



2011 - 2021

Girl Guides Victoria

Strategic Plan

Evolving to be the leading community organisation for girls and young women in Victoria



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State Commissioner's Message

I am delighted in conjunction with the Executive Committee and the CEO and to present the 10 year Strategic Plan for Girl Guides Victoria.

This Strategic Plan is about how we work in today's environment to reach out to provide girls and young women in the diverse communities which make up Victoria with the opportunities to develop their skills and build self-confidence and an understanding of the communities in which they live as well as the wider community which includes their country and the world.

Acknowledging the pressures of modern life faced by young people we are working closely with communities to provide programs which are relevant and support, nurture and develop the girls and young women of today.

The challenges that we will face over the next 10 years in shifting perceptions and meeting community expectations have been identified. The Executive Committee has identified the priority areas that that we will focus on to deliver on this strategic plan.

This Strategic Plan will ensure that the right processes are in place to support us in meeting these expectations, and it will enable us to review and evaluate our progress along the way.

This document sets out our vision to be the leading community organisation for girls and young women in Victoria. We believe that by working closely with local communities we can deliver programs which are designed to meet the needs of girls from a variety of backgrounds and beliefs. Our programs will reflect the richness and diversity of the Victorian community as a whole and support and promote an understanding and respect for and acceptance of all people.

This plan has been developed so that we can share our vision and communicate the goals which support that vision. The Executive Committee and the Management Team are passionate about the need for change and are united in ensuring the success of the plan to deliver the outcomes required **to be the leading community organisation for girls and young women in Victoria.**

A handwritten signature in cursive script that reads "Margaret Devlin". The ink is dark and the signature is fluid.

Margaret Devlin
State Commissioner
Girl Guides Victoria



An Introduction from the CEO

Changes in the way we define the family unit, the increasing impact of technology, the rise in eating disorders and mental illness and the general pressures associated with growing up have elevated the issues effecting young people in Australia today as a priority for Governments at all levels.

The need to provide programs that can support, encourage and develop self-confidence and resilience in young people has never been more vital. Girl Guides Victoria recognises the need to step up to the challenge and support Local and State Government in its desire to improve the outcomes for girls and young women in Victoria through a range of programs which are designed to provide hands-on and skills based learning - *learning by doing*: the focus of Guiding is on adventure, community service, international affiliations and conservation and the environment.

In conjunction with the Government and wider community and through our extensive volunteer base we are well placed to extend our programs to support girls from indigenous and multicultural backgrounds and to work with these groups to integrate their needs into the programs we deliver. In addition we are able provide training and support to women 18 years and older who wish to learn new skills and support the girls and young women who are a part of Guiding. The skills and training that Girl Guides Victoria provides can be transferred into a work environment and we are currently exploring opportunities to align

our training to nationally accredited qualifications. In addition to this we are currently looking at developing other qualifications such as a Certificate IV in Business Administration and a Diploma in Management which would be available at a minimal cost to women who meet the entry requirements. These are just some of the exciting opportunities that we hope to provide to women who volunteer with us.

The following pages provide an outline of our vision and mission, the program and its philosophy as defined by the World Association of Girl Guides and Girl Scouts (WAGGGS) and how Girl Guides Victoria plans to implement Guiding within the community of Victoria.

At the same time we encourage girls to connect with the global community and take advantage of the opportunities that being a part of a world-wide movement can provide.

Girl Guides Victoria is ready to work with Governments and communities to ensure we can make a positive difference to the lives of as many girls and young women as possible.

Wendy Lewis
Chief Executive Officer
Girl Guides Victoria





Vision and Mission



Our Vision

To be the leading community organisation for girls and young women in Victoria.



Our Mission

To enable girls and young women to grow into confident, self-respecting, responsible community members.



Building on the Past to Create the Future

Guiding was founded on the principles established by Lord Robert Baden-Powell at the turn of the twentieth century.

The foundation on which Guiding is based is our Promise and Law.

PROMISE

I promise that I will do my best:
To do my duty to God, to serve the Queen and my country,
To help other people, and
To keep the Guide Law.

LAW

A Guide is loyal and can be trusted
A Guide is helpful
A Guide is polite and considerate
A Guide is friendly and a sister to all Guides
A Guide is kind to animals and respects all living things
A Guide is obedient
A Guide has courage and is cheerful in all difficulties
A Guide makes good use of her time
A Guide takes care of her own possessions and those of other people
A Guide is self-controlled in all she thinks says and does

The fundamental values and intent expressed by the Promise and Law will always be maintained. It is important to ensure that everything we do is based on this foundation which has held us in good stead for 100 years. This does not preclude a review being undertaken to ensure that we are inclusive and supportive of all girls and young women.

Guiding in Victoria commenced in 1911. We are striving to evolve and develop in line with needs of the girls and young women of today and with community expectations.

Given that the foundation remains constant we are at liberty to question and challenge how we undertake and deliver the best possible Guiding experience for girls and young women.

The Executive Committee and Management have developed this Strategic Plan and Management will ensure the implementation of the plan.

Our focus is on positioning Girl Guides Victoria as a community focused and driven organisation that will meet the needs of girls growing up today and be inclusive of girls of all backgrounds and beliefs through contemporary programs based on adventure, community service, international affiliations and conservation and the environment. We will also provide the best learning opportunities for our volunteers and staff.

By staying true to our values we maintain our identity and our links to the past. This does not preclude focusing on the future and providing programs that are flexible and can be adapted to reflect community expectations and needs.

It is important that we build on our history to create a strong future.





The following excerpt is from the first edition of *Trefoil Round the World* written in 1958.

In a world fraught with uncertainty and fear our Movement shines out like a golden chain against a dark background. The links in the chain are forged out of the finest gold, our Promise and Law. Each has its special and individual decoration, its national characteristics, to enrich and beautify the whole. The chain is getting longer with each link and stronger as each country increases in spirit and numbers.

Olave Baden-Powell
World Chief Guide

From a Flicker to a Flame
The Story of the Girl Guides in Australia
By Margaret Coleman & Honor Darling

Our Links to the World

Girl Guides Victoria operates within Australia under a federated system with Girl Guides Australia being the member organisation of the World Association of Girl Guides and Girl Scouts (WAGGGS). Through our membership of Girl Guides Australia we are linked to one of the most amazing movements in the world.

About the World Association of Girl Guides and Girl Scouts (WAGGGS)



With ten million Girl Guides and Girl Scouts from 145 countries across the world, the World Association of Girl Guides and Girl Scouts (WAGGGS) is the largest voluntary movement dedicated to girls and young women in the world. The World Association supports girls and young women to develop their full potential as responsible citizens of the world. We focus on leadership development and active citizenship. These are delivered through our innovative global education and community and advocacy programs.

We deliver a well-established, unique values-based approach to non-formal learning, that is international and intergenerational. Girls and young women develop life skills through self-development, challenge and adventure.

There are five WAGGGS' regions – Africa, Arab, Asia Pacific, Europe and Western Hemisphere and four World Centres: Our Chalet in Switzerland, Sangam in India, Pax Lodge in UK and Our Cabaña in Mexico. The World Centres are residential and training centres where girls and young women develop leadership skills through international programs and friendships.

Girl Guiding and Girl Scouting - A Proven Method

Commitment through the Promise and Law

Baden-Powell established four signposts to start his Guides and Scouts on their road through life: character, handicrafts, health and service. He wanted to ensure the Movement encouraged the development of the whole person by encompassing spiritual, moral, physical, mental, social, intellectual and emotional aspects. This is reflected in the Guide Promise and Law. The Promise and Law used in Australia is on page 8 of this document.

Progressive self-development

Through membership of the Movement, each Girl Guide and Girl Scout takes part in a system of progressive self-development. Girl Guiding and Girl Scouting is free from the constraints imposed by formal education. The non-formal education methodology practiced in the Movement points the way to different avenues of exploration, and the Girl Guide and Girl Scout chooses her route and proceeds with her chosen activities at her own pace, exercising self-motivation and freedom of choice. In this way, the Girl Guide and Girl Scout progresses individually, as well as learning to interact successfully as part of a group, developing her own imagination and creativity.



Learning by doing

Learning by doing is a key phrase in Girl Guiding and Girl Scouting. Through membership of the Movement, each Girl Guide and Girl Scout enjoys a variety of stimulating activities and challenges which encourage the individual to contribute to the best of her ability to ensure the success of her group's activities.



The Brownie's good turn, and the service projects undertaken by older girls and leaders, allows them to find an immediate practical application for their Promise and Law. Girl Guiding and Girl Scouting does not place the young in a classroom situation. Instead, it encourages them to go out into the world and make a positive contribution towards its future.

As well as community action, Girl Guides and Girl Scouts around the world are advocating on issues they care about to build a better world. Their advocacy projects are influencing decision-makers to change policy, laws and behaviour.

Teamwork through the patrol system



Girl Guiding and Girl Scouting encourages teamwork through the Patrol System founded by Baden-Powell. He defined the patrol as "a small natural group of six to eight under the leadership of one of themselves where each individual has an indispensable part to play". The Patrol System encourages the formation of friendships, self-expression, and the development of joint and individual responsibility. The Movement has a vital role to play in a divided world by instilling a spirit of cooperation in the young, a key to a more peaceful world. It also provides an important early example of democracy in action and develops leadership skills and opportunities to practice these in multi cultural and intergenerational environments.

Service in the community

The Movement does not place its members in a world apart, but strives to increase their involvement in their own community. Our mission is to enable girls and young women to develop their fullest potential as responsible citizens of the world. Applying the philosophy of learning by doing, Girl Guides and Girl Scouts serve their local national and global communities.



Relationship to nature



An important ingredient of the Girl Guide and Girl Scout method is contact with nature, traditionally gained through camping activities. Living out-of-doors encourages self-sufficiency and determination, and helps Girl Guides and Girl Scouts discover the tranquillity and harmony of nature for themselves. An appreciation of the natural world is essential at a time when our environment is under threat, and the environmental theme is now strong in many Girl Guide and Girl Scout activities. Many children live in urban or industrial areas, and the Movement has an important part to play in expanding their vision. As well as understanding and cherishing the natural world, Girl Guides and Girl Scouts are advocating for its protection and very survival.

Active cooperation between young people and adults

Although Girl Guiding and Girl Scouting is a youth movement, encouraging self-development and teamwork, adult guidance is essential at all stages. For the youngest members, adult participation will mean supervision, for the oldest a more experienced person to turn to for advice. For many, involvement in the Movement is a lifetime commitment, as they use the leadership skills it has given them to guide others along the same path. The Movement sees adults working side by side with the young members in a system of cooperation which helps to dispel the illusion of the generation gap.



International experience



can speak out on issues important to them.

Girl Guides and Girl Scouts can also participate in international experiences, such as attending advocacy seminars at one of WAGGGS' four World Centres, applying to be a WAGGGS delegate at a United Nations conference, getting involved in one of our advocacy campaigns or volunteering as a UN representative or as a community volunteer at one of the World Centres. Girls and young women can work as a volunteer on projects such as the Young Women's World Forums on the Millennium Development Goals or become part of the Young Voices of WAGGGS program, where they



“The Guiding Movement does not place its members in a world apart, but strives to increase their involvement in their own community”.



Our Vision

To be the
leading
community
organisation
for girls and
young women
in Victoria





The Case for Evolving

Traditionally Girl Guides has been concerned with ensuring that girls and young women grow into confident, self-respecting, responsible community members.

Today we are faced with uncertain times. Environmental, political and financial concerns at both a local and global level permeate our society. Girls (and their parents) need the stability and certainty that Girl Guides can provide to develop the confidence and resilience they will need to deal with the issues that life will inevitably toss up.

The diversity of people within the Victorian community requires us to develop partnerships at the local level to make sure we provide a Guiding experience that is relevant for girls within each community. In other words we

need to be mindful not only of the issues that the girls are facing today but also of their cultural backgrounds and beliefs.

We need to evolve our focus to take account of the broader issues, concerns and needs girls are facing and will continue to face in society and develop strategies and skills for them to apply in their lives to strengthen their character and build their resilience and resolve. Developing girls who are better equipped to take responsibility for their actions, to advocate on issues that are important to them and to provide leadership within their communities and beyond will require a focus on communities and their needs. This will transform Girl Guides Victoria into **the leading community organisation for girls and young women in Victoria.**



Our Strategy to Evolve

Our 10-year strategy charts a new direction for Guiding in Victoria that will see us evolve into a community focused organisation for girls and young women.

Girl Guides Victoria will become an integral part of local communities and the full impact of what we do will be recognised as an integral part of developing girls and young women within their local communities.

The strategy to bring about this change is underpinned by five priority areas, which have been developed through consultation with members and stakeholders. These five action areas will focus our thinking will ensure we are fully aligned with our vision.





One strategic direction – achieved through five priority areas:

1 Community

We will strengthen the community focus of Girl Guides Victoria to ensure the delivery of tangible community outcomes.

Every program, project and operation of Girl Guides Victoria will be aligned to the delivery of community based outcomes. Through Girl Guides Australia we take the core of the World Association of Girl Guides and Girl Scouts philosophy and elevate it and make it visible through the development of girls and young women within their local communities and as part of the global community. Community will be at the heart of everything we do.

2 Girls

We will establish Girl Guides Victoria as the leading organisation for the development of girls by ensuring that the programs we offer remain relevant and worthwhile.

We will continue to involve girls in the development of the program to ensure that it is focused on the needs of the girls – with a focus on their community.

In addition we will engage community experts to assist and support us in the development of these programs and this will allow us to remain relevant in this area.

How communities relate to the world and the responsibility for being a good global citizen will also be an important part of the learning.

3 People

We will support our people at all times to provide an experience that is a valuable opportunity for girls, is personally rewarding and is community focused.

Our people are the most vital and valuable part of our operation. Without the dedication, loyalty and support of our volunteers the organisation could not exist. Together staff, supporters and friends and volunteers make the organisation great.

We will continue to build on the engagement and inclusion of our people and develop strong leaders at all levels, create clarity and understanding of the organisation and its vision and create an environment that is supportive and inclusive.

4 Financial Sustainability

We will ensure the long-term financial sustainability of all of our operations to be able to maintain and improve the value of our assets and make meaningful and measurable investment in girls and young women.

It is crucial that Girl Guides Victoria builds on its present financial position. Financial sustainability provides security and the ability to continue to provide quality programs and opportunities for girls and young women throughout their communities throughout Victoria.

We will achieve financial sustainability through developing new initiatives to utilise our facilities. We will also keep an open mind to the expansion of what we can provide to support girls and young women regardless of whether they are members of Girl Guides Victoria.

5 Evolving Organisation

We will create a dynamic and flexible organisational structure to provide girls and volunteers with the highest level of service to provide an organisation which has a community focus with a global outlook.

In order to remain relevant we must continue to evolve as an organisation. Girl Guides Victoria will regularly review and evaluate what it does and implement changes where necessary to maintain its prominence within the community. The structure will reflect our ability to adapt and support girls in their communities as they strive to meet the challenges of an ever changing world.



Our strategy will

Be consistent with the strategic plan of Girl Guides Australia and enhance the reputation and influence of Girl Guides Victoria by:

- Channelling the learning and experience of Girl Guides Victoria into addressing the community issues facing girls;
- Engage our girls in the development of programs that support their needs;
- Focusing the passion of our volunteers, staff and stakeholders on the long-term future of girls and their place in the world;
- Protecting and further develop the revenue streams of our operations; and
- Support the continuing development of Guiding in Victoria.

Each of these five areas will support the continued function of existing operations while also laying the groundwork for the evolution of Girl Guides Victoria. These actions are supported by a number of tasks that have been agreed as part of this process.

In addition to the overarching strategy document, there will be an annual business plan and budget, which together will provide immediate focus and identify the necessary resources committed to the evolutionary process for the period. Against this background, the Girl Guides Victoria annual report will report our progress each year.

Building Girl Guides Victoria as the leading community organisation will take time. Over the next five years we will pay attention to emerging strategic issues, consolidate our efforts and review our existing processes to ensure that we re-establish the reputation and influence of Guiding within the community. We will become an organisation where girls have the opportunity to develop their confidence, resilience and an awareness of their wider community and their place in it; we will be a model organisation for volunteer and staff development, management and support and we will become a significant part of community life throughout Victoria.

Our Strategic Plan

Strategic Plan 2011 – 2021

Girl Guides Victoria

Girl Guides Victoria



Actions based on identified Priorities

1 Community	2 Girls	3 People	4 Financial Sustainability	5 Evolving Organisation
<p>1.1 Develop new model of State operations for implementation with a focus on Community</p> <p>1.2 Develop partnerships with local Councils to establish Guiding at the community level</p> <p>1.3 Establish/update technology infrastructure to support members</p> <p>1.4 Engage all members in the initiatives of both the State and Australian offices through a road show around the State</p>	<p>2.1 Continue to encourage and support flexible delivery of Guide programs in Region</p> <p>2.2 Create at least 1 State based camp each year</p> <p>2.3 Develop annual events with at least 1 event each year for girls (and families)</p> <p>2.4 Develop and implement a plan and process to introduce Guiding to diverse community groups</p> <p>2.5 Continue to develop program resources</p> <p>2.6 Develop and grow service element and link to philanthropy</p> <p>2.7 Investigate commissioning research into girls and the benefits of Guiding</p>	<p>3.1 Develop a best practice model with nationally consistent standards to support & retain volunteers and staff</p> <p>3.2 Develop flexible position descriptions</p> <p>3.3 Develop and implement an online induction module for all</p> <p>3.4 Online volunteer training expanded</p> <p>3.5 Implement effective Performance Management processes including performance evaluation, succession planning, recognition, reassignment, & retirement</p> <p>3.6 Reinvigorate the Blue & Gold Society</p>	<p>4.1 Develop new income streams which align to our core business</p> <p>4.2 Maximise revenue and control expenditure and implement robust financial control</p> <p>4.3 Ensure the viability of our assets in the short and long term</p> <p>4.4 Establish an externally managed Foundation (or similar structure) to encourage support from the community</p> <p>4.5 Implement the GGA Risk management framework and monitor</p> <p>4.6 Ensure transparent legal compliance</p>	<p>5.1 Engage members and align culture, values and behaviours for all projects and change</p> <p>5.2 Create an effective evaluation process and implement on a regular basis</p> <p>5.3 Develop procedures to implement changes as required</p> <p>5.4 Ensure organisation is adaptable and responsive to community needs</p>

 Priorities

 Actions

Updated 9/5/2011



Our Timeframe

The following section sets out the actions to be undertaken to guide us in achieving success in becoming the leading organisation for girls and young women in Victoria. The current timeframe for the completion of the actions listed here is over the next 4 years.

Priority	Action	Timeframe
1 Community We will strengthen the community focus of Girl Guides Victoria to ensure the delivery of tangible community outcomes	1.1 Develop new model of State operations for implementation with a focus on Community	2011 – 2013
	1.2 Develop partnerships with State and Local Councils to strengthen and focus Guiding at the community level	2011 – 2015
	1.3 Undertake research into girls and the benefits of Guiding	2011 - 2012
2 Girls We will establish Girl Guides Victoria as the leading organisation for the development of girls by ensuring that the programs we offer remain relevant and worthwhile.	2.1 Continued development of flexible ways to delivery of Guiding	2011 – ongoing
	2.2 Create State based events for girls and families.	2011
	2.3 Develop and implement plans to introduce Guiding to diverse community groups.	2011 - 2014
3 People We will support our people at all times to provide an experience that is a valuable opportunity for girls, is personally rewarding and is community focused.	3.1 Develop a best practice model with nationally consistent standards to support & retain volunteers and staff	2011 - ongoing
	3.2 Utilise technology to enhance the delivery of Guiding through volunteers by providing appropriate resources to improve communication and provide access to current resources.	2010 – ongoing
	3.3 Create opportunities for all stakeholders to participate.	2011

Priority	Action	Timeframe
<p>4 Financial Sustainability</p> <p>We will ensure the long-term financial sustainability of all of our operations to be able to maintain and improve the value of our assets and make meaningful and measureable investment in girls and young women.</p>	<p>4.1 Develop new income streams which align with operations to grow and develop Guiding within the Victorian community</p> <p>4.2 Maximise revenue and control expenditure and implement robust financial control which ensures the viability of our assets in the short and long term</p> <p>4.3 Implement the GGA Risk management framework and monitor</p>	<p>2011 - 2014</p> <p>2011 – 2014</p> <p>2011 - 2012</p>
<p>5 Evolving Organisation</p> <p>We will create a dynamic and flexible organisational structure to provide girls and volunteers with the highest level of service to provide an organisation which has a community focus with a global outlook.</p>	<p>5.1 Engage members and align culture, values and behaviours for all projects and change</p> <p>5.2 Ensure the organisation is adaptable and responsive to community needs</p> <p>5.3 Engage all members in the initiatives of both the State and Australian offices</p>	<p>2011 – ongoing</p> <p>2011 - ongoing</p> <p>2011 - ongoing</p>



How we will Measure our Performance and Success

As we strive to make a meaningful and tangible impact on the lives of girls and young women we need to be able to measure outcomes so that we can evaluate the success of our actions.

We must establish appropriate monitoring and evaluation processes so that our contributions can be documented and regularly tracked against our identified targets and milestones. Our targets will be established for the coming period in the annual business plan which incorporates the annual budget.

Priority	Key Performance Indicator	How we will measure it
Community		
	State Government	<ul style="list-style-type: none"> * Agreed plans for the roll-out of State Government funding * Timeline for roll-out as planned * Outcomes of plan in line with Government and GGV expectations
	Local Council Engagement	<ul style="list-style-type: none"> * Number of local Councils where there is positive interaction * Implementation of workable model * Partnerships with Council to run programs * Greater access to the community with Council support
	Business Partnerships	<ul style="list-style-type: none"> * New business partnerships established to support new initiatives * Additional funding available to leverage the government funding to support new initiatives
Girls		
	Membership	<ul style="list-style-type: none"> * Greater diversity in membership * Length of time in Guiding – Target: 3 years * Number of girls joining – Target: 3% growth * Improved image of Guiding with girls
	Program	<ul style="list-style-type: none"> * Relevance of programs for girls * Participation in camps

Priority	Key Performance Indicator	How we will measure it
People		
	Volunteers	<ul style="list-style-type: none"> * Satisfaction of volunteers and staff with GGV * Quality of volunteers and staff * Number of new volunteers joining – Target: 5% growth of total numbers * Retention of quality volunteers and staff
	Training	<ul style="list-style-type: none"> * Quality of induction program * Time taken to become a qualified Leader of Youth – Target: 3 – 6 months * Suitability of training to suit the needs of volunteers and staff * Support for volunteers across the organisation * Participation of volunteers within the organisation
Financial Sustainability		
	New Initiatives	<ul style="list-style-type: none"> * Financial performance of new initiatives * General feedback on new initiatives * Potential for growth and improvement
	Financial Management	<ul style="list-style-type: none"> * Budget performance * Success of new efficiencies * Success in increasing revenue * Management of investments * Utilisation of asset base
Evolving Organisation		
	Focus	<ul style="list-style-type: none"> * All activities aligned to mission * Outcomes relevant for girls across Victoria and consistent with trends in this area
	Review	<ul style="list-style-type: none"> * Overall review of operational performance * Percentage of areas recording improvement





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Wendy Lewis

10/05/2011

