association by 2020. Initially targeting the development of: <ul style="list-style-type: none"> - A) Scout Leaders Handbook - B) Youth Leaders Handbook - C) Youth Protection Material - D) District and Group Management Aids To follow through by producing at least one publication per quarter.	A. Jun B. Sept	D. Jan	N/A	N/A
Develop a well-structured leadership assessment process to monitor, assess and develop our leadership at every level, resulting in improved program delivery based on the metrics identified in our program component above.	Rollout Jan	N/A	N/A	N/A
To introduce a leadership component to our Quality Scouting program.	Jan	N/A	N/A	N/A
Develop a specific staff development program focused on improving HQ operations. Program should focus on: <ul style="list-style-type: none"> - Customer Service - Project Management - Proposal Writing 	Jan Ongoing	Ongoing	Ongoing	Ongoing






4. YOUTH ADVOCACY

By expanding its role as a leading advocate for youth issues, the SATT creates an environment in which districts and groups can succeed and grow. Our aim is to become the leading NGO in the area of youth advocacy, specifically in the areas of youth leadership and development, education, health and wellness, citizenship, workplace preparation and community building.

Youth advocacy will require greater communication with and listening to our youth population. The association will develop a strong network of youth through utilization of social networks and introduction of youth forums and focus group sessions. We will develop a youth policy team to review and develop policy positions of youth issues.






BENCHMARKS

-  *Active involvement with the National Youth Council.*
-  *To be increasingly seen as a vibrant and active advocate for youth issues at a national and local level.*
-  *Through our members input, actively engage, promote and support proposals for youth development in the country.*

WHAT ARE WE WORKING TOWARDS?





1. To be recognized as a key and leading advocate for youth and youth issues by both young people and key national stakeholders.
2. Being a strong influence on our young people

WHO IS CHARGED TO ACHIEVE THIS PRIORITY?

-  President (Champion)
-  Deputy NSC – Program
-  Deputy NSC – Training and Adult Resources
-  National Council
-  District Leadership



HOW DO WE GET THERE?

-  Establish program development and review team, with a mandate to assess the relevance of current programs and their attractiveness to the participants and target audience.
-  Introduce annual program satisfaction surveys.
-  Providing necessary training to the adults in the movement.
-  Introduce Quality Scouting Award at the District and Group level, utilizing clearly defined assessment matrices.

RESULTS ACHIEVED?

BENCHMARK	2017	2018	2019	2020
Establish youth policy team. Establish policy positions of key issues – health and wellness, education and youth leadership by June 2017. Develop other policy position on key issues by December 2017 that will reposition the SATT's public profile with respect to key youth development issues.		N/A	N/A	N/A
Increase SATT participation in National Youth Council by 2018.			N/A	N/A
Networked with 25 other leading organisations in these focus areas to share best practices and develop joint efforts to accomplish these objectives [December 2017]. We have created and launched a communication plan that highlights this network [April 2017].	5	15	20	25
Our Districts are positioned to strengthen current relationship with traditional sponsoring organisations and build relationships with new partners in the areas of education and the promotion of family values – July 2018.		July		
Establish strategic relationships with key private sector and Governmental agencies in the areas of workplace preparedness, citizenship, and youth leadership development.	TTCC TEC ACC	ECA UTT UWI		





5. COMMUNITY INVOLVEMENT & STRATEGIC RELATIONSHIPS

Scouting is done at the level of our communities. Establishing relationships with key leaders in our local and national communities is critical to creating the impact that we would like to have. Establishing alliances and dialog with other organizations extends our message and increases our opportunities to reach more youth. Historically, sponsoring organizations at the level of schools have been the lifeblood of Scouting in Trinidad and Tobago, and having access to the leadership of these organizations strengthens our network of supporters who believe in the character building values of Scouting. These relationships should be leveraged to create real partnerships in development.

At a district level our leadership should develop networking opportunities with other NGO, Business Community, Churches, Community Groups etc., to not only be opportunities for growth but for program enrichment, leveraging resources etc.

Our vision is that the visibility of the movement is not simply seen at the national level, but felt by the community at the local level. Scouting must develop an approach that truly impacts the communities in which we operate. This must be achieved through increasing the level of community service at not only the national level, but at the community level.

BENCHMARKS



- ✦ *Establish active Friends of Scouting networks in all zones.*
- ✦ *Establishment of Scouting Alumni network.*
- ✦ Establish community service preferred partners to broaden our outreach and to support program development – for example proficiency and progress badge requirements, etc.
- ✦ Improved visibility of scouting throughout the country and development of impact assessment systems to measure scouting relevance and awareness in the communities.

WHAT ARE WE WORKING TOWARDS?

1. Establishing and fostering long-term strategic partnerships and relationships that support the vision of the movement and the achievement of our strategic objectives.
2. Building awareness of scouting at the local level and encouraging groups to engage, contribute to and participate in their communities.
3. Increased visibility and a changed image of the movement to one that is seen as important to our national and local communities.

WHO IS CHARGED TO ACHIEVE THIS PRIORITY?

- ✦ National Scout Commissioner (Champion)
- ✦ Deputy NSC – Planning and Development
- ✦ National Council
- ✦ District Leadership

HOW DO WE GET THERE?

- ✦ Establish program development and review team, with a mandate to assess the relevance of current programs and their attractiveness to the participants and target audience.
- ✦ Introduce annual program satisfaction surveys.
- ✦ Providing necessary training to the adults in the movement.
- ✦ Introduce Quality Scouting Award at the District and Group level, utilizing clearly defined assessment matrices.

RESULTS ACHIEVED?






BENCHMARK	2017	2018	2019	2020
Establishment of active FOS network in at least one zone annually.	1	2	4	6
Develop and implement Community Service Month for groups. Achieve 80% participation among groups.	50	60	70	80
Implement Pass it On initiative – September 2018.	N/A	*	N/A	N/A
Develop network of proficiency badge partners, inclusive of business, sporting, government and civic organisations in each zone – 2019.	N/A	N/A	*	N/A
Identify and attain 6 major corporate strategic partners in long term relationships by 2020.	2	2	1	1
Establish Scouting Alumni and Foundation by 2018 and achieve membership of 750 by 2020.		250	500	750
Establish at least 1 community based multi-section group in each district.	5	12	16	20



6. COMMUNICATIONS AND RE-BRANDING

A critical issue for the movement is the challenges associated with its communications and its national image. There is a clear requirement for the movement to engage its stakeholders, so as to fully understand how it is perceived. This will enable the SATT to develop a well-crafted marketing and communications strategy designed to address key messages, determine the tactics to fulfill the strategy, and create a timetable for the implementation on the plan. Develop a marketing plan to communicate how the Boy Scout of America meets the needs and interests of multiple audiences – youth, parents, chartered organisations, donors, business and professional leaders, and the general public.





BENCHMARKS

-  *Stakeholder Perception Surveys:* Achieving a positive rating among our various stakeholders of 80% or higher over the next four years.
-  *Development of Communication and Marketing plan, which positions the movement as the premier provider of youth development and outdoor adventures.*
-  *Public Awareness:* To increase the level of public awareness of our programs and activities to 80% over the next four years.

WHAT ARE WE WORKING TOWARDS?





1. To be viewed as the premier provider of outdoor programs for the youth of Trinidad and Tobago. To position scouting as being “cool” among our nation’s youth.
2. An active outreach effort that consistently shares the successes of the Scouting program with a variety of media outlets.
3. A marketing program that would encourage new membership, and enhance recruitment and retention efforts.
4. Continued information flow to non-Scouting constituents to assist the Council in fundraising, volunteer recruitment at the Council and district levels, and a general acceptance and support of the values of the Scouting program.

WHO IS CHARGED TO ACHIEVE THIS PRIORITY?

-  President (Champion)
-  Deputy NSC – Program
-  National Council
-  District Leadership



HOW DO WE GET THERE?

-  Establish an adequately resourced communications and marketing committee at the national level, and appoint qualified persons at the zonal level.
-  Introduce annual program satisfaction surveys.
-  Providing necessary training to the adults in the movement.
-  Introduce Quality Scouting Award at the District and Group level, utilizing clearly defined assessment matrices.

RESULTS ACHIEVED?

BENCHMARK	2017	2018	2019	2020
Development of a youth focused three-year media campaign that significantly improves youth awareness of and attitudes towards the scout movement.		N/A	N/A	N/A
Leverage the international image of Scouting to develop strategic marketing relationships in conjunction with a well-developed product and brand placement strategy to place scout branded products into the retail market place.		N/A	N/A	N/A
Significantly improve youth perceptions of the movement.	55	60	65	80
Significantly improve other stakeholder perceptions of the movement.	60	65	70	85
To be ranked within the top four extra-curricular activities for our target youth population by 2020.				
Develop marketing strategy to attract and retain more professionals into movement as adult volunteers and to double our partnerships with the business and donor community.		N/A	N/A	N/A







7. INSTITUTIONAL STRENGTHENING

Building the organisation's capacity and strengthening our institutional and management structures has been identified as a key pillar of moving the organisation forward.

Over the past two decades, the deficiencies in this regard have become increasingly important in relation to our inability to successfully implement developmental projects and generate growth. More and more organisations talk about and address issues like institutional development, institutional strengthening, institutional capacity building, and organisational development. Though using different words, it all boils down to an increased attention to the organisational set-up, governance and management systems.

Building our organisational capacity requires that we look at several areas that require urgent attention:


- 
Governance Structure: The governance structure needs to be reviewed to ensure that the objectives of the WOSM are achieved in ensuring active participation of youth in the decision making process of the movement. Additionally the existing structures appear to be unwieldy and have not produced benefits for the organisation.
- 
Organisational/Management Structure: Managing people effectively in delivering our programs is a skill that requires constant planning and development. As the movement goes forward a new approach to its management structure/s needs to be implemented. An approach that is focused on two primary objectives:
 - Delivering Results and





- Serving Communities


Our management systems need to include effective tools for measuring impact on our communities and the performance of our officers - High performers reflect, discover, assess, and act. This must be institutionalized as part of our SOPs.


Our structures and processes should reflect a desire to serve communities and support the delivery of quality programs to our youth.

 **Finances:** Critically review our finance systems to improve accountability, risk management and revenue sources. This requires a greater business-like approach in accessing funding, developing revenue streams and leveraging the Association's assets at both the national and district levels.

 **Resource Management:** Leveraging the movement's many resources has been a major stumbling block. It is critically important that we identify those and develop systems to ensure that they are effectively leveraged for the greater good of the movement.

 **Infrastructural Support:** The necessary infrastructure to support the delivery of our programs should be developed and adequately maintained. Development of strategic approach to property development and management, resource planning and a comprehensive maintenance program should be established. The required material support should be accessible to districts and groups throughout the movement, by establishing a data base of available resources and the planned and strategic acquisition of required infrastructure resources.

 **Information Technology:** Implementation and utilization of strategic IT information to improve operational efficiencies, specifically with respect to communication and data/information management.

 **Professionalisation:** A fundamental challenge for many NGOs and volunteer service organisations is accessing and harnessing the required skills and competence to effectively manage their operations. The Association will need to explore opportunities to recruit professional talent to support the achievement of its strategic objectives.


It is important that the importance of this particular strategic direction be well articulated, as it will be key to delivering on many, if not all, of the other strategic objectives. Institutional strengthening can for simplicity be defined as:


The creation or reinforcement of a network of organisations to effectively generate, allocate and use human, material and financial resources to attain specific objectives on a sustainable basis.




This definition rightfully focuses our attention on sustaining the organisation, and as we enter our second century this will be increasingly crucial to us remaining relevant and attractive to our communities.


BENCHMARKS

 **Governance Structure:** Overall of the POR, Constitution and Governance structure of the Association will be reviewed and amended to reflect a more modern approach, with proper reporting systems and an effective process for measuring performance. This should be completed in time for approval by national scout council in September 2016.


 **Organisational/Management Structure:** Revisit the structure of its senior and middle management, their roles and responsibilities and develop a new structure that supports 21st century scouting.

 **Finances:** Meet the needs of the national and District councils through growth in funding. This includes Friends of Scouting, United Way and other NGO's, Product sales, special events, Capital Campaigns, Endowment revenue, project funding, investment income and camp/activity revenue.

Determine new measures of fiscal control and reporting that will increase accountability and reduce costs so that funds can be shifted to support the work of districts in delivering the program. This should be completed by August 2016.


 **Resource Management and Infrastructural Support:** Develop a holistic and national approach to the development and utilization of our physical assets, with a view to more effectively leveraging the value and potential of these assets to achieve maximum benefit for our stakeholders. Identify one major asset for development over the next 5 years at a national level and provide necessary support to assist districts in their own developmental activities, where feasible.

Assess the infrastructure and resource requirements at the District, Zonal and national levels to support the program delivery and growth objectives of the movement, and develop implantation plan.

 **Information Technology:** Upgrade our IT infrastructure to include online data base management, development of group/troop/pack management applications and facilitate greater access by and connectivity with our communities.

- Development of new membership portal.
- Development of application tool to facilitate district and group management and reporting.
- Development of online scout shop.



-  **Professionalisation:** Enhance the image of the movement and its ability to attract more professionals into the leadership of the movement. Reviewing the staffing and skill requirements needed to provide a more professional outlook and approach to the day to day operations – recruiting and externally sourcing such skills where required.






Establishing potential staff development programs with BSA and Scouts Canada, as well as the private sector towards enhancing existing skill sets.

To establish a proper performance management system, throughout the movement, towards improving the level of customer service and operational effectiveness and efficiency (*see Leadership Excellence*).

WHAT ARE WE WORKING TOWARDS?

1. To be seen as a premier NGO by the Government, business community and donor agencies.
2. An organisational framework that effectively leverages our available resources, promotes accountability, value added, efficiency, continuous improvement, and that is performance and service driven.
3. A diversified income stream that supports our developmental goals and provides for organisational sustainability.

WHO IS CHARGED TO ACHIEVE THIS PRIORITY?

-  SATT 1st Vice President (Champion)
-  National Scout Commissioner
-  Deputy NSC – Planning and Development
-  Deputy NSC – Training and Adult Resources
-  District Leadership

HOW DO WE GET THERE?

In order to position the Association for future membership growth, it will be necessary to determine the costs of service delivery, identify the implications to the organization's structure and fund development capacity, propose infrastructure changes and create possible scenarios for the executive's consideration, all linked to recommendations in operational investments and revenue generation needed to sustain the organization during a time of both growth and change.

A Financial Model needs to be developed to provide estimates of future cost projections. The purpose of the financial model will be to forecast the financial requirements of the organization as



our youth membership increases. Revenues and costs were projected based on estimates provided by the SATT stakeholders, or as linear projections based on membership growth.

- ✦ Foster the development of a new organizational culture by engaging staff and volunteers in achieving our vision.
- ✦ Build and sustain a staff team that has a passion for youth and leadership development and works together to offer the best programs and customer service to our members.
- ✦ Foster a high-capacity board that is passionate about the mission and works strategically to achieve the vision.
- ✦ Build business infrastructure, including technology, processes and systems, to support all facets of the organization including registration, accounting, fundraising, internal/external communication, and performance management.
- ✦ Develop and maintain outstanding camps and buildings and maximize their use to better serve the youth and the community.



RESULTS ACHIEVED?

BENCHMARK	2017	2018	2019	2020
Review of Governance and management structures and propose amendments to PO&R and Constitution by Dec 2017		N/A	N/A	N/A
Ensure that all Districts have cascaded strategic 3-year strategic and operational plans - Mar 2017	Mar	N/A	N/A	N/A
Establish standard financial reporting and operating guidelines for the movement at the district level.	Jan	N/A	N/A	N/A
Reduce the dependence on GOTT and corporate donations significantly. Increase internal funding as a percentage of overall revenue to 60% over the next 4 years.	45	50	55	60
Increase in project funding to 15% of annual budget.	5	5	10	15
Development of a major national fundraising initiative with a target of 500K per annum.	250	325	400	500
Establishment of developmental funds for and introduction of FOS programs in each of our zones by 2018.			N/A	N/A
Develop national property data base and conduct valuations on all by September 2017.		N/A	N/A	N/A
Develop five-year National Property Development Strategy, by March 2017.				
Overhaul of management systems and processes in each area identified for implementation between September 2017 and 2019.				
Completion of new IT Platforms, inclusive of membership database, website and Accounting systems by Sept 2017.				N/A
Scout District and Group management software and Website interactivity to be introduced in 2018.				
Online membership registration and online scout shop to be added by 2019.				
Provision of at least one paid scouting professional, charged with the responsibility for supporting growth and the achievement of our national objectives, for each of our zones by 2017.	1	2	4	6





THE NEXT STEPS: PUTTING OUR STRATEGIC PLAN INTO ACTION

A plan is only effective by its implementation.

To reach our goals as a Council, we must work together to put each of these steps into action.

- 🧑 Do we have an adequate number of volunteers to do the job? Are they trained and motivated?
- 🧑 Do we have the adequate financial resources to fund our efforts?
- 🧑 Do we have the right mix of physical resources to deliver the program?

As we move forward we must continually address these questions and resolve them to meet our needs. Of course, as these needs change, so must our Plan. This Plan will be reviewed periodically and our efforts will be measured to determine our results.

This will be done by a committee of volunteers working at the National and District levels to:

- 🧑 Communicate this Plan to the field
- 🧑 Solicit comments and feedback from members and friends of Scouting
- 🧑 Monitor and measure the results of our efforts to achieve each benchmark
- 🧑 Modify and amend the Plan as needed, including the addition or deletion of benchmarks
- 🧑 Report to the Executive Board, District Committees, and all of our constituents on the status of our Plan

As this Plan was constructed, we came to realize that this Plan is not a document as much as it is a process. To make this Plan focused on strategic, long term goals, we need to be flexible and adaptable to our changing environment and our constituent base.

But we all agree that the Scouting program is worth the effort. It presents our youth with timeless values that will last them a lifetime.



