

The Duke of Edinburgh's Award in Bermuda

Strategic Plan 2008 - 2013

Strategic Planning Committee

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Executive Summary

The purpose of this document is to present a plan to map the future strategic direction of the Duke of Edinburgh's Award in Bermuda over the next five years.

This document contains an introduction to the Award Programme; the history of the Award Programme in Bermuda; recent achievements of the Programme; the external environment that the Award operates in; research and demographics; and next steps.

The vision, mission, core values and principles, as well as, the strategic aims and objectives of the Award Programme are also introduced.

The Strategic Plan is made up of five (5) strategic aims and thirty (30) strategic objectives. The next step in the process will be to develop the Business Plan where these strategic aims and objectives are put into concrete actions and outcomes with clear actors, timelines, and costs defined.



From its inception in Bermuda in 1967 the Award Programme has grown over the last 41 years. In 1969 the first Awards were presented. In 1975 the Award Programme was adopted by the school system. In 1998 the first Award Council was set up to manage the Award Programme.

With the change in the management of the Programme, the numbers of participants increased. In 2005 the Award Council hired its first National Director to run the day-to-day operations of the Programme.

Currently there are 7 active Award Groups from both private and public schools. From only 50 participants in 1967 the Programme has a current annual participation of over 300 young people. For 2007, the Award had 186 young people join for the first time, gave 138 awards, and had 401 participate over the year. The Award estimates it has over 175 adult volunteers assisting made up of 3 Trustees, 40 Assessors, 22 Award Leaders, 12 Council Members and approximately 100 Activity Coaches.

Although the Award Programme has achieved much over the last 41 years, there are areas for improvement and growth. Recent surveys conducted on behalf of the Award Council by Research.BM highlighted the following areas to address:

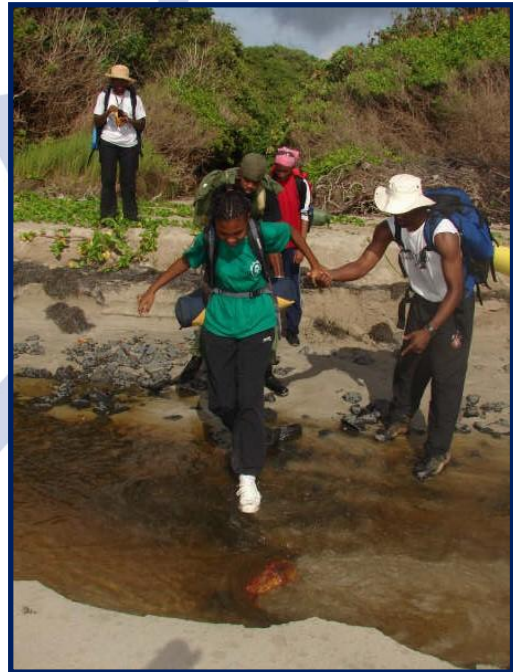
- Duke of Edinburgh participants were more likely to be white (across all segments) and to have attended private school (across all segments).
- 29% to 40% of respondents felt that the Duke of Edinburgh's Award is more interested/targeted toward private school students (32% of the Adult Population; 29% of Potential Candidates; and 40% of Past Participants).

- Respondents were more likely to have participated in Outward Bound Bermuda, followed by the Duke of Edinburgh's Award. Outward Bound Bermuda therefore appears to be the Award's greatest competitor.
- The top four weaknesses mentioned by both the adult segment and past participant segment were: (1) The Programme is seen to be just for private school students; (2) The Programme needs to advertise or promote itself more; (3) The Programme could benefit from having more volunteers and team leaders; and (4) The Programme could benefit from having more interested / motivated participants.
- 17% of Past Award Participants felt that the Programme could benefit from having better organisation and structure.
- The top three mentions across all three surveys with regard to promotion were: (1) The Award should advertise more generally, as well as in all schools (public & private); (2) The Award should target more public school students; and (2) The Award should encourage teachers, parents and past participants to promote it.

The goal for the Award Programme is to be the Programme of choice for young people in Bermuda and to be available to all young people who want to access it. It is against this background that the strategic plan has been developed and the task for the Award over the next five years will be to concentrate on developing the Programme and its underlying infrastructure in order to achieve its goals and objectives falling from its vision.

Given the Duke of Edinburgh's Award in Bermuda's desire to increase its participation numbers; monitor its activities; improve its Programmes; and maintain its standards of delivery, our main priorities to achieve within the next 5 years are as follows:

- Participation and Growth
- Excellence and Sustainability
- Communications and Programmes
- Leadership and Advocacy; and
- Financial Control and Fiscal Responsibility.



Introduction

This strategic plan is the product of six-month process of information gathering and discussion that involved the National Award Office, the Award Council, Award Leaders, Award Assessors, Award Trustees, Award Alumni, Award Participants and key stakeholders from outside the organisation. The process focused first on clarifying a unifying purpose and set of core values to guide our activities. Specific strategic goals and objectives followed on.

To guide the Award over the next 5 years, the Award Council had a committee, comprised of teachers, parents, alumni and some individuals from the community, develop the following long term strategic plan. This plan sets out objectives, strategies for their attainment and actions required for their implementation. Because of its size the plan could be considered overwhelming. It is a

weighty document full of anticipation and expectation. Beneath its words is a vision of purposeful leadership, heightened sense of values, maximized participant potential, improved facilities, encouraged family participation, evolved Programmes and standards, and financial independence.

The Award Council is committed to achieving the objectives expressed in this document over time. Stakeholders will be kept apprised of progress and it is the Award Council's hope and expectation that when approached you will lend your counsel and support the various actions when undertaken.

Before getting into the detail of the strategic plan, it is important to review our history, the mission, goals and objectives of the Award, and the results the Award. This perspective will provide an appropriate context for consideration of the strategy going forward because it clearly demonstrates what the Award has accomplished. We have done things well and now we want to do them better.

History and Background of the Award in Bermuda

Youth services in Bermuda in the 1950s and 1960s largely consisted of voluntary efforts by community minded people and organizations. National co-ordination of these voluntary efforts was the responsibility of the Social Welfare Board, under the guidance of Youth Advisor, Mr. Reginald Ming. Through Mr. Ming's research, Bermudians became aware of an exciting new "challenge to youth", called The Duke of Edinburgh's Award.

In 1965, The Bermuda Chamber of Commerce, the "Jaycees", undertook to introduce the Award to Bermuda - Jaycee member, the late Mr. Alan Brown being one of the principal organisers and later, chairman. In 1967, the Programme was officially launched, with the Governor as Patron. The first



participants became involved either as individuals or through the Boy Scout movement, the Ranger movement or a youth ministry. Within the first year, more than fifty young people were involved across the island.

In 1969, the first Bronze and Silver Awards were presented. In 1973 Bermuda's first Gold Award participants received their awards at Buckingham Palace – including the current Deputy Chairman of the Award Council, Norman Pogson.

While the uniformed youth movement was the first to offer the Award in Bermuda, the Programme saw significant growth after being adopted by the school system – the first being Northlands, Saltus and Whitney Institute in 1975. Other milestones in the history of the Award in Bermuda were the introduction of the Programme to The Angle St. Youth Centre in 1988 and the Ferry Reach Correctional Facility in 1997.

In 1997, Lawrence Trimingham, a Gold Award holder, was appointed Chairman, taking over from founding Chairman Alan Brown. In 1998, Lawrence set up the first Award Council, which now has the responsibility for overseeing the Award in Bermuda. Andrew Dobson took over the

chairmanship from Lawrence in 2004 and Kenneth Bartram is the current Chairman taking the leadership at the helm in May 2007.

During the last three years we have focused our work to significantly reposition the Award as a critical player in the development of youth work in Bermuda.

This has involved both restating the purpose of the organisation through the introduction of the strategic planning processes; negotiating new relationships with public bodies; securing sources of independent funding; restructuring internal systems; creating new lines of responsibility; and exploring new staffing arrangements.

In 2005 the Award hired its first National Director, Donté Hunt, convincing the Award that putting the organization on a more professional basis was the right thing to do. In 2007 Erica Smith was hired as the Award's second National Director and in October 2008, Tina Nash became the third National Director.

Although the Award's day-to-day operations are run by a National Director, the Award Programme is overseen by a 12-person Award Council with Chairman and Deputy Chairman comprising of representatives from the schools, business, participants, and other stakeholders. The Award Council provides guidance to the National Director and is guided in its work by the Award Trustees.

We are committed to building and sustaining a series of relationships to be effective in our role as we believe it is crucial that the valuable contribution made by the Award in meeting the needs of young people is recognised across Bermuda.

Voluntary youth organisations such as the Duke of Edinburgh's Award in Bermuda provide key services in co-operation with public and private agencies and we have to respond to an increasing level of economic, political, legislative pressure and change while at the same time improving our service provision. There is now an increasing requirement for our organisation to demonstrate to external agencies quality standards in our capabilities and performance.

We are committed to partnership and collaborative working aimed at building the capacity of young people to be the best that they can be. A long term recommendation is for a consortium of member organisations to be established to develop a co-ordinated strategy to respond to the identified needs of young people throughout Bermuda.

From our humble beginnings in 1967 the Award has grown to an annual participation of approximately 300 young people. In just the past decade, over 1,500 awards have been earned, with over 450 in the last three. Bermudian Award holders have gone on to great successes in their careers. Many of our island's leaders have at one time been involved in the Award Programme and indeed the last five Rhodes Scholars are Gold Award holders. The fact that participation in the



Award has grown to the extent it has is a true testament of both the design of the Award and the efforts of a few volunteers.

The Award principles are so sensible and compelling that if given just a few resources it can affect many people. While Bermuda has enjoyed one of the highest per capita participation levels in the world, the fact remains that many more young people in Bermuda could gain from participation, both in existing and new Programmes.

Organisations currently offering the Award include: The Angle St. Youth Centre; The Berkeley Institute; The Bermuda High School; The CedarBridge Academy; Mount St. Agnes Academy; Saltus Academy; Warwick Academy; Somersfield Academy; and the Church Girls Brigade.

Recent Achievements of the Award in Bermuda

- First Award Council formed in 1998
- First National Director hired in 2005
- Award Website launched in 2005
- Award Constitution reviewed in 2007
- Second National Director hired in 2007
- First Alumni Event held in 2007
- First Golf Fundraiser Event held in 2007
- First Exploration Adventurous Journeys held in 2007
- National Award Office opened in 2008
- First Public Perception Survey of The Award carried out in 2008
- First Time for Award to Formally Join Bermuda End-to-End Event in 2008
- First Strategic Planning Process held in 2008
- First Award Ceremony Held in Public on Steps of City Hall in 2008
- Third National Director hired in 2008
- Second Golf Fundraiser Event held in 2008
- Third Golf Fundraiser Event held in 2009
- Bermuda National Standards Certification Process initiated in 2010 (BNSC)
- Largest Award Ceremony held with 200 Awardees in November 2010
- First Bermuda Award National eXpedition (BANX) held in March 2011
- Largest Enrolment Numbers in 43 years (2010/2011) with 645 Participants
- Study Tour of The Award in Corrections Programmes in South Africa in April 2011

The Award's current External Operating Environment

The relationship between government and the voluntary/community/non-profit sector has evolved significantly over the period of this current government. There is recognition of the significant role that the non-profit sector plays as part of the government's drive in addressing social exclusion, local regeneration and the development of citizenship and civic society.

The combination of policy developments in relation to public service delivery, the relationship between the non-profit sector and the government, and the legal and regulatory framework

governing the non-profit sector have created an environment in which the sector is faced with new opportunities and challenges, but also with new and greater demands placed on its resources.

This is our first strategic plan. There is recognition that there are a number of developments and challenges that have emerged that will have a significant impact on the charity youth sector and in turn on the future plans and priorities for the Duke of Edinburgh's Award in Bermuda.

The recognition of the Award by the Governor; the Premier; the Minister of Education; the Minister of Environment and Sport; and the Minister of Culture and Social Rehabilitation as a strategic partner in addressing some of Bermuda's youth socio-economic issues is a positive commitment.

As we write this strategic plan there are close to 400 registered charities in Bermuda. As such, there is more than ever competition for resources, whether they are financial or human capital, to help these charities run effectively and achieve their goals.

The Government has been going through the process of amending and updating the Charities Act 1978 in order to clarify the legislation and bring about greater accountability for registered charities through increased regulatory authority and stronger reporting requirements of charities. This will have an impact on the work of the Award Programme.



The Award currently operates in Bermuda's two senior public schools, and as such, the outcomes of the current Public Education Reform Process will impact on the ability to extend the Award Programme within the school system. In addition the introduction of the Mirrors Programme by the Ministry of Social Rehabilitation offers an opportunity for the Award to be extended amongst at-risk youth.

Research and Demographics

The Award family is a community. This community is made up of stakeholders that participate in providing an environment that moulds a young person with a focus on values, character and achievement. To be successful, leadership is required to bring into alignment the expectations and desires of all its stakeholders.

From our humble beginnings in 1967 the Award has grown from 50 participants in that first year to a current annual participation of over 300 young people. This is an impressive growth but we feel we can do better.

The Award has also been moving from expedition-based Adventurous Journeys to more exploration-based projects. In this regard several Award Groups have engaged in projects dealing with the environment and climate change from Tree Planting of Cedars at Ferry Reach to Baby Dolphin Watch at Dolphin Quest.

We estimate that we currently have over 175 adult volunteers assisting the Programme in a variety of ways. This volunteer pool consists of 5 Trustees, 40 Assessors, 42 Award Leaders, 12 Council Members and approximately 300 activity coaches providing support. We have been actively working to extend the Award by working with young people with disabilities, young people with learning difficulties and at-risk youth.

Our latest statistics for calendar year April 1st, 2010 to March 31st, 2011 are outlined in the charts below:

NEW ENTRANTS

How many young people joined the Award for the **first time** during the year? (This is direct entrants only - does **not** include those who have previously completed an Award and have moved on to another level)

	MALE	FEMALE	TOTAL
Bronze	86	141	227
Direct Silver	21	15	36
Direct Gold	2	7	9
TOTAL	109	163	272

AWARDS GAINED

How many young people completed an Award during this year?

	MALE	FEMALE	TOTAL
Bronze	76	94	170
Silver	44	36	80
Gold	12	17	29
TOTAL	132	147	279

PARTICIPANTS

How many young people have actively participated in the Award during the year?

	MALE	FEMALE	TOTAL
Bronze	166	226	392
Silver	82	122	204
Gold	26	23	49
TOTAL	274	371	645



Our Award Ceremony held on November 2nd, 2010 at Riddell's Bay Golf & Country Club, saw the greatest number of Awards being given at one Ceremony with a total of 200 Awards presented comprising of 142 Bronze, 56 Silver and 2 Gold. This large number of awardees speaks to the popularity of the Programme. There is no doubt that the Award has been successful, however more can be achieved.

A Special Royal Award Ceremony was held on March 17th, 2011 during our Royal Visit with HRH Prince Edward where 5 Silver and 10 Gold Awards were successfully received.

In order for the Award to successfully plan where it wants to go, it must first know where it has come from and where it stands today. In April 2008 the Award Council engaged the services of local research firm Research.bm to assist in this area. Research.bm

carried out a series of Public Perception Surveys with Bermuda's residents with the goal of documenting the current awareness of the Programme; our strengths and weaknesses; competing Programmes in the community; and those opportunities for the future. The surveys were also able to answer some key questions for the Award such as:

- What do residents know about the Award Programme in Bermuda?
- Have residents ever been involved in the Programme?
- Why do residents think the Programme is not more extensively embraced in the community?
- Would residents recommend the Programme to anyone?
- What practical suggestions can be made for extending the Programme further in Bermuda?

Three types of surveys were carried out - (1) A survey of the general adult population with the aim to gain insights into adult residents' awareness/perceptions of the Programme. 402 Bermuda residents (18+ years) were interviewed in April 2008. The data was weighted to be representative of Bermuda's population on the following factors: age, gender, race, education and nationality; (2) A survey of potential Award candidates with the aim of determining perceptions held by potential Duke of Edinburgh's Award candidates. 105 adolescents aged 13 – 25 years were interviewed; (3) A survey of the Duke of Edinburgh's Awardees with the aim to ensure adequate/representative feedback was obtained about the Award and its strengths, challenges & weaknesses. 109 Duke of Edinburgh's Awardees aged 18 – 54 years completed an online survey.

The survey report is attached at Annex A. Significant findings were as follows:

- Duke of Edinburgh participants were more likely to be white (across all segments) and to have attended private school (across all segments).
- Besides the 16% who already participate in the Award, the most popular Programmes that potential candidates participate in are: PRIDE (37%), Outward Bound Bermuda (19%) Youth Net (10%), Candy Strippers (10%) and the Bermuda Girl Guides Association (10%).
- Just over 4 in 10 (41%) young people (particularly Private school students – 65%) said that they would consider participating. This also represents a great opportunity for the Award, as only 16% of this segment is currently participating.
- When asked about awareness of youth development Programmes, residents mentioned the Duke of Edinburgh's Award most (16%) followed by PRIDE Bermuda (15%) and Bermuda Sea Cadets (9%).
- Respondents were more likely to have participated in Outward Bound Bermuda, followed by the Duke of Edinburgh's Award. Outward Bound Bermuda therefore appears to be the Award's greatest competitor.
- 7 in 10 of Bermuda's general adult population said that they would either be willing to participate, or to encourage their child/children to participate.
- Young people mentioned an awareness of PRIDE BDA (55%) most, followed by the Duke of Edinburgh's Award (39%).



- 65% to 95% of respondents agreed that the Duke of Edinburgh's Award Programme could be beneficial to all Bermudian aged 14-25 years (i.e. 76% of the Adult population; 65% (94% private school) of Potential Candidates; and 95% of Past Participants).
- 29% to 40% of respondents felt that the Duke of Edinburgh's Award is more interested/targeted toward private school students (32% of the Adult Population; 29% of Potential Candidates; and 40% of Past Participants).
- The top three strengths mentioned by the adult segment were that the Programme: (1) Teaches teamwork; (2) Encourages young people to participate in community service; and (3) Teaches leadership skills.
- The top three strengths mentioned by past participants were that the Programme: (1) Is a good learning and character building experience; (2) Promotes teamwork; and (2) Encourages young people to become involved in their local community.
- The top four weaknesses mentioned by both the adult segment and past participant segment were: (1) The Programme is seen to be just for private school students; (2) The Programme needs to advertise or promote itself more; (3) The Programme could benefit from having more volunteers and team leaders; and (4) The Programme could benefit from having more interested / motivated participants.
- 17% of Past Award Participants felt that the Programme could benefit from having better organisation and structure.
- The top three mentions across all three surveys with regard to promotion were: (1) The Award should advertise more generally, as well as in all schools (public & private); (2) The Award should target more public school students; and (2) The Award should encourage teachers, parents and past participants to promote it.

In May 2008, the Award Council held a two-day Strategic Planning Retreat (May 10th and 17th) and invited stakeholders (participants, Award Leaders, Assessors, Council members, Trustees, and volunteers) to participate in brainstorming and discussion sessions. The strategic planning model that was used as the framework for both the retreat and this plan required participants to address the following:

- Determining the Priority Focal Issues for the Award to address in its Strategic Plan
- Establishing the Planning Horizon for the Strategic Plan
- Establishing the Award's Mission and Values
- Conducting an Environmental Scan of the external trends impacting the Award
- Undertaking an Analysis of the Award
- Determining the Award's Distinctive Competence
- Undertaking a Customer/Client/Stakeholder Analysis
- Undertaking an Analysis of the Award's Competitors



- Visioning the Award's Desired Future
- Formulation of the Award's Strategic Goals and Objectives

The feedback from those retreat sessions can be found at Annex B.

This Strategic Plan is a result of all the background research and survey work carried out over the last six months. The Plan does not, nor does it attempt to, address all of the challenges, issues or opportunities that could be facing the Award Programme at this point in its development. It does however provide a strategic viewpoint of the outcomes that should be achieved over the next five years to enhance the experience of every stakeholder, and drive the Programme to be the best youth development Programme that it can be.

Next Steps

The Award is at a crossroad. It is incumbent on the Award Council to provide the strong leadership required to set out a strategic plan that will articulate the strategies and actions required to ensure that the Award meets its mission; that participants and alumni are actively involved and their actions are complementary to the Award Council's; that schools and Award Leaders embrace the opportunities to create new Programmes to enhance the education experience of participants; that young people are provided opportunities to meet their full potential; and that the values and principles the Award has stood for over the last 41 years continue on for years to come.

The Strategic Plan is made up of five (5) strategic aims and thirty (30) strategic objectives. The next step in this process will be to develop the Business Plan to develop these aims and objectives into concrete actions and outcomes with clear actors, timelines, and costs defined. It is clear that the implementation of the strategic and business plans will take dedicated effort from all of us. We must be committed and take ownership.

The Duke of Edinburgh's Award has much to consider in achieving its objectives of improving the Programme, and encouraging maximum participation.

- At present the Programme competes most with Outward Bound Bermuda.
- Both the general population as well as potential candidates were more likely to have participated in Outward Bound Bermuda. Residents were also more familiar with, and knowledgeable about Outward Bound Bermuda.
- The Award's greatest opportunities are that it is seen to be associated with more characteristics that are important for selecting a youth Programme, and that the majority of Bermuda residents are willing to participate, or to encourage their children to participate in the Programme.
- One of the biggest challenges that the Award faces is the stereotype that the Programme is more targeted toward private school students, rather than public school students.



- Another challenge facing the Programme is a lack of awareness of its Programmes and the benefits of participation.

Moving forward, the Duke of Edinburgh's Award could aim to attract more candidates by drawing their attention to the fact that many of the activities (i.e., recreational, volunteer and vocational) that they are currently participating in, meet the criteria for the sections of the Award.

To be successful, the Programme should aim to promote an understanding and awareness of itself amongst all potential candidates, parents, and teachers. This can be achieved by regularly visiting all schools, and more effectively advertising the Programme in the media. Messaging will be most effective if it clearly highlights the merits of the Programme.

Strategic Plan 2008 - 2013

It is against this background that the strategic plan has been developed and the task for the Award over the next five years will be to concentrate on developing the Programme and its underlying infrastructure in order to achieve its goals and objectives falling from its vision.

The Duke of Edinburgh's Award in Bermuda recognises its key role in changing the lives of young people by challenging them to reach their potential. This is reflected in the aims and objectives contained within this strategic plan.

Our Vision

The vision for the Duke of Edinburgh's Award in Bermuda is to be the Programme of choice for young people in Bermuda and be available to all young people who want to access it. We believe we can further augment our outreach to have a greater impact on a larger segment of the community and improve the quality of life and spirit amongst the whole community. In particular we are seeking to continue to raise awareness of the Programme and increase participation from public schools, community service groups and the prison system within Bermuda.



Our Mission

The Duke of Edinburgh's Award in Bermuda is an international, fun-filled and flexible Programme for young people between the ages of 14 – 25 which fosters self-discovery, full potential, motivation, commitment, and leadership, through participation in challenging but non-competitive activities of community service, skills, physical recreation and adventurous expeditions.

Our Core Values and Principles

The Duke of Edinburgh's Award in Bermuda is committed to:

- The emotional, intellectual, physical, spiritual, and social development of young people
- The development of confident, motivated, committed, disciplined and skilled young people who are able to make informed, critical decisions and exercise their rights as citizens by contributing positively to society
- Ensuring learning and self-discovery through a fun and flexible environment
- The principle and practice of developing relevant partnerships, effective teamwork and working collaboratively
- The principles of equity, diversity and interdependence
- Being responsive and accountable to its stakeholders
- Open and transparent processes
- Recognising, valuing and promoting volunteers and volunteering
- The promotion and dissemination of learning, best practice and quality standards

Priority Focal Issues for the Award to address in its Strategic Plan

Given the Duke of Edinburgh's Award in Bermuda's desire to increase its participation numbers; monitor its activities; improve its Programmes; and maintain its standards of delivery, our main priorities to achieve within the next 5 years are as follows:

- **Strategic Aim A - Participation and Growth**: See more young people get involved, by increasing participation in existing organizations; by working with other organizations to adopt the Programme; and by increasing volunteer opportunities throughout all levels of the organisation.
- **Strategic Aim B - Excellence and Sustainability**: Work to achieve best practice in all activities and services to ensure a quality Award experience for participants and volunteers, by delivering consistent, comprehensive and accountable services that are young-people centred, and through providing adequate staffing and infrastructure to fulfil the Award Programme's aims.
- **Strategic Aim C - Communications and Programmes**: Increase community and youth awareness of the Duke of Edinburgh's Award Programme through creating innovative opportunities for involvement of a wider variety and diversity of Programme activities to serve a broader cross-section of young persons.
- **Strategic Aim D - Leadership and Advocacy**: Inspire others with direction and insights by making known our desired values, ethics and skills and by giving young people a voice in how they live, learn, work and play. All involved in the Award Programme should lead by example.
- **Strategic Aim E - Financial Control and Fiscal Responsibility**: Ensure good financial controls, budgetary process, and audited accounts are maintained. Create a reliable and flexible funding stream that allows the Award Programme to achieve its aims. Ensure statutory requirements are met on filing of financial statements.

Implementation Plan of Strategic Aims

Strategic Aim A

Participation and Growth: See more young people get involved, by increasing participation in existing organizations; by working with other organizations to adopt the Programme; and by increasing volunteer opportunities throughout all levels of the organisation.

Strategic Objective A.1: Plan and monitor growth to ensure no loss of Programme quality or standards.
Task (Specific Steps/What): Establish reasonable yearly targets for growth in participation numbers and sectors for growth. Monitor each unit's growth biannually to ensure it is manageable.
Accountability (Who): Executive Council Kenneth Bartram, Council Chair
Timeframe (When): December 2011
Resource Requirements (Budget, Technology, Employees): Database system to track enrolment in Programme
Strategic Objective A.2: Establish formal agreements with public, private and voluntary agencies that impact on youth to ensure an avenue to access the Award Programme.
Task (Specific Steps/What): Establish and sign Memoranda of Understanding (MOUs) with Government, Outward Bound, Raleigh International, PRIDE, and Bermuda Sloop Foundation
Accountability (Who): National Award Office Tina Nash, National Director
Timeframe (When): September 2010
Resource Requirements (Budget, Technology, Employees): Human resources to ensure continual communication and collaboration with other agencies.
Strategic Objective A.3: Establish opportunities to have young people involved in the decision-making structures of the Award Programme.
Task (Specific Steps/What): Establish a Youth Council for the Award Scheme to ensure young people are involved in the decision – making process. Ensure the Chairman of the Youth Council sits on the Award Council.
Accountability (Who): Youth Committee Youth Committee Chair
Timeframe (When): December 2012
Resource Requirements (Budget, Technology, Employees): Identify and recruit volunteer to lead this initiative
Strategic Objective A.4: Ensure equality of opportunity for all young people to be involved in the Award through various community sources.
Task (Specific Steps/What): Remove financial and other barriers that prevent some young people from participating in the Award. This can be accomplished by providing resources (equipment, training, volunteers) to existing non-traditional organizations that cater to young people such as workmen's clubs, group foster homes, etc.
Accountability (Who): National Award Office Tina Nash, National Director
Timeframe (When): September 2010
Resource Requirements (Budget, Technology, Employees): Any new Programmes will need resources by way of volunteers or staff and budget for equipment and training.

Strategic Objective A.5: Regularly and actively advertise volunteer opportunities.
Task (Specific Steps/What): Place volunteer opportunities in local newspapers, on Award website, on Centre on Philanthropy volunteer website, on Community bulletin board and through other various medium every 3 months.
Accountability (Who): Alumni & Friends of The Award/National Award Office/Communications & P.R. Tina Nash, National Director
Timeframe (When): September 2010
Resource Requirements (Budget, Technology, Employees): Budget for ads and resource for design of ads.

Strategic Objective A.6: Recruit, train and support volunteers so that community leadership is enhanced.
Task (Specific Steps/What): Make presentations to volunteers of other youth development organization. Conduct ongoing quarterly training sessions for existing and new volunteers.
Accountability (Who): Alumni & Friends of The Award/Training & Safety Training & Safety Committee Chair
Timeframe (When): March 2010
Resource Requirements (Budget, Technology, Employees): Budget for hiring Field Officer, Budget for presentation and training sessions (catering, etc.)

Strategic Aim B

Excellence and Sustainability: Work to achieve best practice in all activities and services to ensure a quality Award experience for participants and volunteers, by delivering consistent, comprehensive and accountable services that are young-people centred, and through providing adequate staffing and infrastructure to fulfil the Award Programme's aims.

Strategic Objective B.1: Develop and implement a quality system which includes on-going monitoring and evaluations for the continued improvement and growth of the organisation.
Task (Specific Steps/What): Conduct quarterly field visits to all Award Groups to observe group sessions. Establish criteria for volunteers (Award Leaders, Assessors, etc.) based on the minimum attendance at meetings and training sessions. Implement ongoing survey and assessment tools to evaluate the Award Office and Award Programme.
Accountability (Who): Executive Council/ Training & Safety Kenneth Bartram, Council Chair
Timeframe (When): March 2010
Resource Requirements (Budget, Technology, Employees): Budget for hiring Field Officer, Budget for training sessions (catering, materials, etc.)

Strategic Objective B.2: Develop our Human Resource capacity in order to become an Employer and Volunteer Organisation of Choice.
Task (Specific Steps/What): Ensure paid and volunteer staff has regular opportunities to engage in overseas training and exchange Programmes – at least twice a year.
Accountability (Who): Executive Council Kenneth Bartram, Council Chair
Timeframe (When): December 2012
Resource Requirements (Budget, Technology, Employees): Budget for flight, transportation, and accommodations overseas

Strategic Objective B.3: Develop and implement continual training for all stakeholders.
Task (Specific Steps/What): Conduct ongoing quarterly training sessions for existing and new volunteers. Create a Training Manual for volunteers available through the website. Identify a specific resource to conduct training.
Accountability (Who): National Award Office/Training & Safety Training & Safety Committee Chair
Timeframe (When): September 2009
Resource Requirements (Budget, Technology, Employees): Budget for hiring Field Officer, Budget for training sessions (catering, materials, etc.)

Strategic Objective B.4: Ensure sustainable resources are in place to maintain and increase provision of services.
Task (Specific Steps/What): Hire a full-time Field Officer to share the responsibility of the National Director. Ensure funding is in place to create this second post. Recruit a part-time person in the interim.
Accountability (Who): Executive Council/Finance Committee Kenneth Bartram, Council Chair
Timeframe (When): September 2009 for full-time
Resource Requirements (Budget, Technology, Employees): Budget for hiring and training field officer, computer for new post.

Strategic Objective B.5: Consider the potential for sharing resources with other youth development agencies.
Task (Specific Steps/What): Contact Bermuda Sloop Foundation, Outward Bound and Raleigh International to see if there is an opportunity to jointly hire and share a Youth Development Field Officer
Accountability (Who): National Award Office Tina Nash, National Director
Timeframe (When): March 2011
Resource Requirements (Budget, Technology, Employees): Budget for a two-way or three-way split of salary

Strategic Objective B.6: Strengthen professional relationships with a range of community, voluntary and statutory organisations and groups.
Task (Specific Steps/What): Host biannual networking evenings with key organizations and groups to introduce them to the Award and to explore opportunities for networking – could tie in with Award Ceremonies if necessary.
Accountability (Who): National Award Office Tina Nash, National Director
Timeframe (When): September 2010
Resource Requirements (Budget, Technology, Employees): Budget for networking sessions (catering, location, invitations etc.)

Strategic Objective B.7: Develop a system for effective collaboration within the Programme.
Task (Specific Steps/What): Assign experienced Award Leaders as mentors for new Award Leaders and challenged groups. Assign experienced Assessors as mentors for new Assessors. Create opportunities for all award groups to mingle and network at least once per year – for example, hold a National Expedition and Camp and/or hold an annual reporting and presentation night when each Operating Group makes a presentation on its groups annual activities.
Accountability (Who): National Award Office/Training & Safety Tina Nash, National Director

Timeframe (When): September 2009
Resource Requirements (Budget, Technology, Employees): Budget for National Expedition or Annual Presentation night (transportation, facility, catering, etc.)

Strategic Objective B.8: Structure Award Council to become more efficient and strengthen delivery of Award Programme's aims objectives and services.
Task (Specific Steps/What): Reorganise Award Council structure and operations to focus on accomplishing tasks (i.e. Executive Council, Finance, Training & Safety, PR & Communications committees). Embed changes in constitution.
Accountability (Who): Alumni & Friends of The Award/Executive Council Kenneth Bartram, Council Chair
Timeframe (When): June 2009
Resource Requirements (Budget, Technology, Employees): Human resources to drive structure and operation changes.

Strategic Aim C

Communications and Programmes: Increase community and youth awareness of the Duke of Edinburgh's Award Programme through creating innovative opportunities for involvement of a wider variety and diversity of Programme activities to serve a broader cross-section of young persons.

Strategic Objective C.1: Create and implement a P.R. Campaign and Communication Strategy about the Award Programme.
Task (Specific Steps/What): Work to create and implement a P.R. strategy which can include media ads, distribution of posters, creation of a P.R. video, development of information brochures, branding, a functional website, and a biannual newsletter. Build relationships with Award Leaders to fully understand the Award and boost interest in the Programme.
Accountability (Who): Communications & P.R. Erica Smith, C. & P.R. Committee Chair
Timeframe (When): September 2009
Resource Requirements (Budget, Technology, Employees): Budget for creation of materials.

Strategic Objective C.2: Upgrade website to be more functional.
Task (Specific Steps/What): Work with an IT firm to create a functional website which can be used to administer enrolment into the Award Programme and track participant activities for Awards. It can also be used to maintain award standards and training, as well as, recruiting volunteers, reaching alumni, and involving young people. The website should also be used for advertising and promotional activities.
Accountability (Who): Communications & P.R. Erica Smith, C. & P.R. Committee Chair
Timeframe (When): April 2009
Resource Requirements (Budget, Technology, Employees): Budget for hiring IT firm, persons to maintain website

Strategic Objective C.3: Provide events that involve the community, promote the Award Programme, and provide a possible revenue stream.
Task (Specific Steps/What): Establish a fundraising/events committee who sets out annual and one-off events for the next 5 years.
Accountability (Who): Alumni & Friends of The Award/Communications & P.R. Kenneth

Bartram, Award Chair
Timeframe (When): September 2010
Resource Requirements (Budget, Technology, Employees): Budget for events once established. Volunteers to serve on the committee.

Strategic Objective C.4: Link up with events and activities provided by other youth development organizations.
Task (Specific Steps/What): Fundraising/events committee to network with other organizations and develop agreements on holding joint events.
Accountability (Who): National Award Office Tina Nash, National Director
Timeframe (When): September 2009
Resource Requirements (Budget, Technology, Employees): No budget until events are established and auctioned. Volunteers to serve on the committee.

Strategic Objective C.5: Create introductory projects for younger children.
Task (Specific Steps/What): Research, brainstorm and develop examples to introduce children younger than 14 to the Award Programme. Look at the Bridge Award Programme in Australia as a model.
Accountability (Who): National Award Office Tina Nash, National Director
Timeframe (When): September 2010
Resource Requirements (Budget, Technology, Employees): Any new Programmes will need resources by way of volunteers or staff and budget for equipment.

Strategic Objective C.6: Diversify Programme activities by emphasizing small flexible projects and focus on activities that are unlikely to be provided by other agencies.
Task (Specific Steps/What): Research, brainstorm and develop examples of small projects to introduce young people to Award Programme. Also develop Programmes where there are gaps (i.e. There used to be midnight basketball games because young people were on the streets late at night - could the Award Programme be offered at non-traditional times or at non-traditional locations?)
Accountability (Who): National Award Office Tina Nash, National Director
Timeframe (When): March 2011
Resource Requirements (Budget, Technology, Employees): Any new Programmes will need resources by way of volunteers or staff and budget for equipment and training.

Strategic Objective C.7: Provide specific supports for young people most at risk of exclusion.
Task (Specific Steps/What): Research, brainstorm and develop Programmes at non-traditional times and non-traditional locations such as workmen's clubs, football clubs, group foster homes, prisons, etc. Specifically focus on boosting involvement at CedarBridge Academy and the Berkeley Institute and reintroducing the Programme in the prison system.
Accountability (Who): National Award Office Tina Nash, National Director
Timeframe (When): March 2011
Resource Requirements (Budget, Technology, Employees): Any new Programmes will need resources by way of volunteers or staff and budget for equipment and training.

Strategic Aim D

Leadership and Advocacy: Inspire others with direction and insights by making known our desired values, ethics and skills and by giving young people a voice in how they live, learn, work and play. All involved in the Award Programme should lead by example.

Strategic Objective D.1: Continue to be an organisation that is respected and influential within the community and voluntary sector.
Task (Specific Steps/What): Ensure that we deliver the Award Programme in an equitable, fair and respectful manner by maintaining standards. Be open to sharing ideas of best practice when asked with other organisations. Actively promote the good things we do.
Accountability (Who): Executive Council Kenneth Bartram, Council Chair
Timeframe (When): December 2011
Resource Requirements (Budget, Technology, Employees): Ensure the Budget, but more importantly the time and human resources are allocated for training and development of policy/guidance documents to ensure Programme delivery is correct.
Strategic Objective D.2: Become a progressive and thinking organisation by engaging in research.
Task (Specific Steps/What): Implement ongoing survey and assessment tools to evaluate the Award Programme. Data and research to drive policy decisions.
Accountability (Who): Executive Council Kenneth Bartram, Council Chair
Timeframe (When): March 2011
Resource Requirements (Budget, Technology, Employees): Budget for conducting surveys and assessments
Strategic Objective D.3: Be transparent in all aspects of Award Programme delivery.
Task (Specific Steps/What): Ensure annual reports and audited financial statements are produced, submitted to required agencies and available on our website
Accountability (Who): Executive Council Kenneth Bartram, Council Chair
Timeframe (When): March 2010
Resource Requirements (Budget, Technology, Employees): Budget required to complete such reports (printing, etc).
Strategic Objective D.4: Facilitate young people to have their voices heard on relevant issues.
Task (Specific Steps/What): Establish a Youth Council for the Award Scheme to ensure young people are involved in the decision – making process. Ensure the Chairman of the Youth Council sits on the Award Council.
Accountability (Who): Youth Committee Youth Committee Chair
Timeframe (When): March 2010
Resource Requirements (Budget, Technology, Employees): Identify and recruit volunteer to lead this initiative
Strategic Objective D.5: Highlight and share models of best practice of youth development.
Task (Specific Steps/What): Profile and promote what the Award does, what the volunteers do (Award Leaders, Assessors) and what the participants do through a variety of PR opportunities and inviting other Youth Development organizations in to observe
Accountability (Who): National Award Office Tina Nash, National Director
Timeframe (When): December 2012
Resource Requirements (Budget, Technology, Employees): Budget for creation of PR materials.

Strategic Objective D.6: Promote positive images of young people as contributors to community life.
Task (Specific Steps/What): Profile and promote what Award participants do through a variety of PR opportunities (television, print and radio promos/ads, videos, posters, brochures, presentations, etc.)
Accountability (Who): Communications & P.R./Youth Erica Smith, C. & P.R. Committee Chair
Timeframe (When): March 2011
Resource Requirements (Budget, Technology, Employees): Budget for creation of PR materials.

Strategic Aim E

Financial Control and Fiscal Responsibility: Ensure good financial controls, budgetary process, and audited accounts are maintained. Create a reliable and flexible funding stream that allows the Award Programme to achieve its aims. Ensure statutory requirements are met on filing of financial statements.

Strategic Objective E.1: Build up an endowment.
Task (Specific Steps/What): Creating a funding strategy. Re-establish a new 3-5 year Capital Campaign. Hire a professional fundraiser to assist in this matter as necessary.
Accountability (Who): Executive Council/Finance Nic Trollope, Finance Committee Chair
Timeframe (When): March 2012
Resource Requirements (Budget, Technology, Employees): Budget to hire a professional and produce the strategy.

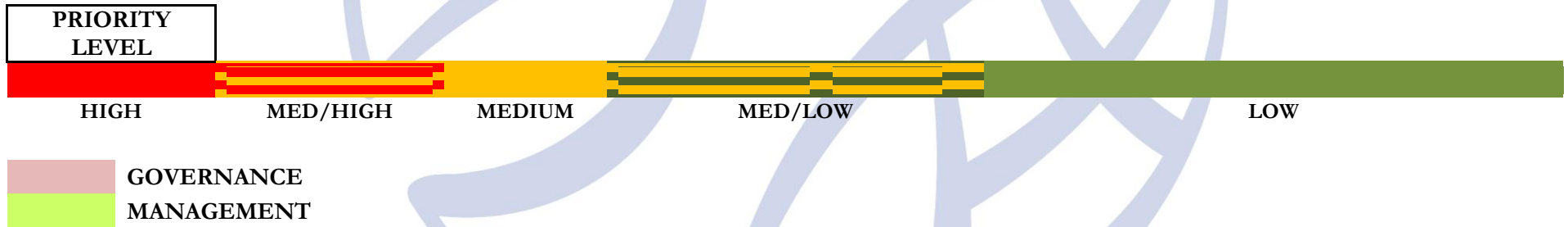
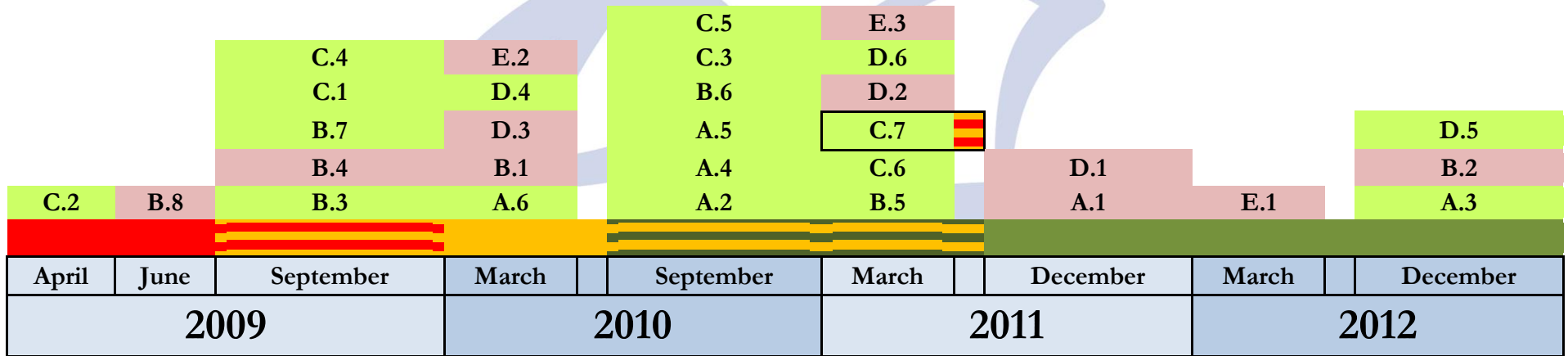
Strategic Objective E.2: Focus grant development/applications on smaller more flexible grants from a larger number of foundations.
Task (Specific Steps/What): Ensure all available grants applications (even non-traditional grants) are received and submitted annually
Accountability (Who): Executive Council/Finance Nic Trollope, Finance Committee Chair
Timeframe (When): March 2010
Resource Requirements (Budget, Technology, Employees): Budget to produce application content and annexes

Strategic Objective E.3: Ensure financial requirements and controls are met.
Task (Specific Steps/What): Continuing the position of Award Treasurer. Ensure annual reports and audited financial statements are produced, and submitted to required agencies.
Accountability (Who): Executive Council/Finance Nic Trollope, Finance Committee Chair
Timeframe (When): March 2011 – then annually for audited reports. Treasurer to complete quarterly budget updates. Treasurer to work with PWC in completing audited accounts within 3 months of financial year end.
Resource Requirements (Budget, Technology, Employees): Budget to produce reports

Timelines and Priorities for Implementation

The Duke of Edinburgh's Award in Bermuda

Timeline for Implementation | 2009 - 2013 *v1.0*



Timeline for Implementation | 2009 - 2013 v2.0

Strategic Objective	2009			2010		2011		2012	
	April	June	September	March	September	March	December	March	December
A.1	[Green bar]								
A.2	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
A.3	[Green bar]								
A.4	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
A.5	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
A.6	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
B.1	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
B.2	[Green bar]								
B.3	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]
B.4	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]
B.5	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
B.6	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
B.7	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]
B.8	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]
C.1	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]
C.2	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]
C.3	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
C.4	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]
C.5	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
C.6	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
C.7	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]	[Red]
D.1	[Green bar]								
D.2	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
D.3	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
D.4	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
D.5	[Green bar]								
D.6	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
E.1	[Green bar]								
E.2	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]
E.3	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]	[Yellow]

NOTES:

