

LookwideUK

Development wing of Northumberland County Scout Council

Vision 2018 –

Working together...releasing potential

Strategic Plan for 2016 to 2018

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Part 1: Purpose

The Purpose of Scouting

Scouting exists to actively engage and support young people in their personal development, empowering them to make a positive contribution to society.

The Purpose of LookwideUK

LookwideUK exists to actively engage and support young people in their personal development, empowering them to achieve their full potential.

Lord Baden-Powell said

“The spirit is there in every boy, it has to be discovered and brought to life.”

LookwideUK reaches out to young people that would not engage with mainstream Scouting, or indeed any other youth provision, and does not require young people to become members of Scouting, make a promise or wear a uniform. We offer personal development programmes that help young people to identify the strengths that they have and the skills they want to develop for their future.

The Scout Method

In LookwideUK Scouting takes place when young people, in partnership with adults, work together and:

- enjoy what they are doing and have fun
- take part in activities indoors and outdoors
- learn by doing
- take responsibility and make choices
- undertake new and challenging activities

This method provides inclusive opportunities for young people from a variety of disadvantaged backgrounds and delivers challenging and rewarding programmes. Although LookwideUK participants do not make and live out a Scout promise they are involved in drawing up and abiding by a ‘group contract’ that promotes the core Values of Scouting.

Values of Scouting:

- Integrity
- Respect
- Care
- Co-operation.

The young people that access LookwideUK programmes are given an opportunity to benefit from the experience and knowledge of more than a century of front line youth work by the Scout Movement, and many embrace the opportunity and respond positively.

Part 2: Drawing from the past

LookwideUK's activity to date

Established by Northumberland County Scout Council in 2004 as Project Northumberland, LookwideUK has gone from strength to strength, delivering opportunities to more than 1600 young people in the first 11 years. More information is available in 'Taking Scouting a Step Further: LookwideUK the first 10 years', published in April 2014. This is available to view at www.lookwide.org.uk

LookwideUK programmes engage young people that are finding life hard: at school, at home, or in their communities.

Present Situation

The current funding climate continues to make the financial operation of our organisation a challenge, but Northumberland Scouts remains committed to offering LookwideUK's specialised provision. Thanks to five years support from Big Lottery Reaching Communities we have had the security of 2 full-time Development Tutor salaries to develop and deliver our programmes, and this has made finding match funding for programme costs significantly easier to secure. This funding for salaries, along with most of our associated programmes, comes to an end in May 2016.

LookwideUK currently operates with a core team of paid staff (2 full-time Development Tutors, supported by a full-time Chief Executive, a part-time Administrator and 3 part-time sessional Assistant Development Tutors) supported by a team of committed volunteers. A strong LookwideUK Management Committee oversee the running of LookwideUK, reporting to Northumberland County Scout Council's County Executive (Board of Trustees).

Northumberland Scouts provide a permanent home for the LookwideUK team with an office base and access to excellent training facilities at the County HQ, Scout House. Scout House also enables us to store a broad range of resources that enable us to deliver our programmes, such as sports, camping, activity and Personal Protective Equipment. Lookwide has one minibus which is used to take personal development programmes to the young people in their own communities. Northumberland's local Scout network also support LookwideUK with access to local expertise, facilities and camp sites around the County as required.

Vision 2013-15

Our current Chief Executive joined LookwideUK in summer 2012, and worked with the delivery team and Management Committee to achieve the aims of the Vision 2013-15 strategic plan. Achievements included: a move to a secure home and improved facilities at Scout House; increased resources (including archery, electronic maps, arts and cooking equipment); improved links with local Scout facilities, opportunities and resources; lower age range of beneficiaries (now 10-19 years); more local community engagement; more volunteers and volunteer training; improved promotional materials in the Scout 'brand'; broader range of programmes

and opportunities including more out-of-school provision; maintained close working partnerships in Newcastle alongside move to North Tyneside; delivered and completed another Heritage Lottery Funded project 'Tracking Back'; held events to celebrate LookwideUK's 10th anniversary.

In 2014, to celebrate LookwideUK's 10th year, we also launched our 'Starfish Club', an opportunity to promote our work to local businesses and organisations and seek contributions to support our continued work.

Fundamentals:

At the centre of LookwideUK's offer are the Values of Scouting, and our personal development programmes continue to be delivered using the Scout Method.

We have considered our personal and social development offer and, in addition to the traditional 'soft skills' such as communication and teamwork, we have identified a range of attributes that we support young people to acknowledge and develop to improve their prospects for their future:

- | | |
|---|--|
| Respect for others and the environment | Embedded learning of literacy and numeracy |
| Improved emotional literacy | Improving and strengthening relationships |
| Positive mental well-being | Commitment to lifelong learning |
| Reduced isolation | Understanding consequences and discipline |
| Increased physical activity and well-being | Safe and supportive group environments |
| 'Everyday adventure' | Increased understanding of community |
| Celebrating achievement | Identifying sources of information and support |
| Partnership building | |
| Building friendships and peer support networks | |
| Compiling a CV and experiences that promote progression | |

The LookwideUK Model

As the name suggests we have great aspirations for the LookwideUK model; although this development wing of Northumberland Scouts remains unique. We believe that this way of working is valid and replicable in other Scout Counties, and indeed continue to have contact with other Counties that are interested in the way we use the Scout Method and Values to reach out to more young people.

In addition, we believe that LookwideUK's projects, the way that we engage with targeted groups of young people, are also replicable models, both in new geographical areas and communities within the Northumberland Scout County, and more broadly in other areas of the UK.

Part 3: Considering the future

Scout Association's Vision 2018

LookwideUK's 'Vision 2018' considers and contributes to 'Vision 2018' the Scout Association's 5 year vision.

Scouting in 2018 will:

- make a positive impact in our communities
- prepare young people to be active citizens
- embrace and contribute to social change.

Scouting in 2018 will be:

- shaped by young people in partnership with adults
- enjoyed by more young people and more adult volunteers
- As diverse as the communities in which we live.

Members of Scouting in 2018 will feel:

- empowered
- valued
- proud

Moving Forward:

In evaluating and celebrating our first ten years we identified a number of straplines that summarise how LookwideUK achieves its Purpose:

Working together...

At the core of the Scout Method is the partnership between young people and adults; our personal development programmes are a journey that we complete together, not something that is 'done to' the young people that participate.

Releasing potential...

LookwideUK supports young people to access opportunities and training that can identify strengths, facilitate change and develop confidence.

Celebrating achievement...

Our partnership with a number of awarding bodies enables LookwideUK to offer accredited and certificated outcomes that recognised the soft and hard skills that young people have developed, and this helps young people to build a CV that opens doors to the future.

Raising aspirations...

LookwideUK encourages young people to think beyond the present day through our everyday interactions, by celebrating achievement, offering information, advice and guidance and providing opportunities for young people to try new things and contribute to community projects.

Making a difference...

We believe that LookwideUK's programmes not only make a positive difference for those involved, but also make a difference for those around them.

And indeed, as Lord Baden Powell once urged:

“Look wide, beyond your immediate surroundings and limits, and you see things in their right proportion. Look above the level of things around you and see a higher aim and possibility to your work.”

The combined team of the LookwideUK Management Committee, Chief Executive, Development Tutors and volunteers have identified Strengths, Opportunities and Challenges, and revisited our core offer or ‘fundamentals’.

Strengths:

Scout Association, Method & Values = our unique model
Scout House & Scout resources
Track record & good reputation
Equipment & resources
Contacts & networks of support
Delivery models- proven & flexible
Minibus and programme mobility
Ability to offer qualifications, awards and certificates
Staff/volunteers - experience, knowledge, commitment & approach
Ability to build working relationships with young people
Partnerships with other organisations
Not reliant on statutory sector funds
Resilience & adaptability
Minimal core running costs

Challenges:

Financial stability & income
End of the five year funding for Development Tutor salaries
Keeping delivery team happy & motivated
Capacity- building to optimum size
Capacity for networking & relationship building (CEO)
Review of GAPS/Policies/Procedures
Financial management systems
Pensions
New business development
Changing funding scene & sources of income
Affordability of provision
Replacing aging minibus and possibly another minibus
Balance of delivery: Mon/-Fri vs Eve/Weekends
Continued cuts & new government agenda = increased need?
Soft skills measurement tools
Identifying & prioritising opportunities effectively

Opportunities:

Starfish Club: raising profile and generating funds
‘Sale’ of services & business development
Talent Match NE & other contracting opportunities
Quality marks –
Ambition/Adventure mark
UXL partnership & development of our Future Steps model
Alternative Provision 14-16 years & embedded learning with Northern Learning Trust
School transitions work
Geographical reach: Newcastle-build, North Tyneside – new links, Northumberland- SE area?
New heritage projects
Local landscape & local resources
More outdoor & adventurous provision
North Tyneside – Sports development & Troubled Families teams
Mental well-being - improvement & measurement
Working with young parents

Reach

For the past three years LookwideUK’s target age group has been 10-19 years (previously 13-25). Conversations with education and youth services lead us to believe that this continues to be right age group for us to target. However, LookwideUK’s Purpose and delivery model is equally applicable to those between the ages of 8 and 25, and we may respond to identified needs within this broader age range where and when applicable. LookwideUK will continue to serve communities in Newcastle upon Tyne, North Tyneside and Northumberland.

Part 4: Strategic Aims and Objectives

1. To 'make a difference' for more young people

- **Expand provision in North Tyneside and South East Northumberland –** Recognising that disadvantage does not only exist in the inner-city, but takes many forms in the diverse rural and urban communities of the North East, we have identified opportunities, partnerships and need in these areas. Over the coming three years we will focus on expanding provision in new areas; the majority of our work in recent years has focussed on Newcastle upon Tyne, but we now have established models that may be rolled out, and identified opportunities to develop new models in response to differing needs.
- **More partnerships with families and social services –** Our Give it a go... and Explore! models in particular have enable us to build closer working relationships with the adults important to the young people we engage. We believe this promotes and sustains even better outcomes our young people in the longer term.
- **More partnerships with schools –** LookwideUK will expand our personal development programmes through the Alternative Provision Framework in Newcastle, and beyond in to North Tyneside and South East Northumberland. Current provision has focussed on 14-16 year olds, but we have identified opportunities to develop new work with Years 7-9 in preparation for the transition to Secondary or High School education. Similarly we will seek to put an increased emphasis on helping young people to prepare for the transition to post 16 employment, education and training.
- **More partnerships with communities –** LookwideUK will continue to work in partnership with isolated or localised communities that have identified a particular need, based upon the highly successful model developed in East Lea, Newbiggin by the Sea.
- **More partnerships with the heritage sector and Heritage Lottery Fund-** With a proven track record of engaging young people with learning and developing practical skills through five large heritage projects we remain committed to delivering more of these successful and popular projects, with the first to take place before the end of 2016.
- **Improved marketing, networking and visibility –** To reach more young people we will continue to improve our marketing materials, making them appealing and available to our target groups. In addition, we will raise our profile in relevant networks and communities so that organisations and adults are aware of the services we offer and how to support young people to access that provision. A promotional DVD will be produced to facilitate professional presentations to interested parties about our work.
- **Piloting new ideas and exploring new opportunities –** Potential developments include working with young parents, young people experiencing

and recovering from mental health distress, and school transitions; we will work with partner organisations and consult with young people to find out how our services can be used to promote better opportunities for young people.

2. To deliver a quality service that identifies and responds to need

- **A knowledgeable, committed and experienced delivery team** – Having the right adults to work in partnership with our young people is at the core of successful delivery of our services. We will endeavour not only to recruit and retain the right personnel, whether they be employees or volunteers, but also to provide continuing professional development opportunities for all, and a welcoming and supportive environment in which to work. We share the vision that Scouting, and therefore LookwideUK, will be enjoyed by more young people, and more adult volunteers.
- **Quality Assurance** – LookwideUK prides itself on a professional approach to delivering a high quality service. We are currently working toward the Bronze Ambition Quality, a nationally recognised standard for Voluntary Youth Organisations. On completion we aim to continue to Silver and also to work toward the ‘Learning Outside the Classroom’ quality badge. Internal and External Quality Assurance of our accredited programmes will continue to be of high importance so that the certificates and awards given to young people are valid and meaningful.
- **Celebration and accreditation** – We will continue to develop and expand our provision of accredited and certificated outcomes; awarding centre status with One Awards and Highfield ABC will be maintained, as will our ability to facilitate Duke of Edinburgh’s Awards, John Muir Awards and National Navigation Awards. Celebration events and the presentation of certificates and awards offer significant opportunities to recognise achievement and to encourage young people to further their aspirations. We will continue to work with our partners to host high profile events.
- **Well resourced** – Maintaining access to a wide variety of good quality resources enables us to deliver high quality programmes. Our current store of activity and personal protective equipment needs constant repair, renewal and expansion. Our Scout and community networks will continue to provide opportunities to access a broader range of resources, and where appropriate we will enable access our resources for the broader benefit of our communities.

LookwideUK’s minibus is aging and a newer replacement will be required by 2017 at the latest; this minibus enables us to take our services to young people, whether we’re in their community, or off on an adventure. Successful expansion of our services will also need to secure a second minibus. Purchase and lease options will be considered.

- **Partnerships with other organisations** – LookwideUK acknowledges that we cannot meet the needs of our young people alone, and that many of our participants may also be receiving support and interventions from a range of other services; we will work pro-actively with other organisations to both make and receive referrals. In addition, we seek active partnerships with community, heritage and environmental projects that provide opportunities for our young people to volunteer, learn new skills and experience a real working environment.
- **Pro-active engagement with mental and physical well-being** – Recent support in the form of free training and consultation from ‘Get Mindfuel’ (a Community Interest Company specialising in supporting organisations) has enabled us consider how we can work more proactively to promote better mental well-being and how we can embed the Five Steps to Well-being within our programmes. This work is in its infancy but we are committed to supporting young people with the skills and awareness they need to manage their own mental well-being in the way that we already promote healthy lifestyles and physical well-being.
- **Outcomes measurement and evaluation** – Our consultation with ‘Get Mindfuel’ has given rise to a pilot of a new mental well-being measure and we are also piloting a revised version of our soft outcomes measurement; this continues to be an area that needs attention and establishing a meaningful and workable method of measuring and recording outcomes is essential if we are to evaluate and learn from the services that we deliver. Evaluation of our provision is a requirement of most funders and commissioners but LookwideUK will seek to implement refreshed and standardised methods of evaluation in the future.

3. Financial stability and sustainability

- **Identify risks and opportunities** - The combined management and delivery teams will use NCVO’s ‘Sustainable Sun Tool’ during 2015 to identify financial sustainability strengths and risks, in order to develop a more targeted action plan for 2016.
- **Secure financial stability** - In 2016 LookwideUK will need to replace the existing Big Lottery grant that funds two full-time Development Tutors; these posts are at the centre of ability to deliver services and manage volunteers. In addition we need to secure sufficient funds to support the ‘core’ of LookwideUK (Chief Executive, Administration, operational costs, premises and minibus). In the financial year 2016-17 we need to secure a minimum of £150,000 to maintain LookwideUK’s sustainability. In 2017-18 and 2018-19 the target will be £200,000.
- **Increasing and diversifying income streams** –The majority of LookwideUK’s income continues to come from grants and charitable sources;

some income has been secured from Local Authority contracts and commissioning and the delivery of services to other organisations. This diversification needs to be expanded, with targets of 25% in 2016-17, rising to 30% by 2018-19.

- **Implementing full-cost planning** – In the past three years LookwideUK has developed a better understanding of its core costs and created new financial reporting systems that enable us to allocate core costs more transparently and accurately to our projects and contracts. However, we have not, and probably cannot, achieve full cost recovery in this manner alone. We need to identify other sources of core funding and ‘unrestricted’ income that can supplement the contribution secured from projects.
- **Improved marketing and relationships with funders/commissioners** – Since our 10th anniversary we have got better at telling people about what we do and how we are making a difference for young people. However, we will need to increase awareness of our provision if we are to expand our provision in North Tyneside and South East Northumberland. We also need to raise our profile and be more strategic in building relationships with funders and commissioners active in the region.
- **Membership of local and regional consortiums and supply chains** LookwideUK is an active member of the Newcastle Voluntary Sector Consortium and a founding member of the North East Youth Supply Chain which is currently being established to support smaller VCS organisations to be part of bids for large scale contracts and procurement opportunities. This will also provide opportunities to raise our profile and improve our quality assurance.
- **Expand the reach and income of our Starfish Club** – The first year has proved that this is a viable means of raising awareness, promoting our successes and raising funds for LookwideUK. However, we will now seek to reach more local businesses and organisations with a target to secure £10,000 per year from this source, and £15,000 in 2016-17 and 2017-18.
- **Seek advice and expertise from external sources** – We will explore initiatives such as ‘Community Ventures’ through the Community Foundation of Tyne & Wear and The Engaging Experience Philanthropy Network, to seek expert advice and consultation to support the sustainability and growth of LookwideUK. This may be of particular relevance in the areas of marketing and business planning for income from contracts and commissioning.
- **Replenish and maintain a reserve fund** – in line with LookwideUK’s reserve policy, we would like to build a reserve fund sufficient to cover six months core running costs, in addition to wind-up and redundancy costs.

Part 5: Delivering the future

LookwideUK's Management Committee will continue to manage and guide the activities of LookwideUK on behalf of the County Executive, as laid out in the Terms of Reference. Rigorous standards will continue to be applied to all matters of Health & Safety, Safeguarding and Operational procedures; these, alongside the Terms of Reference will be revised annually.

In considering what a sustainable future for LookwideUK looks like it has been agreed that the current organisational structure is fit for purpose, and that the optimum operating size for the organisation is:

- Management Committee of 6-8 active members
- A Chief Executive (4 or 5 days per week)
- An Administrator (2.5 days per week)
- Two or Three Full-time Lead Development Tutors
- A team of 6-12 Assistant Development Tutors, comprising both sessional employees, volunteers and student placements

In recent years we have had an opportunity to help make a difference in the lives of approximately 120 young people per year. This remains our target for 2016-17, with an ambition to increase that by at least 15% year on year.

The Chief Executive will take a lead role in helping us to achieve our aims and targets, and will be supported by:

- The Delivery team – in identifying and responding to the needs of young people and building partnerships with other services.
- The Finance team – in providing comprehensive finance systems, identifying strategies for risk management in new approaches to income generation, securing a new minibus, implementing a new pension scheme.
- The Management Committee – in exploring opportunities, identifying and managing risk, raising the profile of the organisation
- Awarding bodies – such as One Awards, Highfields Awarding Body for Compliance, and Northumberland Clubs for Young People, for External Quality Assurance
- Starfish Club Working Group – to promote and increase income from local sources
- Heritage Working Group – to identify and develop new opportunities to work with heritage partners and the Heritage Lottery Fund
- An Alternative Provision Working Group – to identify opportunities to develop new approaches, work in partnership with schools and promote our provision.
- Local and regional networks such as NCVS, Youth Focus NE, VONNE, and VODA

The work required to secure and expand LookwideUK in the coming three years is substantial, and 2016 sees LookwideUK facing a 'make or break' situation, as a major source of funding comes to an end.

Northumberland County Scout Council and LookwideUK are committed to recruiting new friends in the form of Volunteers, Management Committee members or Advisors to secure the knowledge and expertise that we require to move forward and continue to *'Take Scouting a step further...'*

LookwideUK Management Committee

October 2015