



The Duke of Edinburgh's International Award Bermuda

Strategic Plan 2014 - 2017

Strategic Planning Committee

Andrew Parsons, Chairman
Jovanna Douglas, Deputy Chair
Karen Simmons, Award Leader Representative
Peter Martin, Award Leader
Lawrence Trimmingham, Trustee
Traci Burgess, National Director

Executive Summary

The purpose of this document is to present a plan which defines the future strategic direction of the Duke of Edinburgh's International Award Bermuda (the Award) over the next three years.

This document contains an introduction to the Award programme and a brief history of the Award in Bermuda to provide context. However, the previous Strategic Plan was very comprehensive in nature and the current process simply reviewed this document and leveraged off of the excellent work, ensuring the present financial and demographic environment the Award is operating in was considered.

The Vision, Mission, core Values, and principles have been refined during this process after considering their fit with the International Award's. In addition we considered the International Award's strategic aims to ensure there is consistency.

As a result of this, the Strategic Plan is made up of 6 strategic aims and 35 strategic objectives. The next step in the process will be to develop the annual Business Plan to operationalise these strategic aims and objectives into concrete actions and outcomes with clear timelines, responsibilities and costs defined.

Introduction

This Strategic Plan is the product of a two-month process, building on the comprehensive work undertaken by the previous Strategic Planning committee. The fundamental goals of the Award have not changed and we continue to focus on the development of young people in Bermuda. Critical review of our Vision, Mission and Core Principles and Values was undertaken to ensure they are still relevant.

We are pleased to say that they continue to be sound, and relevant. However, during the process of reviewing the International Award's Mission statement the Committee felt that the core of this Mission statement was extremely relevant to us, and reflected what we are trying to achieve as an organisation. As a result our Mission statement has been altered. The Vision and Core Value and Principles have not changed.

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.

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

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 organisations. 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 "homegrown" Gold Award participants received their awards at Buckingham Palace.

In 1997, Lawrence Trimmingham 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.

During the last several 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.

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 Award 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 collaboration 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 1,000 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 several 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.

The Award's Current External Operating Environment

The combination of the local economic environment, 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.

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

In 2012, The Duke of Edinburgh's International Award Bermuda became incorporated under local act with formal Bye-Laws and Memorandum of Association. This incorporation will help to legally protect the programme and its participants if ever needed.

In 2012 the Bermuda National Award Authority achieved full certification with the Bermuda National Standards Committee. The Mission of the BNSC is to improve the quality of all local non-profit organisations and charities through a process of certification which ensures these third sector entities are following best practices. The certification process replicates the US Council on Accreditation model of accreditation standards and review process. It requires annual validation and recertification every four years.

In addition the Bermuda National Award Authority has received a recommendation for a full operational Licence from the Duke of Edingburgh's International Award Foundation and has recently completed the licencing validation process. The Bermuda Award is one of only two countries in The Americas region to receive this license from the International Award. The operational license for Bermuda will ensure we are meeting all of the International Award's standards and requirements of operation for quality assurance and consistent practices with the delivery of the Award programme.

Critical Success Factors

The Award family is a community. This community is made up of stakeholders that participate in providing an environment that molds 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.

Since 1967 the Award has grown from 50 participants in that first year to a current annual participation of over 1,000 young people. This is an impressive growth. One of our main aims is to retain participants through all levels of the Award and to successful completion of their Gold Award.

There are a significant number of adult volunteers assisting the programme in a variety of ways. This volunteer pool generally consists of 4 Trustees, 12 Council Members, 50 Assessors and Award Leaders, and more than 100 local activity providers supporting approximately 1,000 registered participants on an annual basis. We are actively developing and expanding the Award in Bermuda by working with young people with disabilities and learning challenges; at-risk youth; young offenders in the Corrections system; rehabilitation service providers; and young professionals. In turn we will continue to try and attract the volunteers so necessary to expanding the programme.

Moving forward, the Duke of Edinburgh's International Award will aim to continue attracting participants 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 will promote an understanding and awareness of itself amongst all potential participants, parents, educators and stakeholders throughout the community. This can be achieved by regularly visiting all schools, and more effectively marketing the programme through networking and advertising opportunities. Messaging will be most effective when it clearly highlights the merits of the programme, as well as defining the impact and benefits participating in the Award has on young people and on our community.

Strategic Plan 2014 - 2017

Our Vision

The Vision for the Duke of Edinburgh's International Award Bermuda **is to be the programme of choice for any young person in Bermuda and available to all who wish to participate.**

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 Mission of the Award is **to promote the Award in Bermuda, to provide the programme, and to preserve the quality so that it is sustainable and continues to be delivered in a manner that is relevant to the aspirations of each participant.**

The Award 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.

Core Values and Principles

The Duke of Edinburgh's International Award 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 service to the community**
-  **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 International Award Bermuda's desire to sustain its participation numbers; retain its participants through the Gold level; 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 – Programme Awareness and Understanding**: Increase community and youth awareness and understanding of the Duke of Edinburgh's International Award Bermuda programme. This includes increased parental understanding and awareness.
- **Strategic Aim B – Programme Development**: Create innovative opportunities for involvement with a wider range of programme activities to serve a more diverse cross section of young people. Help participants establish a more profound sense of ownership for their individual and unique award programme.
- **Strategic Aim C - Participation and Growth**: See more young people get involved, by increasing participation in existing organisations; retaining those that begin their Award for as long as possible through to completion of the Gold level; by working with other organisations to adopt the programme; and by increasing volunteer opportunities throughout all levels of the Award.
- **Strategic Aim D - Leadership and Advocacy**: Sustain a programme that inspires others with direction and insights by making sure the Award's core Values and principles are known and followed throughout the programme. All involved in offering the Award programme should lead by example.
- **Strategic Aim E - Excellence and Sustainability**: Maintain best practice in all activities and services to ensure a quality Award experience for participants and volunteers. Delivering consistent, comprehensive, sustainable and accountable services that are youth focused. Ensure the Award provides adequate staffing and infrastructure to fulfill the Award programme's aims.
- **Strategic Aim F - Financial Control and Fiscal Responsibility**: Ensure effective financial controls, budgetary processes, 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 and licenses and certifications are maintained.

Implementation Plan of Strategic Aims

Strategic Aim A

- Programme Awareness and Understanding: Increase community and youth awareness and understanding of the Duke of Edinburgh's International Award Bermuda Programme. This includes increased parental understanding and awareness.

Strategic Objective A.1: Create and implement a PR Campaign and Communication Strategy about the Award Programme.
Task (Specific Steps/What): Work to create and implement a PR strategy which can include media ads, distribution of posters, finalisation of the PR video, development of information brochures, branding, sustaining a functional website, establishing a column in the newspaper, timely updating all social media sites, and developing a quarterly newsletter. In addition forge a relationship with a Corporate donor to help PR/marketing of the Award.
Accountability (Who): PR Chair on Award Council, Director
Timeframe (When): Plan developed by September 30, 2014
Resource Requirements (Budget, Technology, Employees): Budget for creation of materials.
Strategic Objective A.2: Host events that involve the community and promote the Award programme.
Task (Specific Steps/What): Establish an Events committee who sets out annual and one-off events for the next 3 years to support the Award's programme development and expansion efforts.
Accountability (Who): Chairman, Director, Events Committee Chair
Timeframe (When): Committee formed by May 31, 2014 with programme developed by June 30 th , 2014
Resource Requirements (Budget, Technology, Employees): Budget for events once established. Volunteers to serve on the committee.
Strategic Objective A.3: Collaborate with other like-minded youth development organisations/programmes to promote the Award through events and activities (eg: Outward Bound, Raleigh International, Youth Net, Mirrors)
Task (Specific Steps/What): Events committee to network with other organisations and develop agreements on holding joint events.
Accountability (Who): Events Committee
Timeframe (When): December 2014
Resource Requirements (Budget, Technology, Employees): No budget until events are established and actioned. Volunteers to serve on the committee.
Strategic Objective A.4: Hold for all Award Centres an annual awareness event for parents to ensure they are understanding of our Values and principles and activities to be undertaken by the Award for the ensuing year.
Task (Specific Steps/What): Work with the Award Centre leaders to host the event and ensure that they are supported with relevant material etc. including power point presentations and brochures to ensure consistency of the message.
Accountability (Who): Director, Award Leader and Assessors Representative, Award Centre Leaders
Timeframe (When): Complete presentation events by October 31, 2014 & ongoing (annually)
Resource Requirements (Budget, Technology, Employees): Development of Power Points and Brochures

Strategic Aim B

- **Programme Development:** Create innovative opportunities for involvement with a wider range of programme activities to serve a more diverse cross section of young people. Help participants establish a more profound sense of ownership for their individual and unique award programme.

Strategic Objective B.1: Create introductory projects for younger children.
Task (Specific Steps/What): Fully develop the Bridge Award programme in all Middle Schools. Fully develop the Whitney programme and then use it as a template for other schools
Accountability (Who): Award Leaders Representative, Director
Timeframe (When): Meet with Middle School Heads by December 31, 2014 for implementation in 2015
Resource Requirements (Budget, Technology, Employees): Any new programmes will need resources by way of volunteers or staff and budget for equipment.

Strategic Objective B.2: Develop new approved activity providers to create more opportunities for programme participants. (eg: Bridge Club & Pink Ladies)
Task (Specific Steps/What): Research, brainstorm and develop examples of activities to introduce to young people within the Award Programme.
Accountability (Who): Director
Timeframe (When): 2015 & ongoing (annually)
Resource Requirements (Budget, Technology, Employees): New activities may need resources by way of volunteers or staff and budget for equipment and training.

Strategic Objective B.3: Provide specific support for young people most at risk of exclusion.
Task (Specific Steps/What): Research, brainstorm and develop programmes at non-traditional times (eg: Bermuda Institute and non-traditional locations such as workmen's clubs, football clubs, group foster homes, prisons, etc)
Accountability (Who): Director
Timeframe (When): 2015 & ongoing (annually)
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 B.4: Actively seek new, non-traditional, Award Centres
Task (Specific Steps/What): Sign up at least one new Award Centre per year
Accountability (Who): Director
Timeframe (When): By June 30 each year
Resource Requirements (Budget, Technology, Employees): New Award Centres require resources such as training and support.

Strategic Objective B.5: To appreciate and understand perceptions and needs of young people
Task (Specific Steps/What): Perform a participant survey to ascertain issues and concerns
Accountability (Who): Director
Timeframe (When): June 15, 2015
Resource Requirements (Budget, Technology, Employees): Funds to prepare a relevant survey

Strategic Objective B.6: Create deeper awareness of the programme and its core Values and principles with participants
Task (Specific Steps/What): Hold awareness sessions at all Award Centres
Accountability (Who): Chair of Public Relations Committee, Director
Timeframe (When): October 31, 2014 & ongoing (annually)
Resource Requirements (Budget, Technology, Employees): Funds for a programme presentation

Strategic Aim C

- Participation and Growth: See more young people get involved, by increasing participation in existing organisations; retaining those that begin their Award for as long as possible through to completion of the Gold level; by working with other organisations to adopt the programme; and by increasing volunteer opportunities throughout all levels of the Award.

Strategic Objective C.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 (+ 5% annually) and sectors for growth. Monitor each unit's growth annually to ensure it is manageable.
Accountability (Who): Director, Award Council
Timeframe (When): Annually. Database system created by March 31, 2015
Resource Requirements (Budget, Technology, Employees): Database system to track enrollment in programme

Strategic Objective C.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 MOUs with said agencies (eg: Government, Outward Bound, Raleigh International, PRIDE, Bermuda Sloop Foundation, Youth Net, etc)
Accountability (Who): Director, Chairman
Timeframe (When): Develop at least 4 in 3 years. Prioritize and then reach out in a structured manner
Resource Requirements (Budget, Technology, Employees): Funds required to hire Programme Coordinator to assist with this objective

Strategic Objective C.3:
Task (Specific Steps/What): Create a comprehensive database to monitor programme participation. Leverage use of the ORB and information to further develop data sets for Key performance indicators.
Accountability (Who): Director
Timeframe (When): March 31, 2015
Resource Requirements (Budget, Technology, Employees): Funds to develop the database or purchase application to create

Strategic Objective C.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 organisations that cater to young people such as workmen's clubs, group foster homes, etc raising funds to ensure success
Accountability (Who): Chairman, Director, Programme Coordinator
Timeframe (When): Ongoing
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.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): PR Chair on Award Council
Timeframe (When): Ongoing
Resource Requirements (Budget, Technology, Employees): Budget for ads and resource for design of ads.

Strategic Objective C.6: Recruit, train and support volunteers so that community leadership is enhanced.
Task (Specific Steps/What): Make presentations to volunteers of other youth development organisations. Conduct ongoing quarterly training sessions for existing and new volunteers.
Accountability (Who): Director, Chair Standards and Training
Timeframe (When): September 30, 2014 & ongoing (annually)
Resource Requirements (Budget, Technology, Employees): Budget for programme development and offering

Strategic Objective C.7: Grow the number of Gold participants and successful Awardees
Task (Specific Steps/What): Develop programme to allow schools/Award Centres to start participants on their Gold Award journey and work with the Open Award/Gold centre to create a successful programme
Accountability (Who): Director, Award Centre Leaders
Timeframe (When): September 30, 2014 & ongoing (annually)
Resource Requirements (Budget, Technology, Employees): Budget to support schools to develop programme enhancements

Strategic Aim D

- **Leadership and Advocacy:** Sustain a programme that inspires others with direction and insights by making sure the Award's core Values and principles are known and followed throughout the programme. All involved in offering 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. Ensure all volunteers sign the Code of Conduct and participate in Police background checks. Be open to sharing ideas of best practice when asked with other organisations. Actively promote the good things we do.
Accountability (Who): Chairman, Award Council, Director, Award Leaders, Assessors, Volunteers, Participants
Timeframe (When): Code of Conduct and background checks to be completed initially by August 31, 2014 and then annually. Ongoing training will be given which includes standards and training on Values and principles
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: Ensure we remain a progressive and thinking organisation by engaging in research for better understanding of our role and responsibility in a changing environment.
Task (Specific Steps/What): Implement ongoing survey and assessment tools to evaluate the Award programme. Data and research to drive policy decisions.
Accountability (Who): Chairman, Award Council, Director
Timeframe (When): June 2014 have developed a project plan for a survey initiative
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): Chairman, Award Council, Director, IT Chair
Timeframe (When): Annually
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): Ensure the Participant representatives on the Award Council raise relevant issues and are willing to engage. Create an Award Centre youth representative group. Representatives from this group will serve on Council.
Accountability (Who): Director, Award Council
Timeframe (When): By September 30, 2014 have received nominations for representatives and developed a meeting structure. (Reps must be pursuing their Silver or Gold Award)
Resource Requirements (Budget, Technology, Employees): Identify and recruit volunteer to lead this initiative

Strategic Objective D.5: 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): Director, Chair of PR
Timeframe (When): Ongoing
Resource Requirements (Budget, Technology, Employees): Budget for creation of PR materials.

Strategic Objective D.6: Promote our Values and principles throughout the entire Award programme
Task (Specific Steps/What): Ensure at least one training session for Award leaders/Assessors per year focuses on Values and Principles and how to share with young people
Accountability (Who): Director, Chair Standards and Training, Award Council
Timeframe (When): Ongoing
Resource Requirements (Budget, Technology, Employees): Budget for training materials

Strategic Aim E

- **Excellence and Sustainability:** Maintain best practice in all activities and services to ensure a quality Award experience for participants and volunteers. Delivering consistent, comprehensive, sustainable and accountable services that are youth focused. Ensure the Award provides adequate staffing and infrastructure to fulfill the Award programme's aims.

Strategic Objective E.1: Develop and implement a quality system which includes ongoing 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 including certification process. Implement ongoing survey and assessment tools to evaluate the Award Office and Award Programme. (Also see D2)
Accountability (Who): Director, Award Leader and Assessor Representative, Chair Standards and Training
Timeframe (When): December 31, 2014 ensure programme in place and actioned
Resource Requirements (Budget, Technology, Employees): Budget for training sessions (catering, materials, etc.)

Strategic Objective E.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 have regular opportunities to engage in training and exchange programmes to ensure growth.
Accountability (Who): Chairman, Director
Timeframe (When): Development programme produced annually by May 30.
Resource Requirements (Budget, Technology, Employees): Budget for and related costs

Strategic Objective E.3: Develop and implement continual training for all Award leaders and Assessors. (Also see E1)
Task (Specific Steps/What): Conduct ongoing quarterly training sessions for existing and new volunteers. Create a training manual for volunteers available through the website. Develop an annual re-certification process
Accountability (Who): Director, Chair Standards and Training
Timeframe (When): May 30, 2014 & ongoing (annually)
Resource Requirements (Budget, Technology, Employees): Budget for training sessions (catering, materials, etc.) and preparation of training materials for website

Strategic Objective E.4: Ensure sustainable resources are in place to maintain and increase provision of services.
Task (Specific Steps/What): Hire an Assistant to share the responsibility of the National Director. Ensure funding is in place to create this second post.
Accountability (Who): Award Council, Chairman
Timeframe (When): June 30, 2014
Resource Requirements (Budget, Technology, Employees): Budget for hiring and training Assistant, computer for new post.

Strategic Objective E.5: Consider the potential for sharing resources with other youth development agencies.
Task (Specific Steps/What): Review with Outward Bound the opportunity to share resources
Accountability (Who): Chairman, Director
Timeframe (When): June 30, 2014
Resource Requirements (Budget, Technology, Employees): Budget for a two-way split of salary of Assistant Administrator

Strategic Objective E.6: 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 – eg: hold a National Training Day (eg: BEST – joint training day for all Bronze Level participants - also see D4)
Accountability (Who): Director, Award Leaders, Assessors, Standards and Training Chair, Chairman
Timeframe (When): October 31, 2014 and then ongoing
Resource Requirements (Budget, Technology, Employees): Budget for National Training Day (transportation, facility, catering, etc.)

Strategic Objective E.7: Ensure that all Award activities and Adventurous Journeys are appropriately monitored and assessed.
Task (Specific Steps/What): Reinstate the role of Lead Assessor who is responsible for coordinating the assessors for expeditions and working with Standards and Training to ensure Assessors and Award Leaders are appropriately trained and assessed.
Accountability (Who): Director, Standards and Training Chair
Timeframe (When): Immediate
Resource Requirements (Budget, Technology, Employees): Volunteers

Strategic Aim F

- **Financial Control and Fiscal Responsibility:** Ensure effective financial controls, budgetary processes, 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 and licenses and certifications are maintained.

Strategic Objective F.1: Build up an endowment by developing a comprehensive, sustainable fundraising strategy.
Task (Specific Steps/What): Establish a Fund raising committee who will be tasked with creating a funding strategy. In so doing re-establish a new 3 year Capital Campaign as well as develop a dependable source of annual revenues through a series of fundraising events, either exclusively, or in conjunction with other youth programmes.
Accountability (Who): Chairman, Director, Treasurer, Award Council, Award Trustees
Timeframe (When): April 30, 2014
Resource Requirements (Budget, Technology, Employees): Donor data base

Strategic Objective F.2: Focus grant development/applications on smaller more flexible grants from a larger number of organisations/foundations.
Task (Specific Steps/What): Ensure all available grants applications (even non-traditional grants) are received and submitted annually
Accountability (Who): Chairman, Director, Treasurer
Timeframe (When): Annually
Resource Requirements (Budget, Technology, Employees): Budget to produce application content and annexes

Strategic Objective F.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): Chairman, Director, Award Treasurer
Timeframe (When): Annually for audited reports. Treasurer to complete quarterly budget updates. Treasurer to work with Accountant in completing audited accounts within 3 months of fiscal year end.
Resource Requirements (Budget, Technology, Employees): Budget to produce reports

Strategic Objective F.4: Ensure Annual filings for licenses and certifications are submitted on time
Task (Specific Steps/What): Ensure the BNSC and International Award annual certifications filings are produced, and submitted to required agencies.
Accountability (Who): Chairman, Director, Award Treasurer
Timeframe (When): Annually by requisite filing dates.
Resource Requirements (Budget, Technology, Employees): Budget to produce reports

Strategic Objective F.5: Ensure financial requirements and controls are met.
Task (Specific Steps/What): Prepare Annual Budget that is then monitored by comparison to actual on a monthly basis.
Accountability (Who): Director, Treasurer, Bookkeeper
Timeframe (When): Treasurer to complete monthly budget updates and report to Council.
Resource Requirements (Budget, Technology, Employees): Bookkeeper to stay current with recording invoices and bank reconciliations. Treasurer to compare to the working budget and report.