
Skills for Life

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

Region 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 Regional 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 Region
2. develop a local action plan that aligns to the vision and goals of the Skills for Life plan
3. understand how we are going to deliver the initiatives proposed in 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 "calls to action" which we can all get behind, linked to numerous support resources, to help you develop a local action plan that supports volunteers to see the contribution they are making, and to join us as we work towards achieving our shared goals.

We recognise that each Regional team will be at various stages of development and each has a different context to consider. We also know that for many Regions you will have detailed plans and will have completed many of the suggested actions. We hope this guide and the suggested actions will provide tips on how you can incorporate the Skills for Life vision and strategic objectives, building on your Regional plan.

It's important that your whole Regional team 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

We believe that skills for life can prepare better futures

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

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.

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

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

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

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

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

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

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

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

Managing the pillars of work

There are 19 initiatives under our three pillars of work. As we can't start everything at once, in September 2017 volunteers and young people (14+) were asked what should be prioritised. One-fifth said we should focus on developing amazing Section Leaders with the practical skills to deliver a great programme. Working with UK headquarters, that's where the focus will be in years one and two and there is a plan to include work that will support us to deliver this.

The following initiatives will be prioritised in years one and two.

Priorities
Programme
<ul style="list-style-type: none"> Develop amazing Section Leaders 'Off the shelf' programmes Digital programme planning Partnerships to enhance the programme Outdoor and adventure programme support
People
<ul style="list-style-type: none"> Simpler training focused on practical skills Reach underrepresented communities Outdoor and adventure practical skills
Perception
<ul style="list-style-type: none"> Brand roll out

The following initiatives will start at a later point and therefore actions will come later:

In planning
Programme
<ul style="list-style-type: none"> Digital tools to track progress Review provision for 14-25 years-olds
People
<ul style="list-style-type: none"> Transform adult recruitment Improve the joining process for young people Better online resources
Perception
<ul style="list-style-type: none"> Resources to promote the benefits of Scouting Uniform review

The following initiatives are dependent on external funding or developing external partnerships and therefore won't have any immediate actions:

Dependent on external funding or partnerships
Programme
<ul style="list-style-type: none"> Links to employability skills
People
<ul style="list-style-type: none"> Scouting in schools Explore early years provision

Team Scotland support

We have a team of volunteers who lead and support Scouting across Scotland. To find out more about what they do and how to get in touch head to our [who's who](#).

Team UK support

Team UK is a group of volunteers that provides leadership and management across UK Scouting, alongside supporting specialised areas. Their information can be found on the UK website.

Timeline and key dates

Here are some key dates for your diary. We'll communicate further dates relating to projects under the three pillars of work as we know more.

	What to expect
2018	Roll out Skills for Life plan
	Roll out updated brand
	Blair Atholl 2018
2019	ScoutFest 2018
	DCs Conference
	World Scout Jamboree 2019
2020	ScoutFest 2019
	Summit 2020
	Updated brand fully implemented
2021	ScoutFest 2020
	ScoutFest 2021
	Summit 2022
2022	Start development of next plan
	ScoutFest 2022
	World Scout Jamboree 2023
2023	WOSM launch of their strategic plan
	ScoutFest 2023

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 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.

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

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 Region.

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 Region Facebook groups or other volunteer facing social media.
- Use the Skills for Life PowerPoint presentation for your Region meetings, such as the AGM, forums and training courses. You can edit the PowerPoint to add in relevant goals and actions for your Region.
- 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 section, Group, District, Region volunteers and a guide for Youth Involvement – 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.
- If you choose to run a Region event, use the available resources to help explain the vision and plan for the next five years.
- There are a series of templates and other Skills for Life materials you can download from www.scouts.org.uk/brand that you could use for an event or meeting.

Region Actions

Communicate the Skills for Life plan

To help members in your Region understand what the new plan means for them, and to prepare your Regional team, 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 Region members to explain that the new Skills for Life plan is now live.
- Share the Skills for Life explainer video on any Regional social media and guide members to 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 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 support Districts and Groups 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. 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 and Districts.
- Support and grow sections that have fewer than 12 young people, where it can be supported in the community.

A quality programme attracts and retains more young people

Action

- Appoint an Assistant Regional Commissioner (Development).
- Develop and implement a Region growth strategy (development plan) that includes goals for each District, identifying opportunities based on the Census results and local population.
- 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.

Support

- Seek support from the SHQ Commissioner (Development) or the Scouting Operations staff team at Scouts Scotland.
- Use the data and the suggested opportunities in the Census information report, which you can access through the Census Dropbox.
- Resources can be found in the [Develop your Scouting](#) area on the Scouts Scotland website.

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

- Encourage all Districts, Groups and sections to use the Inclusivity RAG Assessment Checker and to work towards getting green in all areas.
- Start sections in areas of deprivation and under-represented communities as part of your Region growth strategy (development plan).

Support

- You can find the Inclusivity RAG Self-Assessment form on 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.
- The simd.scot website can help you identify local areas of deprivation.

Youth Shaped

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

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

- Make sure you understand the different responsibilities of an Assistant Regional Commissioner (Youth Involvement), the Regional Youth Advisory Group, and its Chair.
- Appoint an Assistant Regional Commissioner (Youth Involvement) and support them to develop and implement a Youth Involvement action plan based on the [Youth Involvement Strategy](#).
- Set up a Regional Youth Advisory Group and support them to elect a Chair.

- Work towards achieving your [Youth Approved Awards](#).
- Support two 18-25 year-olds as members on the Regional Appointments Committee.

Support

- Use the Scouts Scotland [Youth Involvement Strategy](#) to understand more about the youth involvement roles, and help inform the development of a Youth Involvement action plan.
- [Youth Involvement](#) section of the Scouts Scotland website, including contact details for the Scouts Scotland Youth Involvement team and Youth Approved Award information.

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 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 to deliver the Community Impact Staged 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

- In collaboration with the SHQ Commissioner (Community Impact) run a community impact support day to inspire sections, Groups, and Districts to deliver quality community impact projects.

Support

- The SHQ Commissioner (Community Impact) can provide support with projects in Scotland.
- UK headquarters can help you run a community impact support day. This course would be relevant to any volunteer in your Region and aims to help volunteers understand how to run a community impact project and effectively deliver the Community Impact Staged Badges. To book email community.impact@scouts.org.uk.

Creating a local action plan

We want to continue working towards the same four objectives and we already have a great foundation to build on.

This section gives some guidance on how you could create or update your local action plan aligned to the Scouts Scotland strategic objectives.

Six steps to create a local action plan

Working with your Regional team, consider these six steps.

1	Think about Scouting in your area to better understand the context you're in.
2	Think about what you've already achieved, the challenges you face and what opportunities are in your local area.
3	Agree on what goals you should set based on the Scottish goals and your local context.
4	Agree on what actions you should take to help achieve the goals you've set.
5	Communicate and share your plan.
6	Review your goals and actions regularly.

1. Scouting in your area

Using Census data, local knowledge and previous action plans you can find key information about how you're doing against the four strategic objectives.

- Build a picture of what your local area looks like.

The SHQ Commissioner (Development) and Scouting Operations staff team at Scouts Scotland can help support you in reviewing your Region. They can identify areas of deprivation or other opportunities for starting new provision. There are tools such as the Quality Programme Checker, Inclusivity RAG Assessment, Youth Approved Awards and Development Planning Toolkit that can give you a sense of how well you're doing across the Region, Districts and Groups.

- Write down what your achievements have been and what your strengths are to ensure you find a moment to celebrate them.
- Write down learnings the Region should consider and what areas you need to further develop or improve on.

2. Challenges and opportunities

Once you have a good picture of how your Region, Districts and Groups are doing you can think about the challenges and opportunities.

- Involve your Regional Team, Regional Executive Committee and District Commissioners (and other relevant roles) to identify the challenges and opportunities.
- Work with your Assistant Regional Commissioner (Youth Involvement) and Regional Youth Advisory Group to involve young people to identify challenges and opportunities.
- You could run an event or do something online to bring members together to celebrate great volunteering and the achievements so far. This could also be an opportunity to engage members with the Skills for Life plan and get their views on the challenges and opportunities in your area.

3. Agree on your goals

Considering your context, challenges and opportunities, discuss what realistic goals you can set as a target to reach by 2023.

- Involve your Regional team, which includes your District Commissioners and Youth Involvement team to agree on goals for each of the four strategic objectives.
- Use the template in Appendix 1 as a starting point and to help keep it simple.

4. Agree on your actions

Now that you have some goals to aim for by 2023 you can discuss what actions will help you achieve them.

We have a list of actions for sections, Groups, Districts and Regions that will contribute to achieving the goals.

- Involve your Regional team including District Commissioners and Youth Involvement team to agree on the actions.
- Use the template in Appendix 1 to write down what actions you can work towards.

5. Share your plan

It's important to share your plan with members in your Region, particularly with those that have a greater role in achieving your stated goals.

- Circulate your plan and goals to Region members
- Present the Region plan at any event or meeting (e.g. AGMs) where it feels like a good opportunity to bring everyone onboard.

6. Review your plan regularly

As a Regional Commissioner you will need to regularly review and report on how you're doing against the goals you've set.

- Use the template in Appendix 1 as a way of keeping track of how you're doing and as a report for Regional Executive Meetings and your Regional Commissioner meetings.
- Share your plan and progress with Scouts Scotland.

Appendices

Appendix 1 | Region action plan template

Skills for Life

Our Plan to prepare better futures in Scotland 2018-2023

[Region Name]

Our Vision

By 2023 we will have prepared more young people with skills for life, supported by amazing leaders who deliver an inspiring programme.

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

Our Mission

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

Our Values

We act with care, respect, integrity, cooperation, exploring our own and others' beliefs.

The [Region name] objectives, outcomes and goals

Objective		Outcome		Goal for 2023
1	Growth	1.1	More young people	INSERT GOAL eg 300
		1.2	More Young Leaders	INSERT GOAL eg 50
		1.3	Less missing sections	INSERT GOAL
		1.4	Less sections with less than 12 members	INSERT GOAL
2	Inclusivity	2.1	Groups in new areas, including more areas of deprivation, remote and rural areas, and new communities	INSERT GOAL eg 10
		2.2	Adult volunteer demographics reflect society	N/A
		2.3	Less sections with fewer than five young people of a particular gender	INSERT GOAL

3	Youth Shaped	3.1	Young people shaping their Scouting experience each year	eg 50%
		3.2	Young people achieving their top awards	eg 50%
		3.3	Achieve Youth Approved Awards	Eg. Bronze by 2018, Silver by 2020 etc
4	Community Impact	4.1	Young people making a positive difference in their local communities each year	50%

[REGION NAME] Plan of action

Growth

Objective		Action		Lead	Deadline
1	Growth	1.1	Develop and implement a growth strategy		Complete by XXX
		1.2	Appoint an Assistant Regional Commissioner (Development)		Complete by XXX
		1.3	Working with your District teams (including ADCs) to ensure that a quality programme and practical skills event is provided for Section Leaders each year		

Inclusivity

Objective		Action		Lead	Deadline
2	Inclusivity	2.1	Ensure all Districts, Groups and sections carry out a self-assessment and work towards green status		Complete by XXX
		2.2	Set a target for starting new sections in more areas of deprivation, remote and rural areas, and new communities		Complete by XXX

Youth Shaped

Objective		Action		Lead	Deadline
3	Youth Shaped	3.1	Appoint and support an Assistant Regional Commissioner (Youth Involvement)		Complete by XXX
		3.2	Set up and support a Regional Youth Advisory Group		Complete by XXX
		3.3	Complete Region Level Youth Approved Awards		Complete by XXX

		3.4	Appoint two 18-25 year-olds on to the Regional Appointments Committee		Complete by XXX
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Community Impact

Objective		Action		Lead	Deadline
4	Community Impact	4.1	Run a community impact support day		Complete by XXX

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	Young Leader scheme
Section Leader	<input type="checkbox"/> Use the Quality Programme checker	Quality Programme Checker
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 12A and 12B and Training Advisers
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)	NEW resource – District Programme Support Assistant Regional Commissioner / Regional Commissioner
District Commissioner	<input type="checkbox"/> Ensure all Groups are complete (ie. have no missing sections)	Guide to Opening a New Section
	<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.	Young Leader scheme
Assistant Regional/District Commissioner (Youth Involvement)	<input type="checkbox"/> Encourage young people (particularly Young Leaders) to take on a Section Leader or assistant role	Section leader 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.	NEW resource – District Programme Support
	<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	Young Leader scheme
Section Leader Group Scout Leader District Commissioner	<input type="checkbox"/> Use the Inclusivity Self-Assessment at a section, Group and District level	NEW resource – Inclusivity Self Assessment, Scouts Scotland inclusion support pages , and Scouting for All pages
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	Young Leader scheme
	<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	Youth Approved Award
	<input type="checkbox"/> Hold termly Log Chews, or Section Forums (at least 3 a year)	Scouts Scotland Youth Involvement pages and advice on youth forums
	<input type="checkbox"/> Deliver the Team Work (Beavers, Cubs, Scouts) and Team Leader (Cubs, Scouts) Challenge Awards	Team Work (Beavers , Cubs , Scouts) and Team Leader (Cubs , Scouts) Challenge Awards
Group Scout Leader	<input type="checkbox"/> Complete Group level Youth Approved Awards	Youth Approved Award
	<input type="checkbox"/> Support all Young Leaders to be an integral part of the Group Leadership Team	Young Leader scheme
District Commissioner	<input type="checkbox"/> Complete District level Youth Approved Awards	Youth Approved Award
	<input type="checkbox"/> Appoint and support an Assistant District Commissioner (Youth Involvement) to develop and deliver a Youth Involvement action plan for the District	Scouts Scotland Youth Involvement Strategy
	<input type="checkbox"/> Set up and support a District Youth Advisory Group	Scouts Scotland Youth Involvement Strategy
	<input type="checkbox"/> Have at least two 18-24 year-olds on the District Appointments Advisory Committee	Young People on Committees

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 Scouts Scotland Youth Involvement pages Work with your District / Regional Commissioner
Regional Commissioner	<input type="checkbox"/> Complete Region level Youth Approved Awards	Youth Approved Award
	<input type="checkbox"/> Appoint and support an Assistant Regional Commissioner (Youth Involvement) to develop and deliver a Youth Involvement action plan for the Region	Scouts Scotland Youth Involvement Strategy
	<input type="checkbox"/> Set up and support a Regional Youth Advisory Group	Scouts Scotland Youth Involvement Strategy
	<input type="checkbox"/> Have at least two 18-24 year-olds on the Regional Appointments Advisory Committee	Young People on Committees

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)	Young Leader scheme A Million Hands Community Impact Staged Activity Badge
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 Million Hands and the Community Impact Staged Activity Badge
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	community.impact@scouts.org.uk

Appendix 3 | Frequently used terms

Terms	Meaning
Skills for Life: our plan to prepare better futures in Scotland 2018-2023	Full title for the Scouts Scotland strategic plan.
Skills for Life plan	Short title for the Scouts Scotland strategic plan.
Strategic plan	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.
Strategy	
Our plan	
Skills for Life plan	
Skills for Life strategy	
Our plan to prepare better futures	
Vision	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.
Mission	A statement of our overall purpose. Our mission is the purpose of Scouting (why we exist), part of the fundamentals of Scouting.
Objectives (strategic objectives)	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.
Goals	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.
Actions for volunteers	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.
Call to action	
Pillars of work	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.
Our plan of action	
Local action plan (eg District action plan, Region action plan)	Every District and Region is encouraged to create an overall action plan that aligns to the Skills for Life vision and objectives.
Growth strategy (development plan)	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.