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# Skills for Life

**Our plan to prepare better futures in Scotland  
2018-2023**

## **Group Guide**

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# Welcome to Scouting's future!

Thank you for the time you put into managing and making Scouting happen. Because of you, more young people take part in an inspiring programme that gives them skills to thrive and develop.

Our new strategy lays out a plan for the next five years so that we can support even more adults and young people as we develop Scouting's future together. With this plan we're building on the successes of our last plan, by continuing to focus on Growth, Inclusion, Youth Shaped and Community Impact.

We have worked closely with UK headquarters on a joined-up approach to the development and consultation of our new strategy, which has helped us to make sure it is aligned with the UK strategy, and relevant and achievable in Scotland. We have also worked with UK headquarters to adapt this guide for use in Scotland, to ensure that it reflects our structures and the support available to Scottish members.

During the development of this plan, you told us you needed more support to deliver an inspiring programme and more support recruiting, retaining and training volunteers. We believe that the initiatives planned under the pillars of Programme, People and Perception will help deliver this support.

This guide gives you an overview of the Skills for Life plan, our goals for the next five years, your role in supporting the Movement to reach those goals, and how we're going to support you in your role, so we can continue to deliver fantastic Scouting together. We hope this helps you and your team to understand what the plan means for you locally and how to access relevant resources to roll out the plan.

In summary, this guide will support you to:

1. explain the Skills for Life plan to members in your Group
2. take action that will help contribute to the vision and objectives of the Skills for Life plan
3. understand how we are going to better support volunteers as part of the Skills for Life plan

After more than a year of consultation with volunteers, young people, the public and decision makers, we know the vision and goals in the Skills for Life plan resonates well and that it's something we can all unite around. We also know that Scouting achieves amazing things. To achieve even more, and to reach our aspirations, we need to embrace the vision and work towards achieving the same four objectives: to grow, to become more inclusive, to be shaped by young people and to make a bigger impact in our communities.

We have worked with UK headquarters to put together a checklist of actions that you can take as a Group that will work towards achieving our shared goals. The focus for Groups is on delivering a great programme for young people and the actions reflect this. We know that by delivering a fun and adventurous programme we will attract and retain young people.

We recognise that each Group is at various stages of development and each has a different context to consider. We hope this guide and the checklist of actions will provide tips on how you can deliver a great programme giving young people the skills they need to succeed.

It's important that your whole Group understands and supports the delivery of this Skills for Life plan and the associated actions, and therefore this guide is for your whole team.

We're looking forward to working together to achieve our goals. With your support, we believe we're well on our way.

Moray Macdonald  
Chair, Scottish Board

Graham Haddock  
Chief Commissioner of Scotland

Katie Docherty  
Chief Executive of Scouts Scotland

# Skills for Life strategic plan

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## We believe that skills for life can prepare better futures

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### Our vision

By 2023 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.

### Our objectives

In 2016 we asked volunteers what should be prioritised in the next strategic plan and the majority of volunteers said we should keep working towards the same four strategic objectives.

- Growth
- Inclusivity
- Youth Shaped
- Community Impact

### Our goals

These are the goals we aim to achieve by 2023.

- 5,000 more young people
- 500 more Young Leaders
- 1,000 more Section Leaders
- Demographic of volunteers reflects society
- 200 more sections especially, but not exclusively, in areas of deprivation, remote and rural areas, and in new communities
- 50% of Groups, and 75% of Districts and Regions achieved Youth Approved Awards
- 50% young people taking part in community impact projects
- 50% of young people achieving the top awards

## A better future for young people, giving them the character, practical and employability skills they need to succeed

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### Our pillars of work

Scouts Scotland and UK headquarters have plans of action to improve our support for volunteers, to make life easier so that more time can be spent on delivering an inspiring programme and to help recruit and retain more leaders.

We will focus this work under these pillars:

- Programme
- People
- Perception

A full version of the plan, including a full list of initiatives under the three pillars of work, is available on [www.scouts.scot/strategy](http://www.scouts.scot/strategy).

While we start work on these initiatives there are actions you can take to help our Movement achieve our goals by 2023.

## A better future for volunteers by equipping them with better skills, tools and support to deliver inspiring programmes

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# Call to action for volunteers

We have created a checklist of practical actions volunteers can take to contribute to the delivery of the four strategic objectives.

We have chosen actions that are specific and have supporting resources. We understand that many of you will have done some of these actions or are working towards them already, and we encourage you to continue to do so and use this guide to build on what you're doing.

For those who haven't implemented actions around all four strategic objectives, we hope this is a helpful starting point to form a local action plan.

There are actions for sections, Groups, Districts and Regions, and there are guides to explain this in more detail. We encourage you to read the guide closest to your role.

For a full list of suggested actions for all volunteers see Appendix 2.

# Plan of action to support you

## Pillars of work

What Scouts Scotland and UK headquarters will be doing over the next five years to support you:

### Programme

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## A fun, enjoyable, high quality programme consistently delivered and supported by simple tools.

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We will work to ensure the programme experienced by every young person is shaped by young people (Youth Shaped), more relevant and accessible for young people from diverse backgrounds (Inclusion), and enables social action (Community Impact). The programme should attract and retain young people (Growth) because it's fun, adventurous and supports young people to develop life skills.

Our plan of action is to work with UK headquarters to support volunteers with **high quality programme** and review the provision of the **14-25 year-old programme** so that we continue to attract and retain young people and give them the skills they need to succeed in life.

We have committed to these initiatives.

### Programme planning

- Develop amazing Section Leaders
- Digital programme planning
- 'Off the shelf' programmes
- Digital tools to track progress
- Outdoor and adventure programme support

### Provision for 14-25 year-olds

- Review provision for 14-25 year-olds
- Links to employability skills
- Partnerships to enhance the programme

### People

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## More, well trained, better supported and motivated adult volunteers, and young people, from diverse backgrounds.

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Our work will ensure that there are more young people taking part in Scouting, with more volunteers to deliver a quality experience (Growth). We will ensure that young people are more likely to shape their Scouting experience (Youth Shaped); that young people and volunteers from all backgrounds join, stay, lead and mix in Scouting (Inclusion) and support high quality social action projects (Community Impact).

Our plan of action is to work with UK headquarters to improve the **volunteer journey**, to make life easier for volunteers. Our plan also includes projects that will help us **extend our reach** to new audiences.

We have committed to these initiatives.

### Improve the volunteer journey

- Transform adult recruitment
- Simpler training (focused on practical skills)
- Outdoor and adventure practical skills
- Better online resources

### Extend our reach

- Improve the joining process for young people
- Reach under-represented communities
- Scouting in schools
- Explore early years provision

### Perception

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## Scouting is clearly understood, more visible, trusted, respected and widely seen as playing a key role in today's society.

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Our communications and membership engagement will ensure more young people and adult volunteers from more diverse backgrounds join, stay, lead and mix in Scouting (Growth, Inclusion), celebrating the social action our young people undertake (Community Impact) and the skills for life that they learn through the Scout Programme.

To help us attract and retain more people we need to be seen as a modern, relevant organisation that gives young people skills for life. Our plan is to **transform our image** so that we communicate a clear and consistent message to potential new members.

We have committed to these initiatives.

### Transform our image

- Brand roll out
- Resources to promote the benefits of Scouting
- Uniform review

# Sharing the vision and plan

Skills for Life: our plan to prepare better futures in Scotland is our plan for the next five years.

Now that the plan is live, opportunities will come up where it will feel relevant to share the vision and Skills for Life plan with members, whether that's through your regular meetings, an AGM or online.

## Understanding the context

To help explain the Skills for Life plan to members it's important to understand where it's come from.

The vision and Skills for Life plan is the result of a collaborative process, both in formulation and action as we move into its delivery. It only succeeds if we deliver it together, by working in partnership.

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## It only succeeds if we deliver it together, by working in partnership.

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We have been working closely with UK headquarters on a joined-up approach to the development and consultation of this plan. This approach has helped us to make sure our strategy is aligned with the UK strategy, and relevant and achievable in Scotland.

Over 5,000 adult volunteers have helped review the objectives and consider the strategic priorities. This included volunteers across Scotland, England, Wales and Northern Ireland. There was a clear steer by volunteers to keep the four strategic objectives of the Scouting for All plan.

Collectively, we also spoke to over 6,000 young people, members of the public, politicians and key influencers.

Our consultation began at the beginning of 2017 with over 50 of our senior volunteers coming together to consider the key strategic issues affecting Scouts Scotland. A large group from Scotland then attended UK headquarters' national conference, Summit17, along with 600 other adult volunteers and young people. There was strong support to focus on areas of work under Programme, People and Perception.

In October 2017 we circulated a draft of the proposed plan and asked volunteers and young people (14+) to take part in consultation and give feedback and help prioritise what we should do. Over 5,000 volunteers and young people across the UK took part to shape the final version of the plan that was approved by the Scottish and UK boards at the beginning of 2018.

## Celebrate achievements

Scouting achieves remarkable things. This is because of the dedication, enthusiasm and time given by volunteers. Our previous plan inspired 49 new sections to start in areas of deprivation in Scotland since 2013. We now help almost 40,000 young people aged 6-25 (including over 7,000 girls) get the best possible start in life. Thank you for your role in achieving this. Whilst sharing the new vision and plan it's important to take time to celebrate and thank volunteers for their contribution.

## Top tips for sharing the vision

This guide will help introduce the plan and engage members locally with what everyone can do to contribute. We have created a series of resources and tips on how best to share the plan with members in your Group.

Here are some tips on how to use the resources to share the vision and plan with members.

- Use the Skills for Life strategy explainer video at the start of a presentation or share the video in any Group Facebook groups or other volunteer facing social media.
- Use the Skills for Life PowerPoint presentation for your Group meetings, such as the AGM, forums or events. You can edit the PowerPoint to make it relevant to your Group.
- You can circulate the Skills for Life booklet as a PDF to volunteers or you can order printed copies from the brand centre to use at a meeting or event you host.
- There are guides to the strategy for sections as well as Groups – make sure they are aware of them.
- There are also external facing materials you can use to help explain the vision, mission, values and plan for the next five years to an audience such as your local MSP, MP, councillors or potential funders.
- There are a series of templates and other Skills for Life materials you can download from the Brand Centre [www.scouts.org.uk/brand](http://www.scouts.org.uk/brand)

# Group Actions

## Communicate the Skills for Life plan

To help members in your Group understand what the new plan means for them, share the Skills for Life vision and plan.

### Action

- Follow up from our strategy roll out communication with an email (or other form of communication) to Group members to explain that the new Skills for Life plan is now live.
- Share the Skills for Life explainer video on any Group social media and guide members to [www.scouts.scot/strategy](http://www.scouts.scot/strategy) for more information.

### Support

- There is a series of resources you can use to help explain the Skills for Life plan including a video, presentations and booklets. Visit [www.scouts.scot/strategy](http://www.scouts.scot/strategy) for all Scottish strategy resources.

## Roll out the updated brand

One of the pillars of work, Perception, is about helping to effectively communicate the role and impact of Scouting in young people's lives and wider society. This will help both attract and retain more young people and volunteers.

### Action

- Help the Group to roll out the updated brand, explaining the benefits.

### Support

- Use the activation guide to understand how and when to roll out the brand.
- Use the Brand Centre to find the updated collection of resources and templates. Use [www.scouts.org.uk/brand](http://www.scouts.org.uk/brand)

## Growth

A great programme delivered well attracts and retains more young people. We know that to help us grow we need to ensure that all Scout Groups are complete, with no missing sections, to retain young people.

We believe that the earlier a young person starts their Scouting experience the longer they will stay. We also know that a young leader is more likely to stay on as an adult volunteer in Scouting.

To help us grow we need to continue to:

- Focus on the programme - developing Section Leaders, giving them the skills and support needed to deliver a high quality programme.
- Open new sections where there are large waiting lists or no provision.
- Open missing sections in Groups.
- Support and grow sections that have fewer than 12 young people, where it can be supported in the community.

### Action

- Ensure that all Section Leaders and assistants have completed the training on planning and delivering a great programme (Module 12 A and B).
- Work with the District team to ensure all Groups are complete (ie have no missing sections).

### Support

- Work with the Training Advisers to ensure Section Leaders and assistants complete [Module 12 A and B](#)
- Use the [Guide to Opening a New Section](#) resource and work closely with the District team.
- There is an action to encourage Regions or Districts to run a quality programme and practical skills event for Section Leaders each year.

## Inclusivity

We want to ensure that Scouting is open and welcoming to young people and volunteers from all backgrounds. To ensure Scouting continues to thrive, our membership should be diverse.

We want to make our processes more inclusive and accessible to encourage people to join, stay and thrive.

We also want our Section Leaders to be better equipped with skills, knowledge and confidence to meet the needs of all young people and ensure Scouting is open to all.

UK headquarters has designed a self-assessment tool using a red, amber, green (RAG) system that can be used at a District, Group or section level. The tool is designed to understand how you are doing in relation to being open to all and what actions you could take to develop further.

### Action

- Use the Inclusivity RAG Assessment for your Group.

- Encourage all sections to use the Inclusivity RAG Assessment and to work towards getting green in all areas.

### Support

- You can find the Inclusivity RAG Assessment form on [www.scouts.org.uk/diversity](http://www.scouts.org.uk/diversity). Take actions from the toolkit to improve how you do in future.
- More information is available on the Scouts Scotland [inclusion pages](#), and our Inclusion Team is available to help with queries and support.

## Youth Shaped

Involving young people in decision-making is essential for our governance structures to stay informed and responsive to the fast-paced changes facing young people today. By encouraging a mixture of experiences and ages on our Executive Committees and leadership teams, we are more likely to encourage healthy debate and make better decisions that are relevant to the lives of young people in society today.

The more we involve young people in our decision-making structures the more they are able to influence decisions.

The more young people are involved in shaping their programme the more they will get out of it, and the more likely they are to stay, do well and achieve their top awards.

### Action

- Work towards achieving your Youth Approved Award, and support your sections with their awards.
- Make sure Young Leaders are included as full members of the Group's leadership team.

### Support

- [Youth Involvement](#) section of the Scouts Scotland website, including contact details for the Scouts Scotland Youth Involvement team and Youth Approved Award information.
- You can get support from your local Explorer Scout Leader (Young Leaders)

## Community Impact

Core to Scouting is young people making a positive contribution to society. It's a fundamental part of being a Scout and has been central to the purpose of Scouting from the very beginning. We know it takes time to plan a high quality community impact project and that more support is needed to deliver the Community Impact Staged Activity Badges.

A Million Hands is a project designed to help leaders run community impact projects that help young people identify and plan action on an issue they choose. The project brings together our A Million Hands charity partners resources and is designed to support leaders deliver the Community Impact Staged Activity Badges. Currently there are four issues that young people can choose from and resources now include support to run a project on any issue.

### Action

- Ensure all sections have run a community impact project, which could be an *A Million Hands* project, or organise it as a Group, to ensure that all sections are achieving the Community Impact Staged Activity Badges.

### Support

- [A Million Hands](#) resources and the [Community Impact Staged Activity Badges](#) are designed to support delivery of quality community projects
- Regions are encouraged to run a community impact support day. Contact your Regional Commissioner to express interest.

# Appendices

## Appendix 1 | Group Checklist

We want to continue working towards the same four objectives and we already have a great foundation to build on. This checklist is a summary of the actions you could take to contribute to the Skills for Life plan.

### Communicate the Skills for Life plan

- Follow up from our strategy roll out communication with an email (or other form of communication) to Group members to explain that the new Skills for Life plan is now live.
- Share the Skills for Life explainer video on any Group social media and guide members to [www.scouts.scot/strategy](http://www.scouts.scot/strategy) for more information.

### Skills for Life brand roll out

- Help the Group to roll out the updated brand, explaining the benefits.

### Growth

- Ensure that all Section Leaders and assistants have completed the training on planning and delivering a great programme (Module 12 A and B).
- Work with the District team to ensure your Group is complete (ie has no missing sections).

### Inclusivity

- Use the Inclusivity RAG Assessment for your Group.
- Encourage all sections to use the Inclusivity RAG Assessment and to work towards getting green in all areas.

### Youth Shaped

- Work towards achieving your Youth Approved Award, and support your sections with their awards.
- Make sure Young Leaders are included as full members of the Group's leadership team.

### Community Impact

- Ensure all sections have run a community impact project, or organise it as a Group, to ensure that all sections are achieving the Community Impact Staged Activity Badges.

## Appendix 2 | Call to action for volunteers

### Growth

Role (s) most related to action	Action	Support / Resources
Young Leader	<input type="checkbox"/> Recruit a friend to join the Young Leader scheme	<a href="#">Young Leader scheme</a>
Section Leader	<input type="checkbox"/> Use the Quality Programme checker	<a href="#">Quality Programme Checker</a>
Group Scout Leader	<input type="checkbox"/> Ensure all Section Leaders and assistants have completed their training on how to plan and deliver a quality programme	Module <a href="#">12A</a> and <a href="#">12B</a> and <a href="#">Training Advisers</a>
District Commissioner / Assistant District Commissioner	<input type="checkbox"/> Ensure that a quality programme/practical skills event is provided for Section Leaders each year (could be run at a District or Region level)	<b>NEW</b> resource – <a href="#">District Programme Support</a> Assistant Regional Commissioner / Regional Commissioner
District Commissioner	<input type="checkbox"/> Ensure all Groups are complete (ie have no missing sections)	<a href="#">Guide to Opening a New Section</a>
	<input type="checkbox"/> Develop and implement a District growth strategy (development plan) and set goals (based on the Census results)	Use the data and the suggested opportunities in the Census information report. Use the Development Planning Toolkit
	<input type="checkbox"/> Develop Young Leader provision in the District by collaborating with your Explorer Scout Leader (Young Leaders) and District Explorer Scout Commissioner to implement the updated Young Leaders resources.	<a href="#">Young Leader scheme</a>
Assistant Regional/District Commissioner (Youth Involvement)	<input type="checkbox"/> Encourage young people (particularly Young Leaders) to take on a Section Leader or assistant role	<a href="#">Section leader</a> recruitment
Regional Commissioner	<input type="checkbox"/> Appoint an Assistant Regional Commissioner (Development)	SHQ Commissioner (Development)
	<input type="checkbox"/> Work with your District teams (including Assistant District Commissioners) to ensure that a quality programme and practical skills event is provided for Section Leaders each year.	<b>NEW</b> resource – <a href="#">District Programme Support</a>
	<input type="checkbox"/> Develop and implement a Regional growth strategy and set goals (based on the Census results)	Use the data and the suggested opportunities in the Census information report. Use the Development Planning Toolkit

### Inclusivity

Role (s) most related to action	Action	Support / Resources
Young Leader	<input type="checkbox"/> Complete Module F, Making Scouting accessible, of the Young Leaders' Scheme	<a href="#">Young Leader scheme</a>

Section Leader Group Scout Leader District Commissioner	<input type="checkbox"/> Use the Inclusivity Self-Assessment at a section, Group and District level	<b>NEW</b> resource – Inclusivity Self Assessment, <a href="#">Scouts Scotland inclusion support pages</a> , and <a href="#">Scouting for All pages</a>
Regional Commissioner	<input type="checkbox"/> Help Districts to identify areas of deprivation and under-represented communities to start new sections	Get in touch with the SHQ Commissioner (Development)

## Youth Shaped

Role (s) most related to action	Action	Support / Resources
Young Leader	<input type="checkbox"/> Complete the Young Leaders' Scheme with emphasis on completing Mission 3 - to take the section's programme ideas to a programme planning meeting	<a href="#">Young Leader scheme</a>
	<input type="checkbox"/> Champion the voices of young people in the programme planning process for your section	
Section Leader	<input type="checkbox"/> Complete section level Youth Approved Awards	<a href="#">Youth Approved Award</a>
	<input type="checkbox"/> Hold termly Log Chews, or Section Forums (at least 3 a year)	<a href="#">Scouts Scotland Youth Involvement pages</a> and advice on <a href="#">youth forums</a>
	<input type="checkbox"/> Deliver the Team Work (Beavers, Cubs, Scouts) and Team Leader (Cubs, Scouts) Challenge Awards	Team Work ( <a href="#">Beavers</a> , <a href="#">Cubs</a> , <a href="#">Scouts</a> ) and Team Leader ( <a href="#">Cubs</a> , <a href="#">Scouts</a> ) Challenge Awards
Group Scout Leader	<input type="checkbox"/> Complete Group level Youth Approved Awards	<a href="#">Youth Approved Award</a>
	<input type="checkbox"/> Support all Young Leaders to be an integral part of the Group Leadership Team	<a href="#">Young Leader scheme</a>
District Commissioner	<input type="checkbox"/> Complete District level Youth Approved Awards	<a href="#">Youth Approved Award</a>
	<input type="checkbox"/> Appoint and support an Assistant District Commissioner (Youth Involvement) to develop and deliver a Youth Involvement action plan for the District.	<a href="#">Scouts Scotland Youth Involvement Strategy</a>
	<input type="checkbox"/> Set up and support a District Youth Advisory Group	<a href="#">Scouts Scotland Youth Involvement Strategy</a>
	<input type="checkbox"/> Have at least two 18-24 year-olds on the District Appointments Advisory Committee	<a href="#">Young People on Committees</a>
Assistant Regional/District Commissioner (Youth Involvement)	<input type="checkbox"/> Develop and implement a Youth Involvement action plan for your District/Region	Speak to the Scouts Scotland Youth Involvement Team <a href="#">Scouts Scotland Youth Involvement pages</a> Work with your District / Regional Commissioner
Regional Commissioner	<input type="checkbox"/> Complete Region level Youth Approved Awards	<a href="#">Youth Approved Award</a>
	<input type="checkbox"/> Appoint and support an Assistant Regional Commissioner (Youth Involvement)	<a href="#">Scouts Scotland Youth Involvement Strategy</a>

	to develop and deliver a Youth Involvement action plan for the Region	
<input type="checkbox"/>	Set up and support a Regional Youth Advisory Group	<a href="#">Scouts Scotland Youth Involvement Strategy</a>
<input type="checkbox"/>	Have at least two 18-24 year-olds on the Regional Appointments Advisory Committee	<a href="#">Young People on Committees</a>

## Community Impact

Role (s) most related to action	Action	Support / Resources
Young Leader	<input type="checkbox"/> Lead a community impact project with a group of young people in Scouting (this could be part of the Young Leaders' Scheme Mission 4, Duke of Edinburgh's or Queen's Scout Award)	<a href="#">Young Leader scheme</a> <a href="#">A Million Hands</a> <a href="#">Community Impact Staged Activity Badge</a>
Section Leader	<input type="checkbox"/> Run a community impact project in your section or join together and run it as a Group to ensure that all young people are achieving their Community Impact Staged Activity Badges	<a href="#">A Million Hands</a> and the <a href="#">Community Impact Staged Activity Badge</a>
Group Scout Leader	<input type="checkbox"/> Ensure all sections have run a community impact project, or organise it as a Group	
District Commissioner	<input type="checkbox"/> Ensure all Groups have run a community impact project, or organise it as a District	
Regional Commissioner	<input type="checkbox"/> Run a community impact support day	<a href="mailto:community.impact@scouts.org.uk">community.impact@scouts.org.uk</a>

## Appendix 3 | Frequently used terms

Terms	Meaning
<b>Skills for Life: our plan to prepare better futures in Scotland 2018-2023</b>	Full title for the Scouts Scotland strategic plan.
<b>Skills for Life plan</b>	Short title for the Scouts Scotland strategic plan.
<b>Strategic plan</b>	A strategy is a plan of action designed to achieve a long term aim or statement of intent. In the Scouts Scotland strategy our long term aim is our mission and vision.  These terms all refer to the Skills for Life plan. Different terms are used depending on the audience.
<b>Strategy</b>	
<b>Our plan</b>	
<b>Skills for Life plan</b>	
<b>Skills for Life strategy</b>	
<b>Our plan to prepare better futures</b>	
<b>Vision</b>	A statement of what we aim to achieve by 2023. Our vision is practical and speaks to the role of volunteers in delivering a great programme for young people.
<b>Mission</b>	A statement of our overall purpose. Our mission is the purpose of Scouting (why we exist), part of the fundamentals of Scouting.
<b>Objectives (strategic objectives)</b>	A result we are aiming to achieve. We have four objectives: to grow, become more inclusive, shaped by young people and make a bigger difference in our communities.
<b>Goals</b>	We have set targets for each objective. These are statements we can measure or count, which will show how well we are doing, eg we want to grow by 5,000 young people by 2023. Other similar terms include Key Performance Indicators (KPIs), targets, and outputs.
<b>Actions for volunteers</b>	We have created a series of actions volunteers can take under each of the four objectives that will contribute and help us achieve our stated goals.
<b>Call to action</b>	
<b>Pillars of work</b>	These terms refer to the plan of action of proposed initiatives under the areas of Programme, People and Perception. These initiatives will be the main area of work for Scouts Scotland and UK headquarters to better support volunteers and to help us achieve our stated vision and objectives.
<b>Our plan of action</b>	
<b>Local action plan (eg District action plan, Region action plan)</b>	Every District and Region is encouraged to create an overall action plan that aligns to the Skills for Life vision and objectives.
<b>Growth strategy (development plan)</b>	Every District and Region is encouraged to create a specific plan for growth and development. Most will already have one in place and use a range of terms such as growth strategy or development plan.