



BSWE Area Development Plan 2010 - 2013



THE ROAD TO SUCCESS

The Scout Area of BSWE

Incorporating the countries of
France, Belgium, Holland,
Luxemburg, Germany and
Italy



Contents

Introduction by the Area Commissioner	3
Area Commissioners Strategic Intent	4
Possible Future Structure	5
Area Development Plan Stakeholders	6
Development Area One - Training	11
Development Area Two - Support & Communication	13
Development Area Three - Young People & Network	16
Development Area Four - Growth	18
Conclusion	20

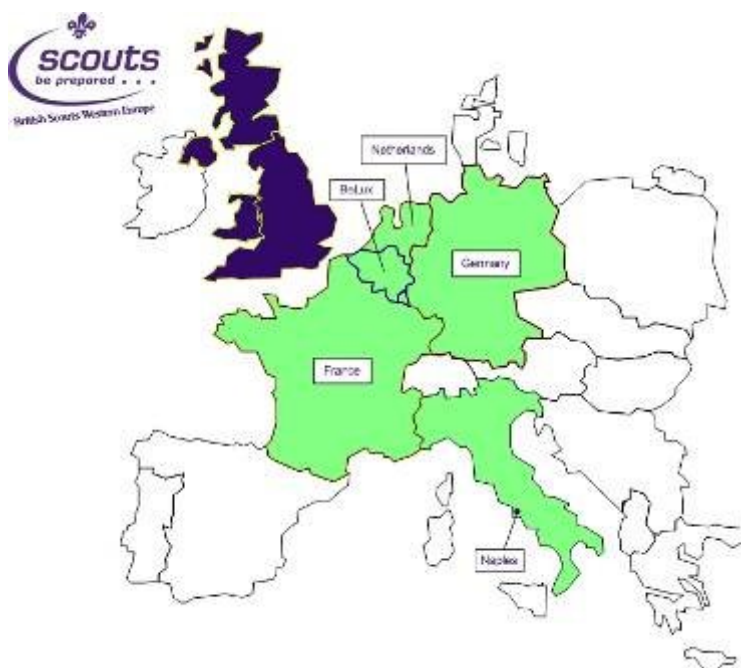


Introduction by Area Commissioner

This development plan is the product of some hard thought and the input from a number of different people. Inevitably not everyone will be entirely content with everything but we hope that the plan is broad enough that all members of the Area are content to follow its thrust whilst continuing to suggest improvements.

As noted elsewhere, this is a living document but it is not just for the Area Team to suggest changes. We have no monopoly on good ideas and do not always see what is wrong. It is our grass routes leaders who face the day to day challenges and it is their difficulties we must address.

At this point, I must thank Rob Gue DAC (Adult Support and Development) who has done much of the work to bring this document together. I would also like to thank all of those who attended the workshop in Köln and contributed so much to identifying those things which are really important in making our collective Scouting better. I am confident that, with your continued engagement, we can follow *"The Road to Success"*.



Area Commissioners Strategic Intent



"Strategic Intent"

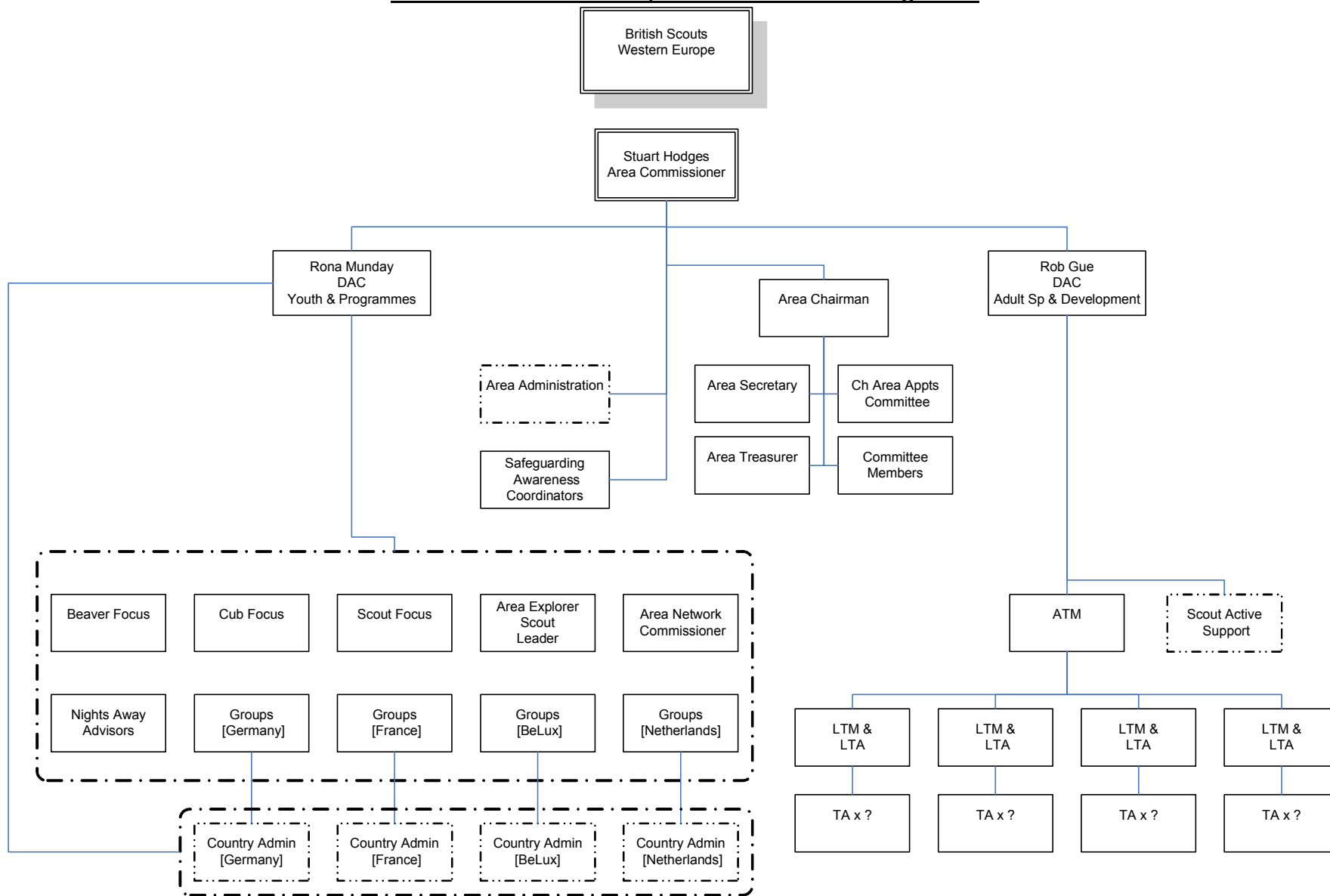
To provide high quality British Scouting across mainland Europe, through the English language, which is accepted by the host nation Scout Associations.

British Scouts Western Europe will provide a group centric, geographically sensitive, virtual, efficient and focused structure to support services which will enable leaders to consolidate and improve the quality of Scouting and to increase membership"





Possible Future Structure, for Governance & Management



BSWE Development Plan Stakeholders

During the weekend of Sat 28th and Sun 29th November 2009 representatives from across BSWE held a stakeholders think tank and the results from that think tank were then prioritised at the GSL conference . Members attending the think tank forum and GSL conference were;

Stuart Hodges -	Area Commissioner
Rob Gue -	Deputy Area Commissioner (Adult Support & Development) / 1st Detmold
Rona Munday -	Deputy Area Commissioner (Youth & Programmes)
Rebecca Cave -	Young Person representative
Gillian Barrett -	DC France
Jon Gill -	1st Herford
Liz Cave -	1st Gutersloh
Tam Pearce -	1st Nord Park
Graham Bell -	1st Bougival
Chris Garrett -	1st Telstar
Beverly Atkins -	1st Telstar
John Nordkvelle -	1st Waterloo
Bernard Smith -	1st Brussels
Carolyn Antrobus -	1st Brussels
Connie Beal -	1st Rheindahlen
Bernard Steadman -	1st Rheindahlen
Steve Bernal -	Area Explorer Scout Leader
Fred Simpson -	1st Fallingbostal
Pat Parrott -	1st Munster

Invited Guests:

Martin Gerrard -	Regional Commissioner
Simon Alton -	Regional Development Officer

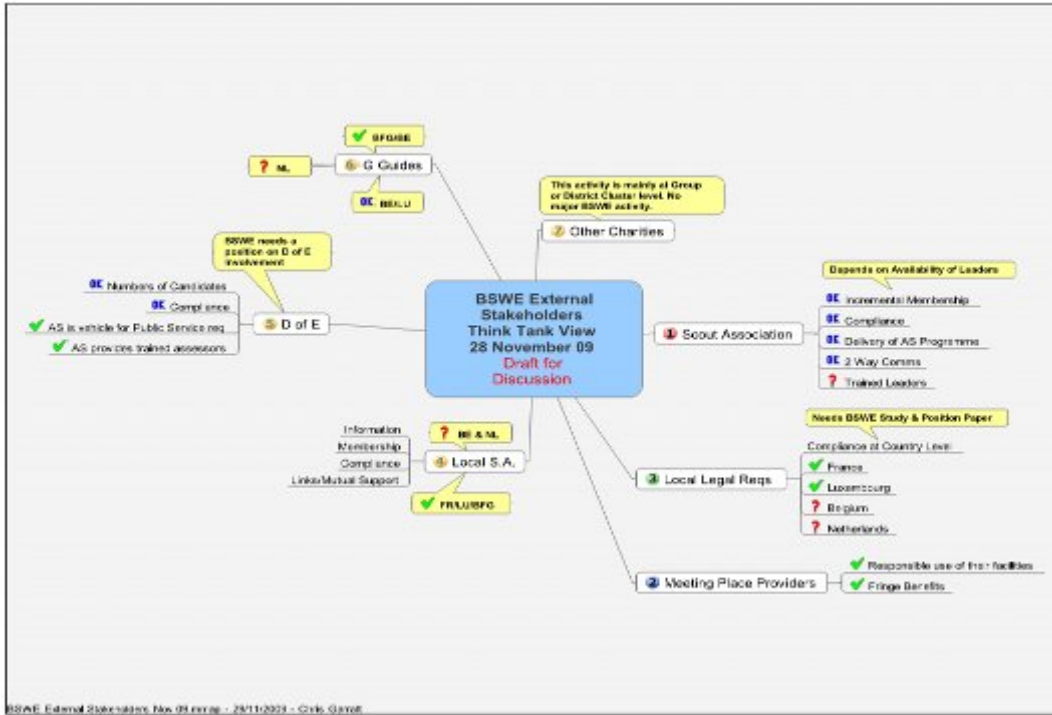
The think tank group looked at the BSWE Stakeholders and divided them in to the following groups; Internal & External.

The think tank group marked our current standings with our external & internal stakeholders as either Good (✓) OK (ok) and under achievement (?)

BSWE External Stakeholders:

The think tanks findings showed that in respect of what the Scout Association expected us to achieve in order to meet their expectations we were found to be meeting the majority of the Associations needs. However it is felt that we were currently under achieving in producing fully trained and validated Scout leaders. In some geographical areas of BSWE we are meeting our stakeholders needs, but in certain countries, we still need to tie in with local Scout Associations and meet the local bye laws.





BSWE Internal Stakeholders:

The think tank findings for the internal stakeholders showed that we were meeting the expectations of the young people and their parents; by providing a good and balanced program offering a wide variety of different activities. However, on the leaders and training aspects we were found to be under achieving in most areas.



The findings from the think tank session were then put to the BSWE GSL's on Sunday 29th November 2009. From the stakeholder listings the GSL's completed a success factor priority tasking, listing what areas of concern need addressing by the area team. Two groups of leaders discussed the issues.



The results of the GSL deliberations are show on the following pages below.

Abbreviations used, drawn from the 'Mind Maps' above are as follows:

LDR	Leader
GE	Group Executive
TT	Training Team
Legal	Local Laws
DC	District Cluster
AT	Area Team
SA	The Scout Association
YP	Young People

The Area Development Plan is based on these priorities listing the top six areas as follows;

- Adult Training with credible validation of all training.
- Recruitment and Retention of Adult Leaders through leader support.
- Increased Leader commitment to groups & training.
- Increased support to Explorers & Network
- Ensuring that there is value for money in expenditure throughout BSWE.

and those of the Scout Associations strategy for Scouting (Towards 2012) The Scout Association will be;

- A Youth - led movement
- A focussed movement
- A sound movement
- A relevant movement
- A diverse movement
- A growing movement.



Group 1 Priorities:



Most Important			
Ldr – Leader Training	Ldr - Commitment	Ldr - Recognition	Ldr - Fulfilment
Ldr – Leader Support	YP – Explorer and Network Support	Ldr - Teamwork	DC – Value for Money
TT- Local Validation	TT – Participation by Trainees	GE – Cost Effectiveness	DC – Adaptation to Local Needs
Ldr - Communications	Ldr – Minimal Administration	Legal – Country Compliance	GE - Recognition
TT – Development for Trainers	TT – Direction from Area Team	DC – Simple Admin	DC – Support without interference
Ldr – Pride in Belonging	AT – Intelligent Compliance	AT – Executive Support	DC - Communications
SA – Trained Leaders	AT – 2 Way Communications	DC - Recognition	DC – Area Events
Least Important			

Now

3-5 Years



Group 2 Priorities:



		Most Important					
Now		Ldr – Pride in Belonging	Ldr – Leader Support	SA – Trained Leaders	Ldr – Minimal Administration	3.5 Years	
		TT – Participation by Trainees	Ldr – Leader Training	AT – 2 Way Communications	TT – Direction from Area Team		
		DC – Value for Money	Ldr - Recognition	Ldr - Commitment	Legal – Country Compliance		
		Ldr - Fulfilment	TT- Local Validation	Ldr - Teamwork	Ldr - Communications		
		AT – Intelligent Compliance	TT – Development for Trainers	DC – Area Events	DC – Adaptation to Local Needs		
		DC – Support without interference	GE – Cost Effectiveness	GE - Recognition	DC - Communications		
		DC – Simple Admin	YP – Explorer and Network Support	DC - Recognition	AT – Executive Support		
		Least Important					





Issue	By this we mean..	Strategy	Objectives	Responsible
<p>Training...</p> <p>CT member with over all responsibility;</p> <p>Deputy Area Commissioner (Adult Support)</p>	<p>The Area will have adequate geographical regional teams of appropriately trained adults at all levels who feel supported and valued.</p>	<p>ATM appointed with LTM's in each geographic region, with revised approach.</p> <p>Refreshed Adult Training Team with clearly defined roles and responsibilities to Adult Training.</p> <p>Fresh approach needed to the organisation and venues of Adult Training Courses</p> <p>All Area and Geo - Regional Training Team members to have role descriptions, with similar guidance passed to GSL's and Group TA's.</p>	<p>ATM appointed, with appropriate Training Team Structure implemented</p> <p>New Training Team structure to be devised and Implemented.</p> <p>Increased uptake on training courses and number of Woodbadges awarded.</p> <p>All new appointments to be appointed as per Module 37. Be given induction packs and role descriptions.</p>	<p>AC & DAC (Adult Support)</p> <p>Area Training Manager</p> <p>Area Training Manager</p> <p>Area Leadership Group.</p>



Issue	By this we mean..	Strategy	Objectives	Responsible
<p>Training Cont.....</p>		<p>All groups to have a dedicated TA to encourage & monitor training.</p>	<p>All groups to have a trained TA. All leaders to be PLP'd.</p>	<p>Area Training Manager</p>
		<p>Introduction of Training modules on BSWE Web site.</p>	<p>Training modules to be up loaded on to training website. With supporting module material.</p>	<p>DAC (Adult Support)</p>
		<p>Promote outside recognition of Adult Training (i.e OCN registration)</p>	<p>Cohort of adults to register and receive recognition through OCN or other bodies.</p>	<p>DAC (Adult Support)</p>
		<p>Full training diary to include every aspect of training across the Area.</p>	<p>Ensure that training events are published as much as possible and that the training dairy meets the needs of the leaders</p>	<p>Area Training Manager</p>





Issue	By this we mean..	Strategy	Objectives	Responsible
<p>Support & Communication...</p> <p>CT member with over all responsibility;</p> <p>Deputy Area Commissioner (Youth Programme)</p>	<p>At all levels there will be strong support, strategic management and communication. Support will be provided for all; both adult leaders and those in administrative roles. There will be clear communication channels with a positive image of the county being promoted internally and externally.</p>	<p>An effective Group Scout Leader to be in place in every Scout Group with appropriate training.</p> <p>Revised Area directory with greater communication channels created as a result.</p> <p>Opportunities to be created for full Area team and DCs / GSL's to meet both formally & socially to discuss common ways of working</p>	<p>Ensure that 80% of all groups have a GSL with appropriate training & Support</p> <p>Area Leadership Team to produce annual succession plan with regular updates as talent appears.</p> <p>Refreshed and revised Area Directory to be produced with the most relevant information.</p> <p>Full Area Team and DCs/GSLs to meet at least twice a year in a Varsity of formats & settings.</p>	<p>District Commissioners</p> <p>Area Leadership Group</p>





Issue	By this we mean..	Strategy	Objectives	Responsible
Support & Communication Cont		Produce Area news letter on the Area web site	Make greater use of Area Website and produce a Area news letter, to be distributed as widely as possible .	Area Secretary
		Area diary for following year to be produced by end of September each year.	Full Area Diary to be updated and produced by September with dates of all events, meetings and training dates.	Area Leadership Group
			Communication of Area & Regional events needs to be better; Initial details need to be distributed at least eight weeks before with final details two weeks before. Fully downloadable letters to be put on Area Website so that sectional leaders can just download and distribute.	Area Web Administrator Event Organisers Area Leadership Group





Issue	By this we mean..	Strategy	Objectives	Responsible
Support & Communication Cont		Look in to new technologies, but also preserve face to face communication. Management support to BSWE to be looked in to.	Consider use of blogs, conference calls and emerging technology. Web Cams for individual training. Review of Area current Management structure and recommendations for development.	DCC (Youth Programme) / Area Training Manager. Area Commissioner / DCC (Adult Sup & Dev)

Management Support





Issue	By this we mean..	Strategy	Objectives	Responsible
<p>Young People & Network</p> <p>CT member with over all responsibility;</p> <p>Deputy Area Commissioner (Youth Programme)</p>	<p>Adult roles will be filled by young (or young at heart) volunteers in a variety of flexible approaches. Our work will reflect the interests and aspirations of our youth membership</p>	<p>An effective Scout Network to be established in each geographic region with strong links to adult recruitment at 18+</p> <p>Need to recruit more younger adults to be sectional leaders.</p> <p>Area Nominated Young Person to join Area Leadership Group and additional member for Area Executive.</p> <p>Provide more support to Explorer Section.</p>	<p>Each geo - region/ district to have its own independent Scout network with appropriate Scout Network Leaders and active programme.</p> <p>Develop links to British embassy's and International schools and UK communities.</p> <p>A youthful approach to be given to the Area Team to allow constant new approaches to be investigated and trailed.</p> <p>Support to be given to explorer section at District & Area Level.</p>	<p>DCC (Youth Programme)</p> <p>AC</p> <p>DAC (Youth Programme)</p> <p>Area Leadership Group</p>





Issue	By this we mean..	Strategy	Objectives	Responsible
Young People & Network Cont.....		Opportunities to be provided to support and promote International aspects of the Programme (World Scout Jamboree in Sweden / Intercamp/ local national Scout Associations)	Feasibility of County expeditions to be investigated and launched. Preparations & Support for Area contingent for 2001 World Scout Jamboree in Sweden. Encourage more Scout groups to participate in Intercamp and local national Scout Association events.	DAC (Youth Programme) / Area Leadership Team





Issue	By this we mean..	Strategy	Objectives	Responsible
Growth	The Area will have growing membership across all Geo-Regions reflecting age, gender and ethnicity.	Clear management for Area Adult recruitment.	Project to be started for recommendations for further development made and implemented.	AC
		Promote flexible volunteering - a move away from the attitude that each adult has to be at the sectional meeting every week.	Case Studies of flexible volunteering to be gathered and to be promoted when recruiting new adults.	DAC (Adult Support & Dev)
		Promote the use of "Award evenings" and other opportunities to thank adults.	Look at introducing Award evenings and investigate other thank you events.	AC / DC's/ GSL's
		Ensure appropriate adults receive recognition through national awards system and other means.	Systematic approach to recognition to ensure on one is over looked.	AC & DC's





Issue	By this we mean..	Strategy	Objectives	Responsible
Growth cont		Investigate new ways of providing Scouting (i.e extended schools, ect) Reinvigorated Scout Fellowship across the County (i.e "Network Plus and /or programme Support Teams")	New approaches to Scout fellowship membership to be implemented and growing sectional membership.	Area Network Commissioner

MAKING SCOUTS



Conclusion

Where do we go from here?

This is very much a working document, but progress on it will be regular and on going.

It is expected that in addition to regular discussion at Area GSL group meetings, this document will also be an ongoing action point at meetings of the Area's two core teams; Youth Programme and Adult Support & Development. The relevant Deputy Area Commissioner will oversee progress on the specific actions of his or her team and ensure that named post holders are following up on their action points.

In addition the relevant Deputy Area Commissioners will be charged with producing a three year work plan to show how the actions will be achieved over a manageable time frame.

Fundamentally this document is only of use if we achieve our aims. By 2013 our aim must be to have completed at least 75% of the actions listed herein, with significant progress being recorded on the other 25% to allow us to take on new actions that by then arise.

The key thing is that this is everyone's plan - it belongs to us all and will only be achieved with teamwork from all members of the county at all levels.

The Area team look forward to working with you to achieve the plan and to help ensure that we are meeting our aim of providing **"high quality British Scouting across mainland Europe, through the English language, which is accepted by the host nation Scout Associations.**

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