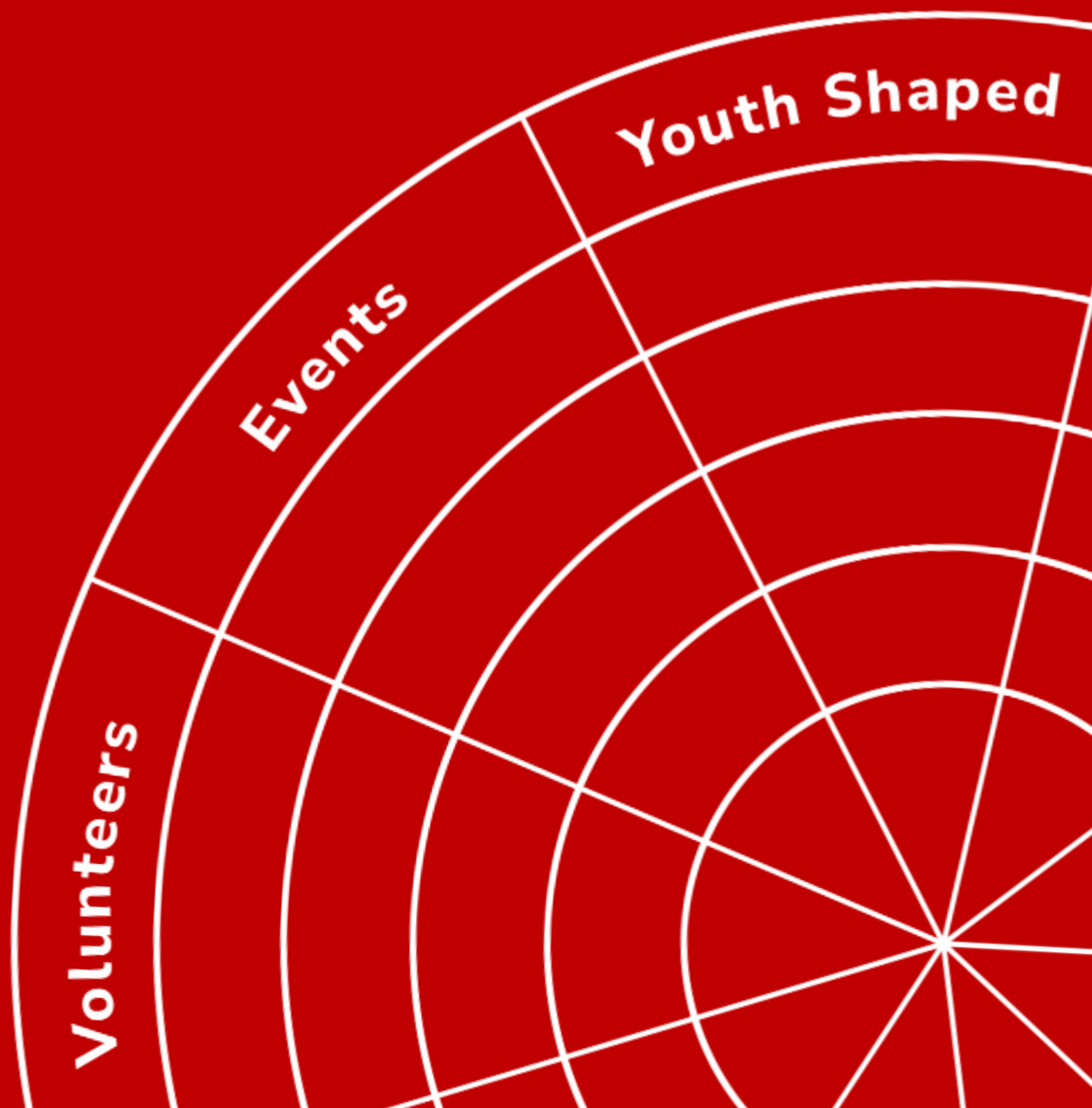


# Clwyd Area

# Strategy Plan 2022-25

*#get2good*



# HELLO!

Thanks in advance for taking some time to read this Clwyd Area 2025 plan and for your dedication to providing the best environment for our youth members to grow, have fun and develop the skills for life.

This document intends to explain the Area plan, why we need one, why it's essential and what the plan means for Clwyd Area and you.

I view this plan as starting a new expedition into uncharted lands. As part of Clwyd Area Scouts, we are beginning this journey together, and, as anyone who has ever been part of an expedition will tell you, there are a few key things we need to understand before we set off.

First, we need to know where we are starting from and who is part of the team.

Second, we need to know where we want to get to, our destination.

Third, we need to know exactly what state we are in before we start the journey and try to plan around obstacles before we set off.

Finally, we need to ensure that we don't just blindly follow the plan, even when there are obstacles we didn't predict.

The Area Leadership Team know that every plan is out of date from the moment it is launched, so this plan is not intended to be a static document. Changes will need to be made as we go along, and that's why we have developed our 'steering wheel' to help guide us as we go.

Please think of this plan as our own Area expedition route card.

I hope you find this a helpful document, and as always, I appreciate any feedback you wish to provide to improve it. Details on how to do this can be found at the end of the document.

Thank you for joining me on the journey and I look forward to taking it with you.

**Kevin Field**

Area Commissioner - Clwyd

# WHY?

If we don't have a plan, we aren't working as effectively together as we could. Without a plan, we will likely be working at crossed purposes, wasting effort and causing unnecessary frustration and confusion.

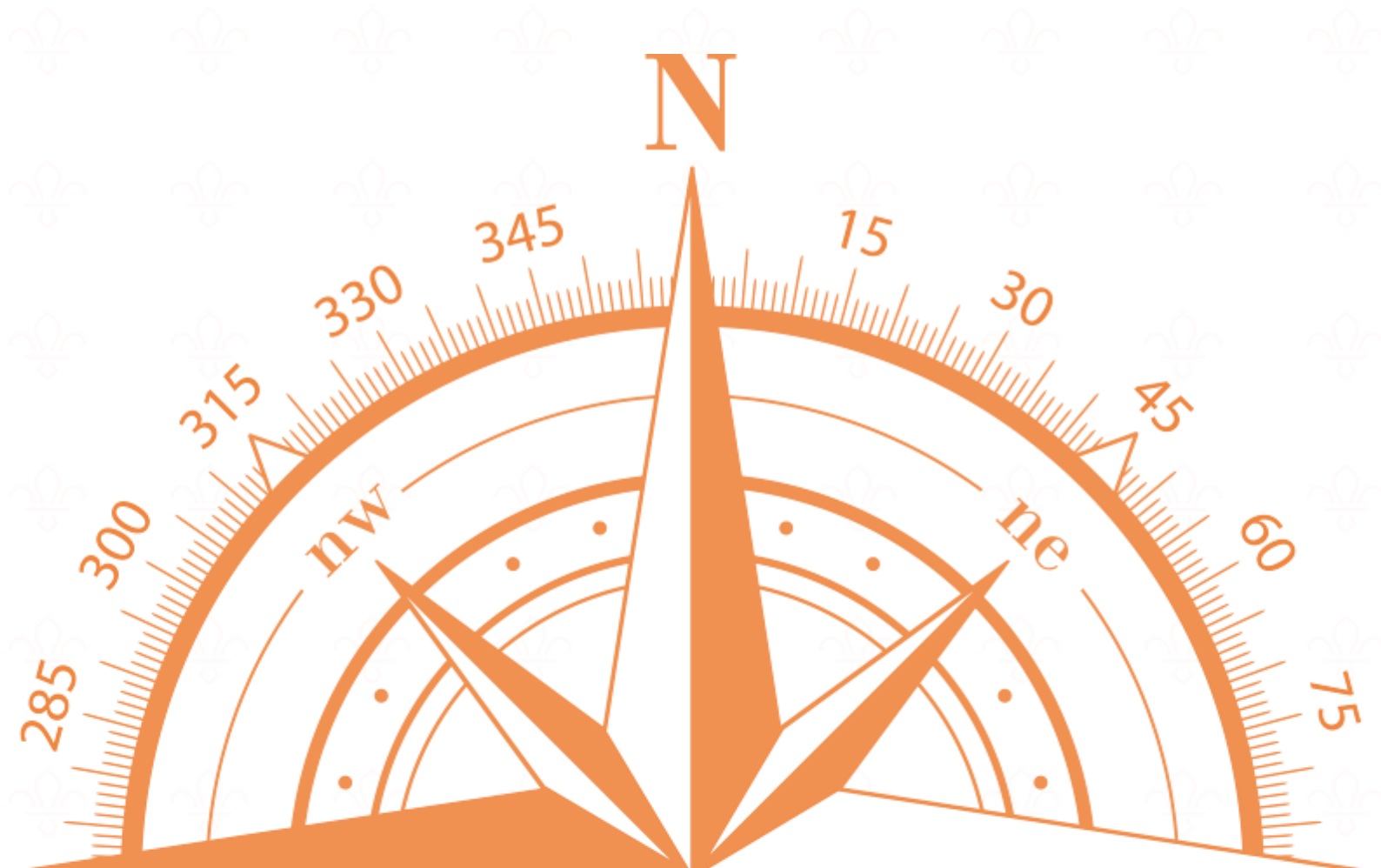
A plan allows us to understand our direction of travel and think things through before we start, giving us a far better chance of success than if we just made it up as we went along.

Dwight D Eisenhower once said that 'plans are useless, but planning is everything, and he is right. This plan was never intended to be the start and end of the Area improvement, and it shouldn't be viewed as the only reference either, but the purpose of this plan is to clearly define an end goal, a mission, that will guide our actions over the next three years. It then specifies some key objectives to deliver this mission.

Finally, it further breaks these down into deliverables, i.e. what we want to achieve to deliver the objectives and ultimately the mission, explaining very clearly what needs to happen as an Area team to best support Scouting across the Area.

This plan must be fluid, and we must be able to change it when required to do so.

**Everything we do as an Area team will aim to deliver on the objectives and initiatives you see later in this document.**



# OUR VISION

The Area vision is the same as the one set by ScoutsUK, and it is our North Star, which we will use to guide us.

*'By 2025, we'll have prepared more young people with skills for life, supported by amazing leaders delivering an inspiring programme. We'll be growing, more inclusive, shaped by young people and making a bigger impact in our communities'*

In short, this means that all of our efforts, across all organisational levels, should be focused on the delivery of skills for life.

# OUR MISSION

**Our Area mission is to 'Get to Good' (#get2good)**

It means that we have a clear goal to improve the Area to a minimum good status across all of our benchmarking criteria.

More information on the benchmarking criteria and what we are doing to get there can be found later in this plan.

By moving towards a good status across all criteria, we will provide a consistent and robust level of Area support to Districts and Groups, inevitably improving the Scouting experience for all.

# OUR VALUES

We are guided by the Scouting values:

**Integrity** - We say what we mean and when we make a promise, we keep it.

**Respect** - We listen to others, explore our differences and work to find common ground.

**Care** - Scouts are friends to all and think of others before themselves.

**Belief** - We believe passionately in improving the lives and life chances of young people and helping them explore and develop their beliefs and attitudes.

**Cooperation** - Scouting is about teamwork. We believe that when we work together we achieve more than we can on our own.

**OUR MISSION IS  
TO #get2good**

# **THE STRATEGIC PLAN AT A GLANCE**

Because we recognise that not everyone has the time for all of the little details!

# OUR VISION

By 2025 we'll have prepared more young people with skills for life, supported by amazing leaders delivering an inspiring programme. We'll be growing, more inclusive, shaped by young people and making a bigger impact in our communities.

# OUR MISSION

Improve the Area to a minimum GOOD status across all benchmarking criteria. Doing so will provide a consistent and strong level of Area support to District and Groups, improving the Scouting experience for all.

# OUR VALUES

We are guided by the Scouting values of integrity, respect, care, belief and cooperation.

## OBJECTIVE

### AREA DEVELOPMENT

Teamwork and coordination will be the foundations on which we deliver excellence.

#### 2025 Deliverables

- Clear Area plan.
- Youth shaped planning.
- All area roles filled.
- Area training delivery.
- Centre of excellence for training/events.
- Rolling training and event calendar.

## OBJECTIVE

### YOUTH SHAPED AREA

Young voices will be at the core of how we work.

#### 2025 Deliverables

- Appoint a Youth Lead.
- Youth shaped planning.
- Area Youth representation.
- Revitalised Network provision.
- Assistance to Districts and Groups with Youth Shaped Scouting.

## OBJECTIVE

### FUTURE FOCUSED

We will lead on and embrace change, not run from it.

#### 2025 Deliverables

- Appoint Transformation Lead and Team.
- Lead on change.
- Support volunteers through change better.
- Support succession planning.
- Testbed for new change projects.

**DO YOU WANT TO  
KNOW A LITTLE MORE?**

Oh go on then...

Read on and you can find out how we  
came up with the plan.



# SELECTING THE CRITERIA

During the last few months of 2022, the Area Leadership Team met to agree on a new benchmarking framework for the Area. Nine criteria were eventually selected to provide the framework for an Area development plan to guide us into 2025.

The team were very aware of ensuring that the criteria were both practical and that the model was understandable, as it's very easy to make things too complex and difficult.

The nine criteria give the Area a clear set of standards to assess itself against and formulate a plan to improve any weaknesses identified.

Below you can see the nine criteria that were used in the next steps of the plan, and a brief explanation of what each of the criteria assesses against.

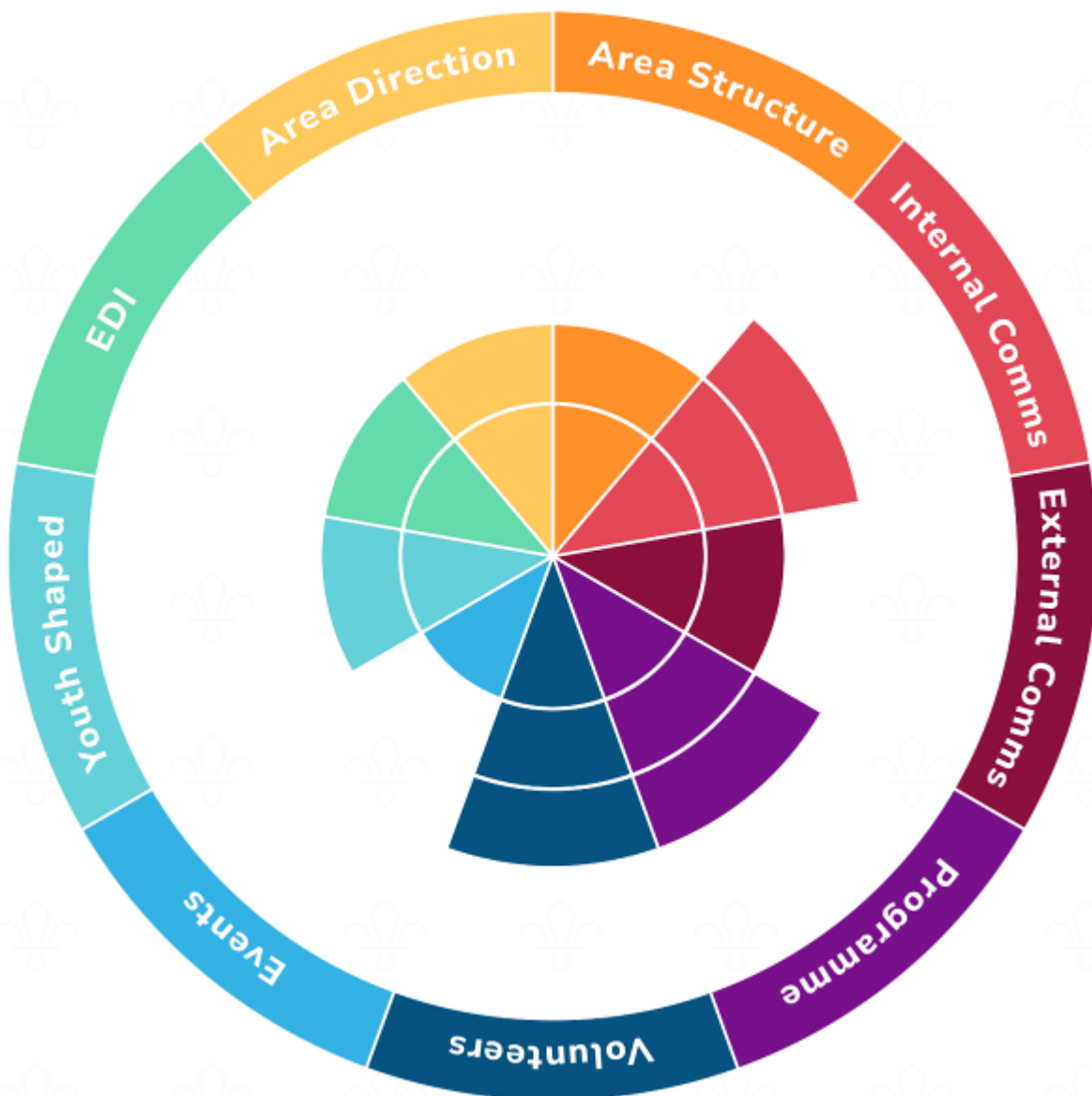
<b>Area Direction</b>	Do we know where we are going and how to get there? What is the plan and how well is it communicated?
<b>Area Structure</b>	Do we have the right people to deliver the Area plan? Do they know what their roles are and what is required?
<b>Internal Communications</b>	How well do we communicate internally as an Area e.g. visibility of plans, structure, news, updates and events?
<b>External Communications</b>	How well do we communicate to the outside world as an Area? How is our social media, website and news managed?
<b>Programme</b>	How effective is our Area programme provision for the youth members and support for Districts/Groups?
<b>Volunteers</b>	How effective is our Area support of volunteers and how useful is our learning and training delivery?
<b>Events</b>	How effective is our event programme for all youth members and adult volunteers?
<b>Youth Shaped</b>	How youth shaped is the Area?
<b>Equality, Diversity and Inclusion</b>	How inclusive and diverse is the Area?

# WHERE ARE WE STARTING FROM?

The next step after selecting the criteria was to make an objective and informed assessment of the Area's current situation.

Each of the criteria or 'spokes' of the wheel is graded from low to high as either very poor, poor, fair, good or very good. When you map this out on a segmented wheel, it gives us a visual known as the 'steering wheel'. The more segments we have completed, the better we are doing.

As you can see, plenty of work is to be done. These weaknesses are good, as there is much room for growth, and we should see it as a challenge to embrace, not an obstacle to run away from.



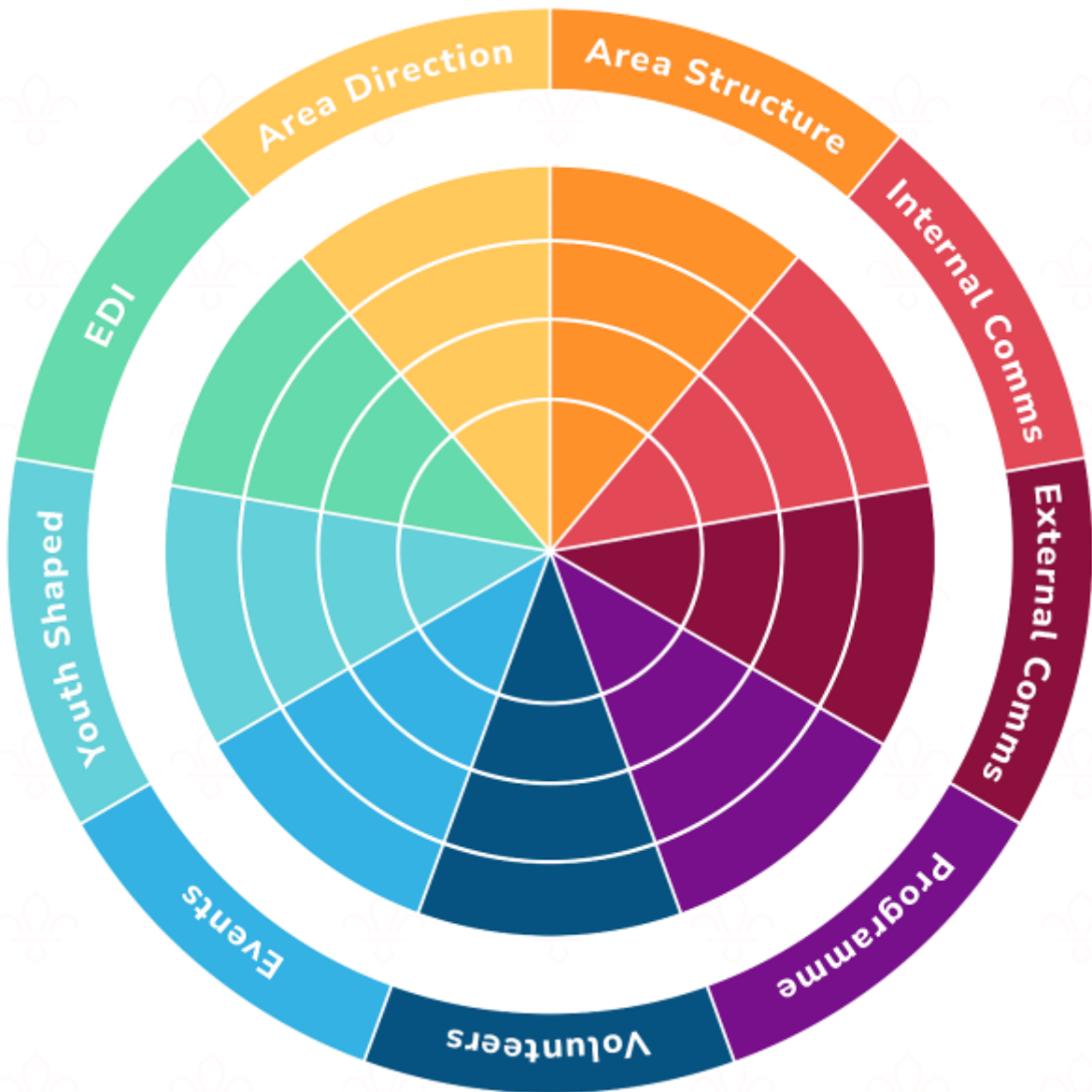
# WHAT IS OUR DESTINATION?

Once we established where we were starting from, we needed to agree on where we were going. We have set an ambitious goal to improve all criteria to an assessed 'good' standard by November 2025, which is why the plan is called #get2good.

Achieving this goal will take a lot of time, coordination and effort, but it can be realised.

Progress against this goal will be assessed every three months. Every year a formal assessment will be conducted (we would like to gather input from everyone across the Area every year), and an update will be issued in the Annual report.

We will also host an annual Area symposium and social event where we will communicate our progress and gather feedback.



**YOU'RE STILL READING?**

**WOW YOU MUST  
REALLY BE INTERESTED!**

Now we know we want to do, what does this look like in practice and how are we going to do it?

Importantly, what does it mean to you?

## ***STRATEGIC OBJECTIVE 1***

# **AREA DEVELOPMENT**

Working together, we can achieve more to the benefit of more. We will strengthen the Area provision to provide better support to all.

Teamwork and coordination will be the foundations on which we deliver excellence.

### **Main issues identified during the assessment**

- There is no formal Area plan, and it is not communicated.
- Most of the Area positions are unfilled, and knowing who to talk to is very difficult.
- Area communications are non-existent, and there is no central source of information.
- A formal Area training provision doesn't exist. Most Districts have had to fight for themselves, and volunteers gain a lot of training by accessing external sources and other Areas resources.

### **Where will we be in November 2025?**

- The Area structure will support Districts and Groups to deliver the best experience.
- We will be viewed as a centre of excellence for training and events in Wales.

### **How will we achieve this strategic objective?**

- We will create a clear and concise Area plan and ensure that it is regularly reviewed and updated and progress against the plan is communicated.
- We will engage the Area youth and volunteers in creating and reviewing our plans.
- We will bring the Area structure in line with new changes and fill all Area positions.
- We will communicate a clear organisation chart and contact directory, so it's easy to identify and speak with the person you need to.
- We will create a new Area volunteer development training team to coordinate and deliver training and events across the Area.
- We will adopt a single event and training booking system across the Area, and all adult training will be open to everyone.
- We will implement a rolling two-year Area calendar for training and events accessible to all.
- We will centralise our resources, calendar and information into the website and ensure that it is kept up-to-date and relevant.

### **What this means...**

- There will be coordinated activity across all Districts, preventing wasted effort and increasing the scope of activities and support available.
- You can access Area support far more efficiently and know who to speak to and how to contact them for assistance.
- It will be far easier to identify training and events and book on to them. Training Advisers will be able to see a calendar of events and can support new volunteers better in their learning journey.
- Area events (e.g. camps) will be planned far in advance and will be made visible.



6th Wrexham Cubs at BeWILDerwood

## ***STRATEGIC OBJECTIVE 2***

# **YOUTH SHAPED AREA**

Ensuring that the Area is Youth Shaped is vital to the success and future of our movement. The new generations will be nurtured and we will implement succession planning for roles.

Young voices will be at the core of how we work.



### **Main issues identified during the assessment**

- There is no Area Youth Commissioner.
- Not all Districts have Youth Commissioners.
- There is Youth representation at the Area level in any of the teams or the Trustee team.
- Area plans are not discussed with Youth representatives, and their feedback is not sought on Area decisions.
- There is no Area Youth Forum.

### **Where will we be in November 2025?**

- Youth Shaped focus will be integral to all Area and District activity.
- Area planning and events will include Youth representation.
- Youth voices will be represented at Area and District.
- An Area Youth Forum will be created and supported.
- New Horizon funding will be regularly used to support Clwyd Area Scouting.

### **How will we achieve this strategic objective?**

- We will appoint an Area Youth Lead (previously Youth Commissioner).
- We will ensure that the Youth voice is an integral part of all Area planning and activity, not something we do as an afterthought.
- We will provide coaching and mentoring to Youth leads and those taking up roles.
- We will ensure youth representation in the Area structure.
- We will organise a Youth Forum with voices from all sections.
- We will revitalise the Network provision in Clwyd.
- We will work with Districts and Groups to support Youth Shaped Scouting.

### **What this means...**

- Young members will have a voice in all Area planning and activity, ensuring that we listen and design initiatives, events, and activities to best deliver their learning and development needs.
- Youth shaped Area events, e.g. Area camps
- New talent will be nurtured and helped to develop into roles.
- There will be increased Youth representation in the Area Trustee team and across all Area teams and sub-teams.
- We will better international support scouting and ramp up our communication of the New Horizons funding.



## ***STRATEGIC OBJECTIVE 3***

# **FUTURE FOCUSED**

The only thing constant is change.

We must plan for the future. If we don't move forward, we are no longer a movement.

We will lead on and embrace change, not run from it.

### **Main issues identified during the assessment**

- There is poor communication/dissemination of approaching changes to the Scouting movement by Area.
- There is no Transformation Lead or Transformation Team.
- There is no communication of the Area's response to change.
- The Area structure is not set up to adopt the new changes due to a lack of transparency around structure and roles/responsibilities.

### **Where will we be in November 2025?**

- We will have fully adopted the changes in structure and organisation, the new replacement for Compass and any other changes that ScoutsUK have implemented.
- We will stay ahead of the curve and be aware of future changes in ScoutsUK plans.
- We will fully engage with ScoutsUK project teams and provide our thoughts and experiences to help shape new changes.
- We will be seen as a testing bed of new change projects due to our mature approach to change and reputation for providing a constructive sandbox environment.
- We will nurture talent to ensure that succession planning for Area roles is achieved.

### **How will we achieve this strategic objective?**

- We will appoint a Transformation Lead to help communicate and deliver any changes.
- We will support succession planning for roles to ensure that we aren't caught out and that continuity is guaranteed.
- We will support volunteers better through the learning and validation journey, specifically around providing training and learning.
- We will have a transparent Area adult learning programme and provision.
- We will embrace digital first, not digital only, and develop a high-quality remote and face-to-face training provision.

### **What this means...**

- Change projects launched by ScoutsUK will be better managed and communicated in the Area.
- Support will be provided to all Districts and Groups for change projects.
- We will stay ahead of the curve and not be caught out by new changes to the movement.
- We will remain relevant.



Pen-y-Ffordd Scouts hiking at World's End near Llangollen

# LETS TALK

If you have any feedback on how to improve this plan, or would like to know more than is here, then please reach out. You can find all of the contact details you need at the below sites:



[www.clwydscouts.org.uk](http://www.clwydscouts.org.uk)



[www.facebook.com/clwydscouts](https://www.facebook.com/clwydscouts)

# Thankyou!

Thanks to the following for their support creating this plan:

- Gareth Jones (Clwyd Area Chairperson)
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- Megan Sherlock (Flintshire)
- Ethan King (Wrexham)

[www.clwydscouts.org.uk](http://www.clwydscouts.org.uk)