

Scouts Australia (SA Branch)
Woodhouse review
Key findings and recommendations
May, 2015

intu^oto
market research

Background to project

This presentation summarises the findings of a review of Woodhouse as a major asset of Scouts in South Australia. The overarching objective is to gain an understanding of how various stakeholders view Woodhouse as a facility, its strengths and weaknesses, any concerns, and what the major opportunities are in the future to inform a strategic planning process.

The following was addressed in the research:

- Identification of what parents/youth/volunteers/leaders/branch commissioners/rovers/venturers/staff/HQ management and external users of Woodhouse think of the facility
- Test a variety of new ideas (from a menu of activities) and canvass new ideas for the facility
- Determine the major limitations of the facility and assess why people are going to other sites
- Determine the purpose of the venue in the scheme of youth development and the Scouting Movement.

Methodology

Group discussions – understand issues

- Mix of 12 venturers and rovers who have used both Woodhouse and Douglas Scrub
- 10 Divisional Leaders to test and investigate attitudes to Woodhouse, its current structure, its assets, its activity offering, strengths/weaknesses, comparisons to other centres, concerns, limitations, problems, and to generate new ideas for activities for the future.

In-depth interviews – understand issues

- Mark Percy, Steve Hastwell, Andre Freund, Graham Coates, Chris Wise, Correnna Sheehy (and daughters), David Bryant, Dan Ryan, Chris Bates, Tania Hayward, Paul Dickson, Sean Bragg, Bridget Miller, Susannah Bowden, Michael Woodward, Carolyn Corkindale and Cherryl Brady.

On-line surveys – measure how widespread issues are

- Youth, parents and volunteers (members)
- Leaders
- External users



One-on-one interviews

Key findings – one-on-one interviews

- Very proud of Woodhouse - its purpose is to serve Scouting and to break even
- Estimates WH holds 30% market share in a diminishing camping venue market
- Scouting community very critical of management/lack of maintenance – makes it hard
- Under-utilised venue and more there than just Challenge Hill
- Greatest strength is proximity to city, camping fees cheap, property diversity, CH
- Future needs a strategy
- Weaknesses OH&S, ageing infrastructure and maintenance and management of volunteers
- *“Kids love it. They never notice the problems. They experience new things.”*
- Leaders are sick of going to Woodhouse but kids aren’t?
- Purpose is for Scouting and events – new activities orienteering, compass and eco-courses
- Dichotomy – constant criticisms or jewel in the crown – is it at a crossroad (sell it or not)?
- Financial modelling needed to fully understand the property strengths and weaknesses

Key findings (cont'd)

- Lots already invested and lots of future potential – needs new management structure and a vision – needs an economic focus and a funding model
- Purpose originally for Scouts but now has a commercial focus (Corp Recharge, Active Ed) – schools now get priority because they pay more than Scouting people
- Scouts don't like sharing with the public (or other Scouts for that matter!) some groups bully other groups to move, they skip without paying they arrive early to spread their gear
- Purpose is for Scouts to go camping and for Leader training
- Fitness stations, multi-age development (sand pits), traversing wall, night walks, cycling track, running track, training ground for higher level activities, mud challenge, foosball, logs for contemplation and seating, geo-caching, orienteering with GPS



Group Discussions

Understanding Venturers and Rovers and Leaders

Key insights – Woodhouse purpose

Almost without exception everyone interviewed agreed that the purpose of Woodhouse is for Scouting activities and Leader training but most acknowledged the need for the property to offer commercial operations to make it viable. Some worthwhile definitions of purpose:

“The sole purpose of Woodhouse is that it is here for Scouting and Scouts. Commercial aspects are conducted to break even.”

“To provide a camp for Scout programs supported with commercial operations.”

“To provide revenue for Scouts, Woodhouse is a training facility and provides a venue for Scout members.”

“A place to provide whatever resources that are appropriate and achievable to make possible all the things in the Scout program, particularly those that can’t be done elsewhere.”

“Woodhouse is a home for Scouting for Scouting people to use. Not many States have this.”

“Primarily Woodhouse is a safe wilderness environment for Scouts. Secondly a commercial enterprise to maintain it for Scouting.”

Understanding Scouting Community Attitudes

Key insights - strengths

- Challenge Hill and the bouldering wall
- Old House
- Storage enclosures
- Diversity, the wetlands, the pine forest, the whole environmental thing and camp there in different places
- Low cost for Scouts
- Scouts-owned 'great' property
- Close to the city (but a whole world away)
- Diversity of activities
- Size of property
- Old House and surrounds
- The nature that's there

Understanding Scouting Community Attitudes

Key insights - weaknesses

“Challenge Hill needs to be fixed, the bunkhouse is run down, the ground needs flattening, the amenities blocks should be upgraded (taps need to work, toilet doors need to shut, shower drains need to be unblocked and why are urinals in the girl’s toilets?)”

- General maintenance and conditions of facilities
- Issues with separating Cubs, Joeys and Scouts from the general public
- As children get older they find WH is same old same old and lose the joy of discovery
- Some Leaders are over WH and Seonee Hills – they do use Douglas Scrub
- Needs refurbishment for the entire property
- Disabled toilets and showers – great awards but terribly run down
- All the rules and regulations now and having to report to reception (stifles patrols)
- Opening hours of the office
- Bureaucracy of booking system - waiver form and paperwork and communication around why this is needed
- Wardens are invisible
- Stag Store needs to be cleaned out and reused
- Confusion with the name Woodhouse versus Woodside
- Lack of privacy in showers

Understanding Scouting Community Attitudes

Key insights – perceptions (or misconceptions)

- All the profit that the general public pay isn't being pumped back into the property
- You can go to Woodhouse anytime, it's always there (to justify going somewhere else)
- Corporate Re-charge facilities are too expensive for Scouts to use
- It's dangerous to camp under the trees
- Woodhouse is good, it just needs to be made better
- Challenge Hill is unsafe
- Rymill needs a lot of refurbishment (asbestos, un-useable spaces, etc.)
- Trading Post is sad and should be reinstated
- Adult Leaders were more receptive to new ideas than venturers/rovers
- Volunteers are good for some things but if things need fixing quickly Woodhouse should pay for it – there should also be a cycle of maintenance scheduled

“Leaders get more bored of it, my sister is a Scout Leader and I was like ‘oh let’s go to Woodhouse’ and she’s like ‘oh that’s boring’ and I was like ‘no not to the Scouts its not!’ they think it’s like the coolest thing ever.”

Understanding Scouting Community Attitudes

Key insights – competitors

- Douglas Scrub
- Roonka
- Seeonee Hills
- Armstrong
- Normanville

Strategic advantage for Woodhouse that it is so close if a Cub has a meltdown and wants to go home.



Online Quantitative Studies

Measurement – Leaders vs Youth/Parents

Leader profile

464 Leaders completed the survey

Half comprised Section Leaders and other half other Leaders including Commissioners, Activity Leaders, District Leaders and Group Leaders

40% lead Scouts, 33% Cubs, 20% Joeys and Venturers and a small percentage of Rovers

Nearly half had been in Scouts more than 10 years

63% male, 37% female, 72% aged 40+ years, 28% less than 40

68% in paid employment, majority live in middle to mature households

Parent, youth, volunteer profile

452 people completed the survey

53% female, 47% male, half aged over 26 years and half aged less than 26 years

5% Joeys, 8% Cubs, 19% Scouts, 11.4% Venturers, 5% Rovers

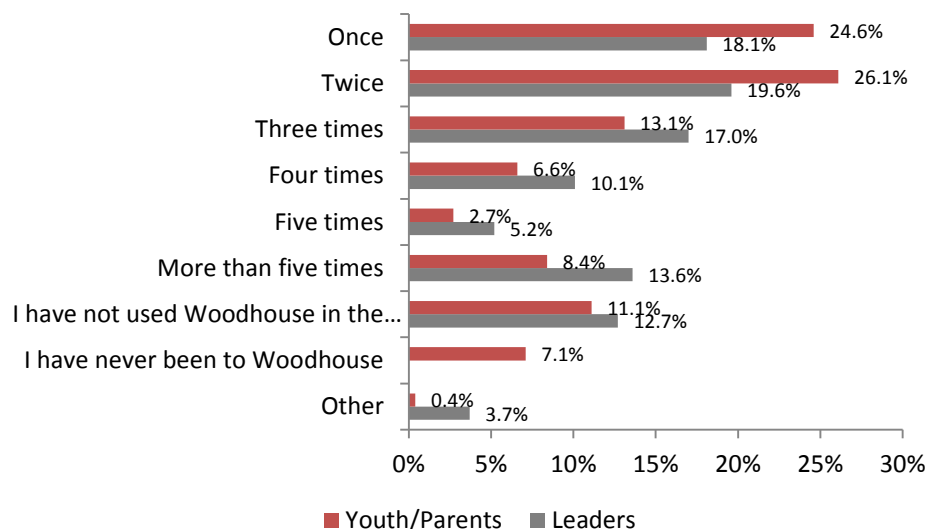
76% middle family households, 16% mature families

42% youth member parent, 1% volunteers and remaining 57% youth members

37% been associated for 3 years or less, 44% 3-10 years and 19% 10+ years

Measurement – Leaders vs Youth/Parents

Frequency of use

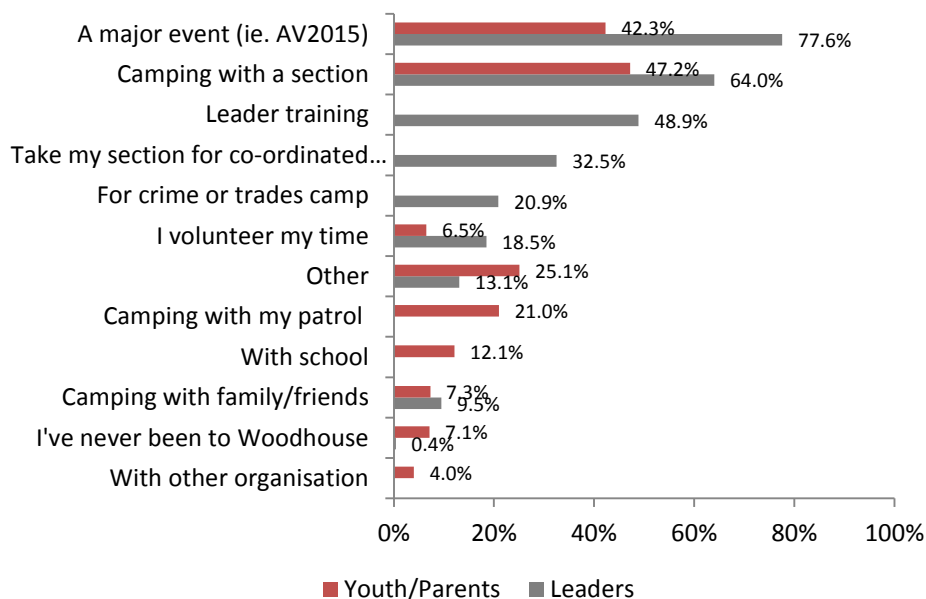


87% of Leaders had been to Woodhouse in the last 12 months compared to 82% of Youth/Parents. Youth/Parents are significantly more likely to have been once or twice (51% compared to 38%) whereas Leaders are more likely to have been more frequently than this (50% compared to 31%).

How often would you say you have been to Woodhouse in the last 12 months?

Measurement – Leaders vs Youth/Parents

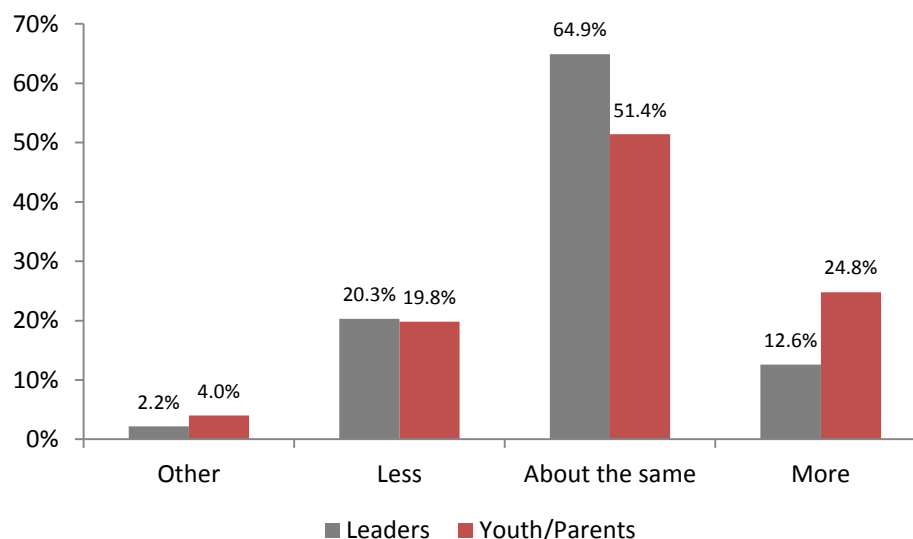
Reasons for visiting



Leaders are far more likely to visit Woodhouse for a major event, camping with a section, Leader training and to take their section for coordinated activities. Two in ten volunteer their time. Youth/Parents reasons are major event, camping with a section and camping with my patrol.

Measurement – Leaders vs Youth/Parents

Degree of use now than in the past

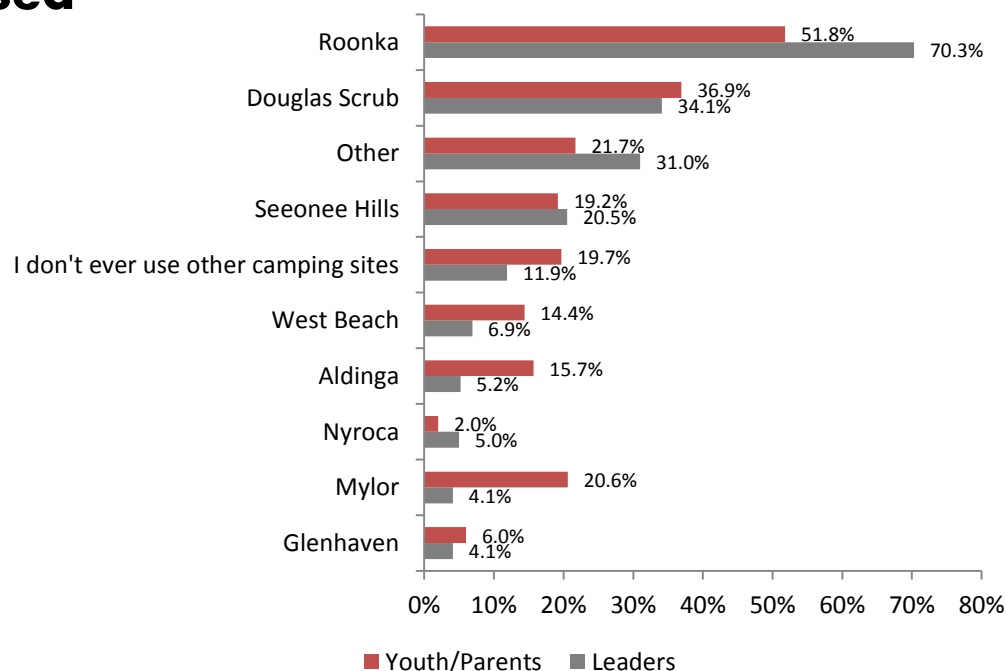


The majority (65%) of Leaders indicated that they use Woodhouse about the same now as they have done in the past compared to 51% of Youth/Parents. A quarter of all youth/parents claim they use Woodhouse more compared to only 13% of Leaders. Equal numbers claim to use WH less and is significant at two in ten Leaders and Youth/Parents.

Would you say you use Woodhouse more, about the same or less than in the past?

Measurement – Leaders vs Youth/Parents

Other sites used

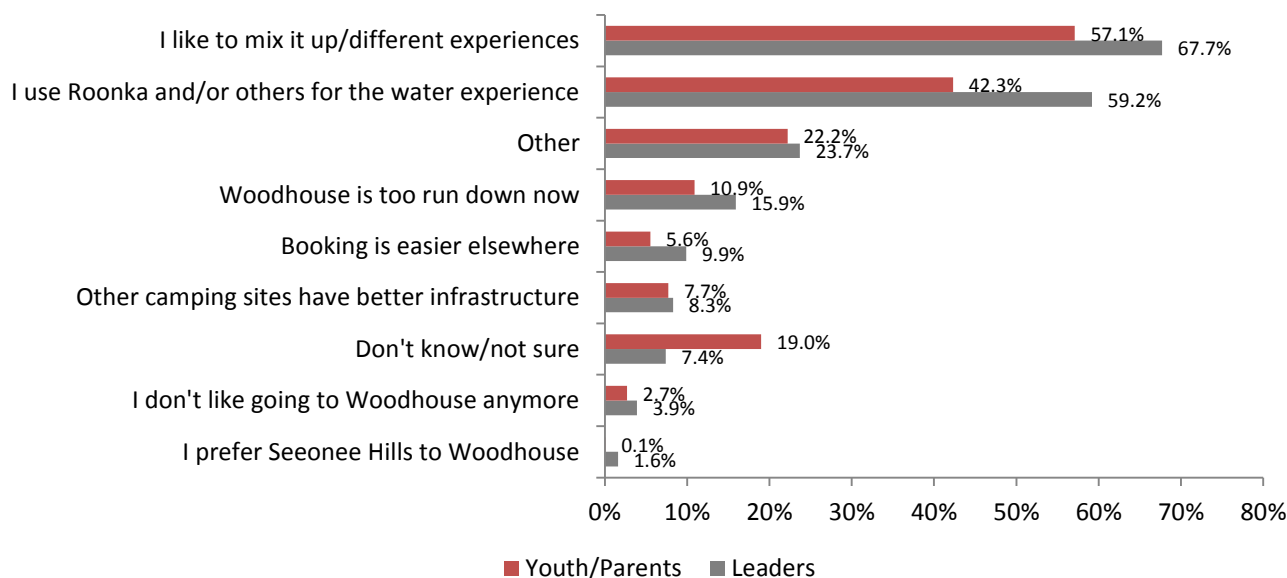


Roonka and Douglas Scrub are the primary Woodhouse 'competitors' with Roonka being favoured more by Leaders than Youth/Parents. 'Other' sites for both Leaders and Youth/Parents included Napperby, Sea Haven, Armstrong, Mt Crawford, Goolwa and Deep Creek with youth/parents also citing Flinders Ranges, other Scout halls, Coorong, Rocky Paddock and Second Valley.

Which other camping sites in South Australia have you ever been to? (Multiple response)

Measurement – Leaders vs Youth/Parents

Why do you use other camping sites?

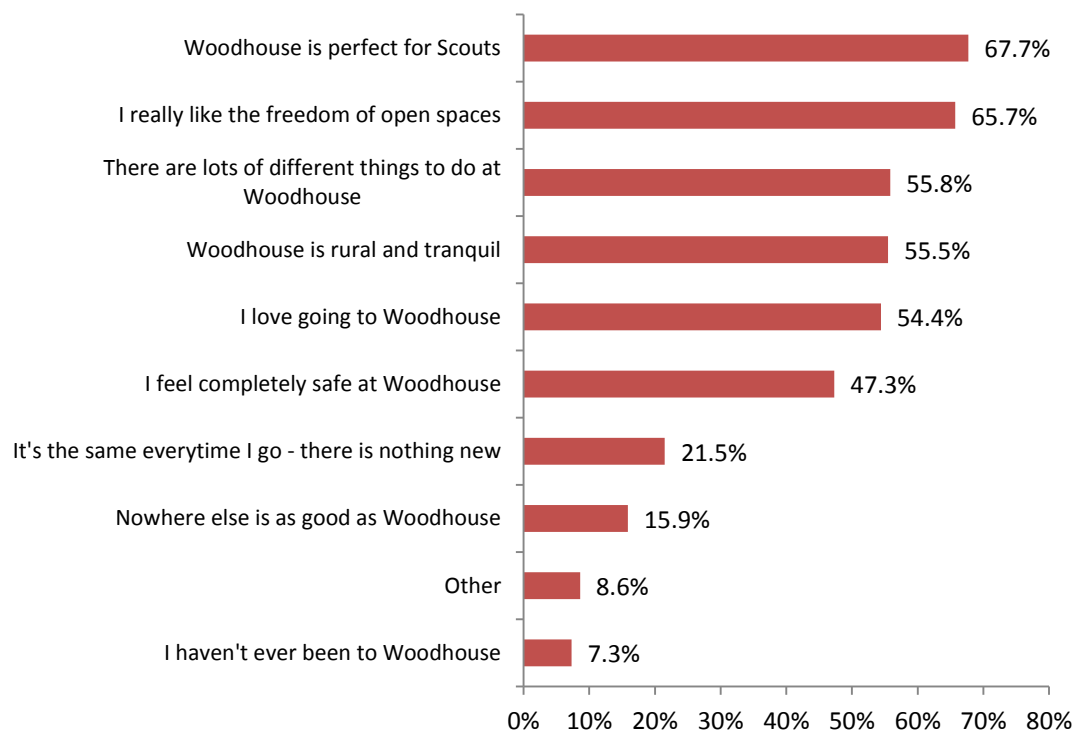


The top two reasons are like to mix it up and have different experiences or like the water experience at Roonka. The 'Other' Leader responses mostly related to Woodhouse being too far away from where they live or comments about the type of event being run. The 'Other' Youth/Parents responses mostly are have no influence/choice go were the leader/group decides, for variety, too far to Woodhouse and cheaper options elsewhere.

Why do you use other camping sites (other than Woodhouse)? (Multiple response)

Measurement – Youth/Parents only

Youth/Parents' perceptions of Woodhouse

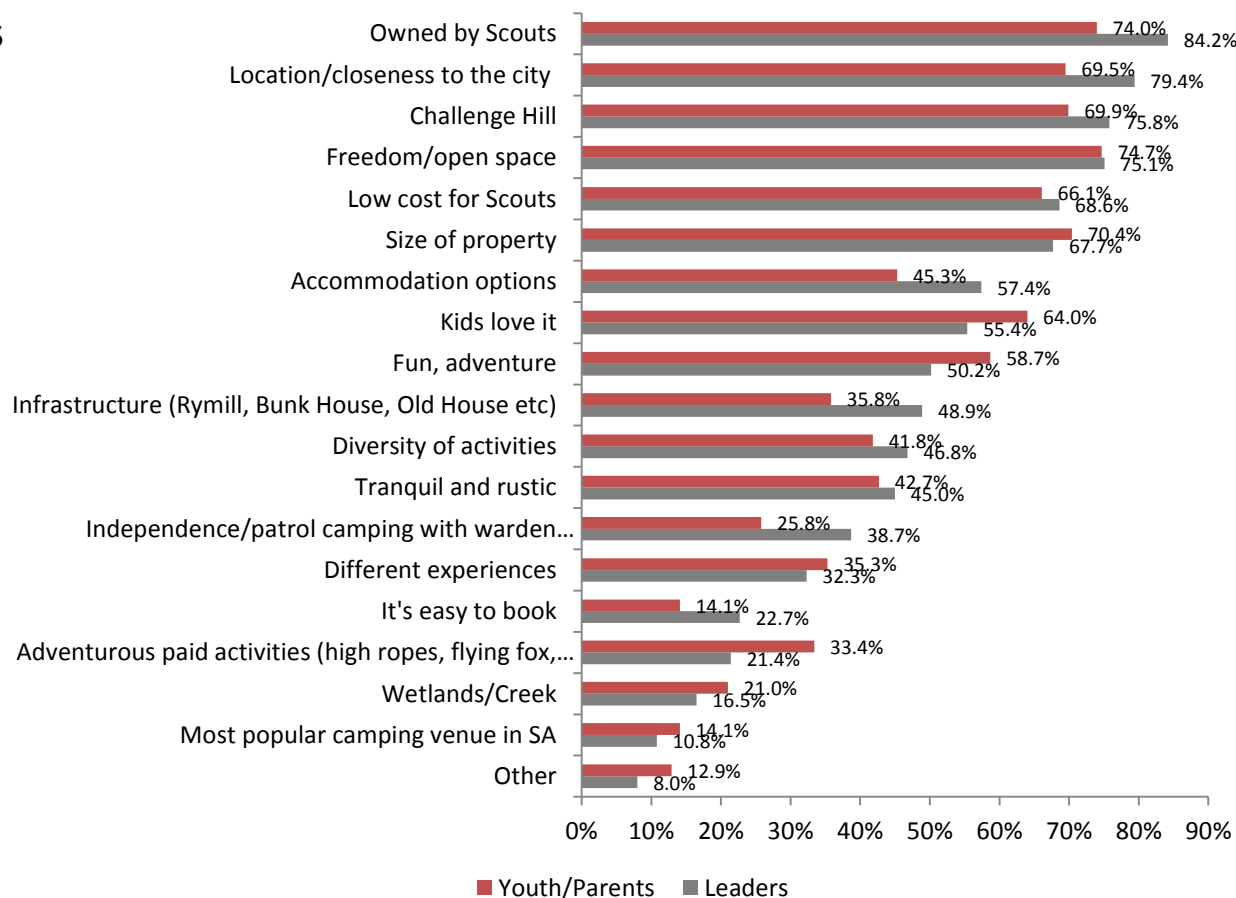


There are multiple reasons why people like Woodhouse; suitable for Scouting, freedom of open spaces, lots to do, rural, tranquil, I love going and I feel completely safe.

What do you think of Woodhouse? (Multiple response)

Measurement – Leaders vs Youth/Parents

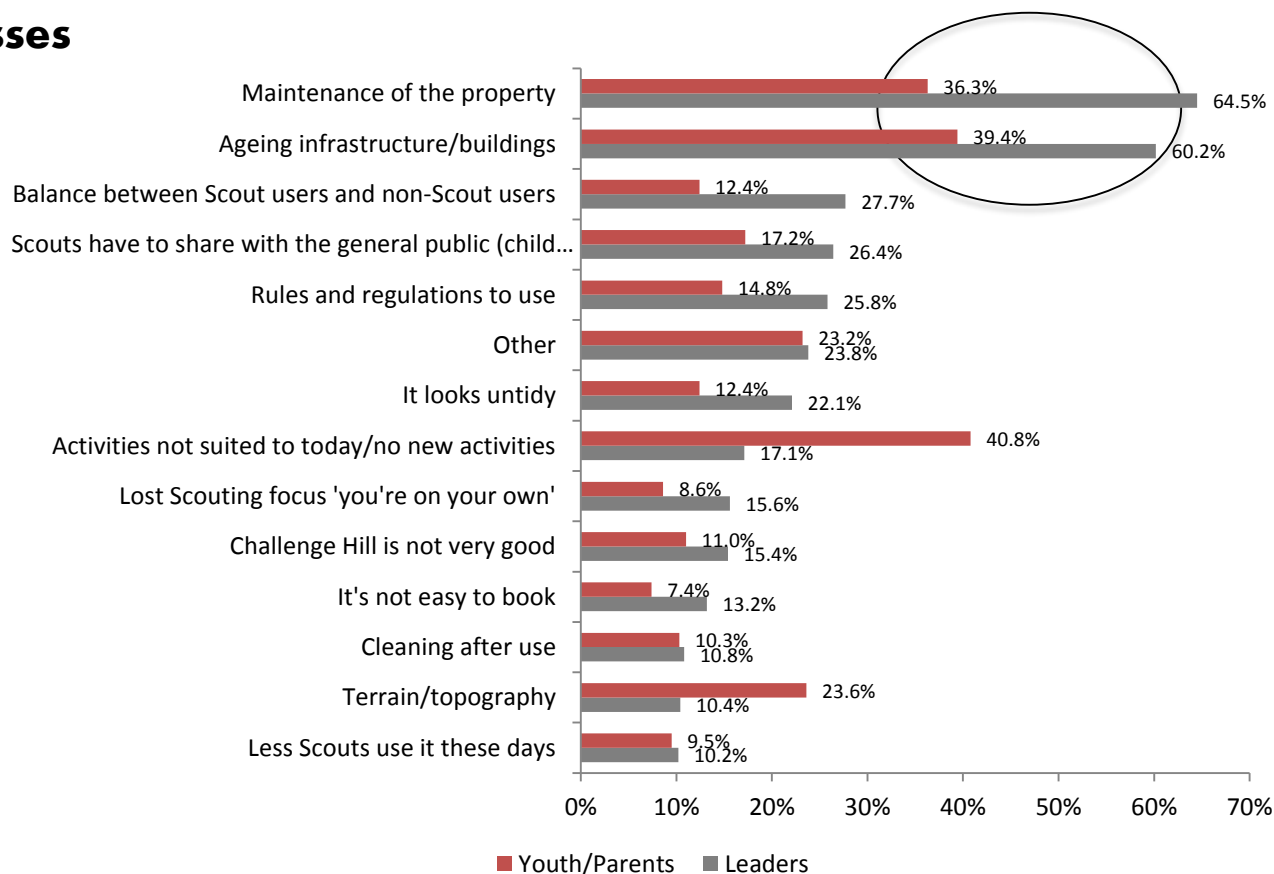
Strengths



What do you believe are the key strengths of Woodhouse over other camping sites?

Measurement – Leaders vs Youth/Parents

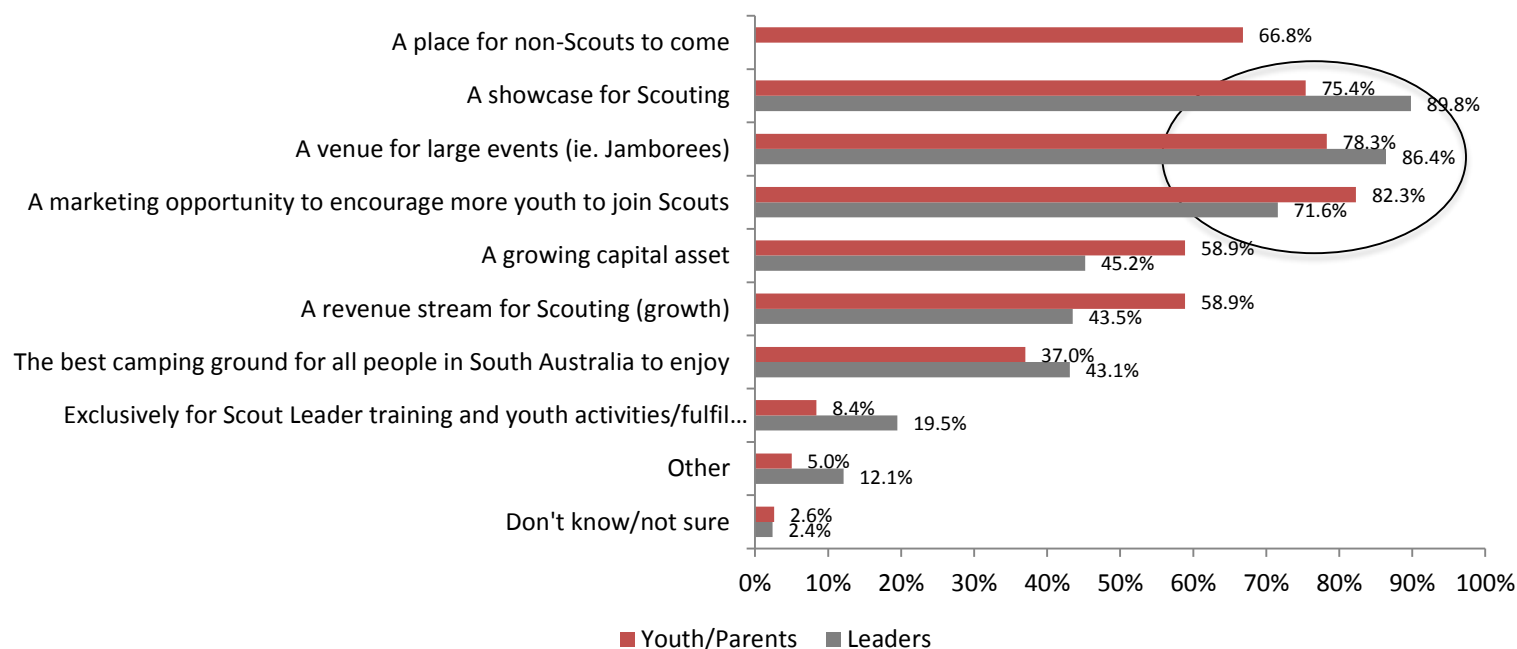
Weaknesses



What do you believe are the key weaknesses of Woodhouse over other camping sites?

Measurement – Leaders vs Youth/Parents

Future of Woodhouse

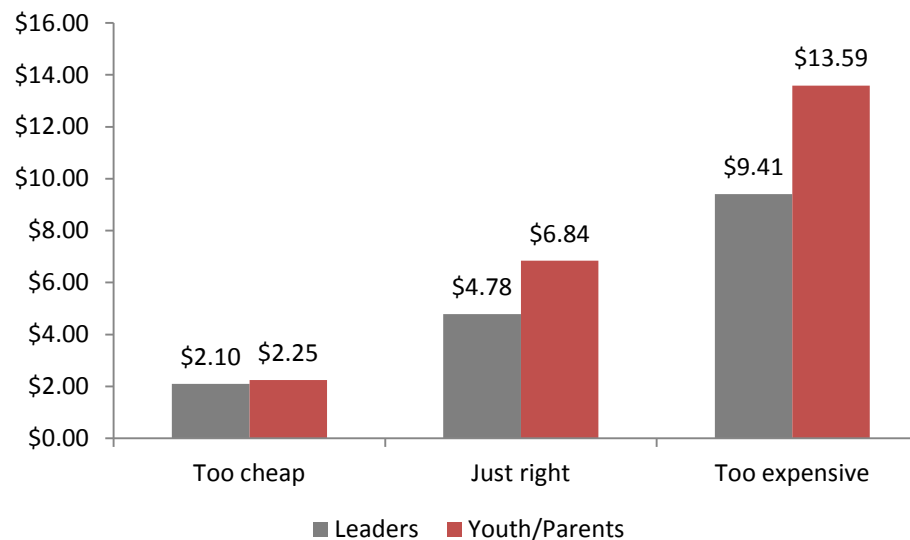


Leaders and Youth/Parents agree Woodhouse is a showcase for Scouting, a venue for large events and a marketing opportunity for Scouts but Youth/Parents also believe it is a place for non-Scouts to come.

Which of the following do you believe Woodhouse should be? (Multiple response)

Measurement – Leaders vs Youth/Parents

Costs to Scouts



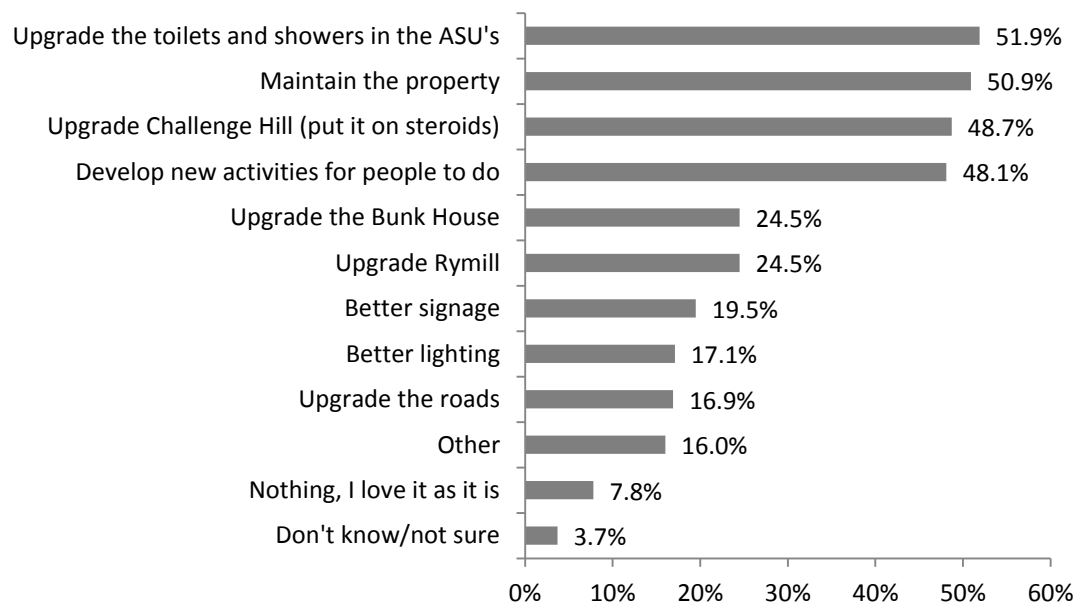
\$6.00 average.

The cost to a Scout for a night at Woodhouse is currently \$2.00 and hasn't changed for years. Given this doesn't even cover costs, we would like you to tell us at what cost you would think staying at Woodhouse is too cheap and too expensive. Respondents were to provide whole numbers, no decimals.

Measurement – Leaders Only

Priority works

Prioritising work at Woodhouse n=462

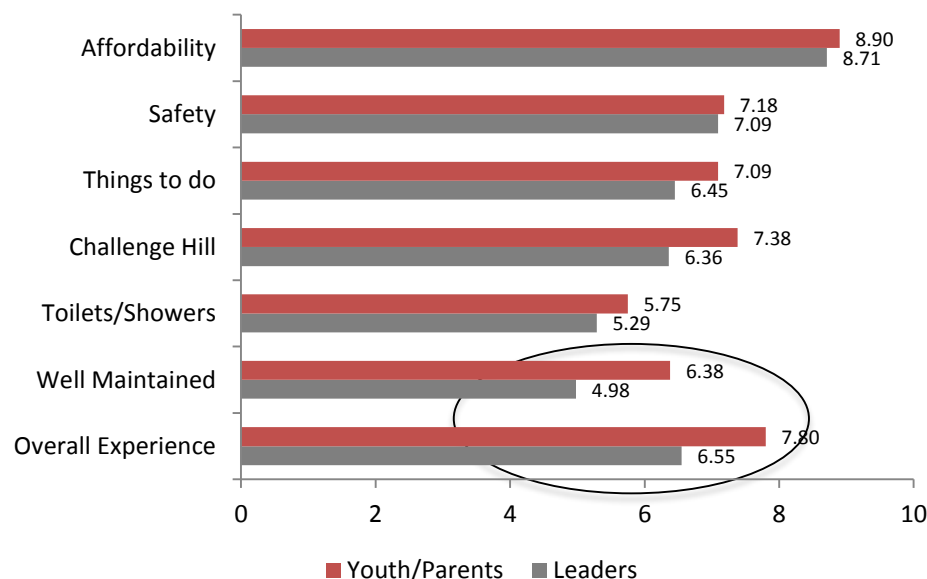


Upgrading toilets and showers, overall maintenance of property, upgrading Challenge Hill and developing new activities are the priorities for Leaders. Youth/Parents were asked what they don't like and they are predominantly facility based – upgrades needed, general maintenance, new activities needed, inadequate signage, Challenge Hill needing development, and too hilly/sloping.

If you were in charge of prioritising work at Woodhouse, which of the following would you do first to encourage you to use Woodhouse most often? (Multiple response)

Measurement – Leaders vs Youth/Parents

Woodhouse ratings

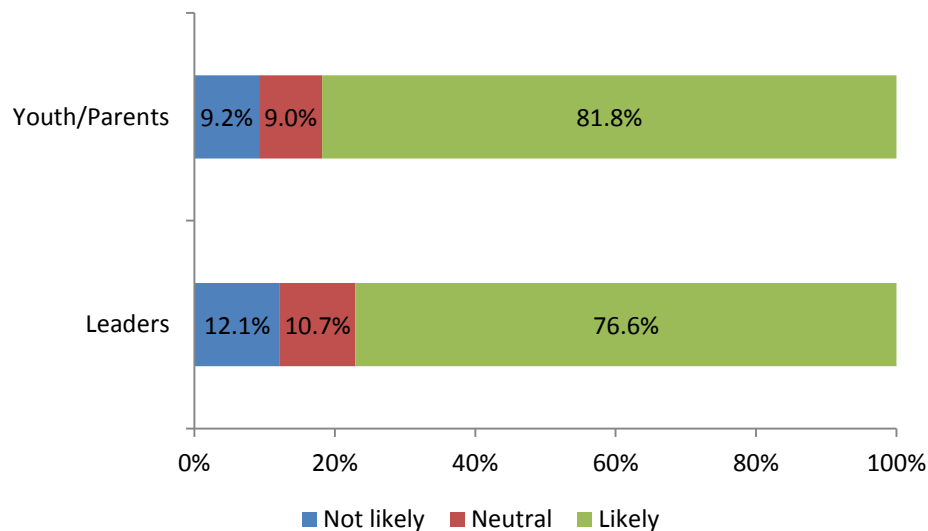


Youth/Parents are more generous with their ratings than Leaders in all aspects particularly Challenge Hill, well maintained and overall experience. Leaders are more critical.

How well would you rate the following aspects of Woodhouse with 1 being poor and 10 being excellent?

Measurement – Leaders vs Youth/Parents

Likelihood of recommending

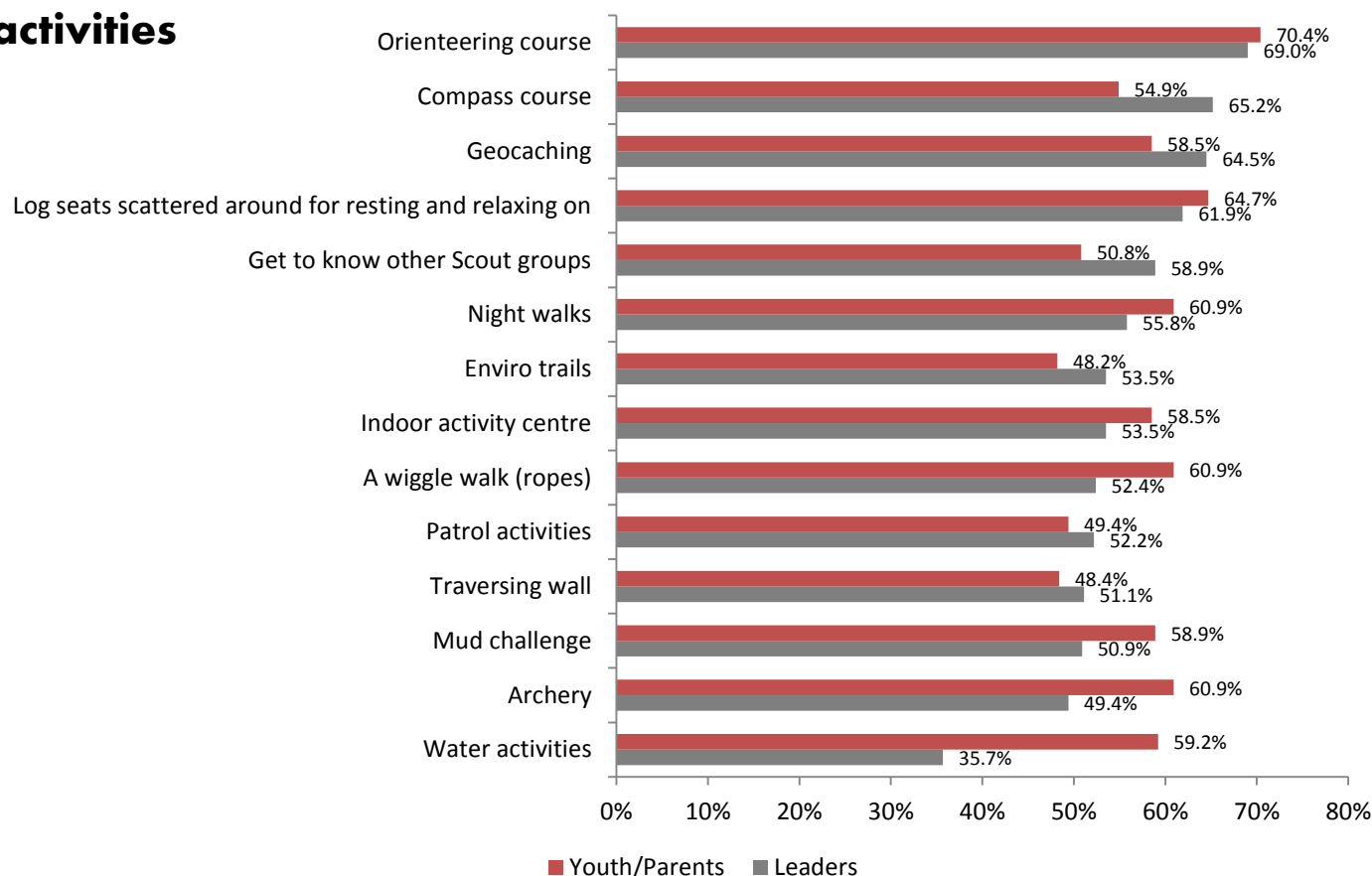


Youth/Parents are slightly more likely to recommend Woodhouse than Leaders.

On a scale of 0 to 10 where 0 is not likely and 10 is very likely, how likely would you be to recommend Woodhouse to family and friends?

Measurement – Leaders vs Youth/Parents

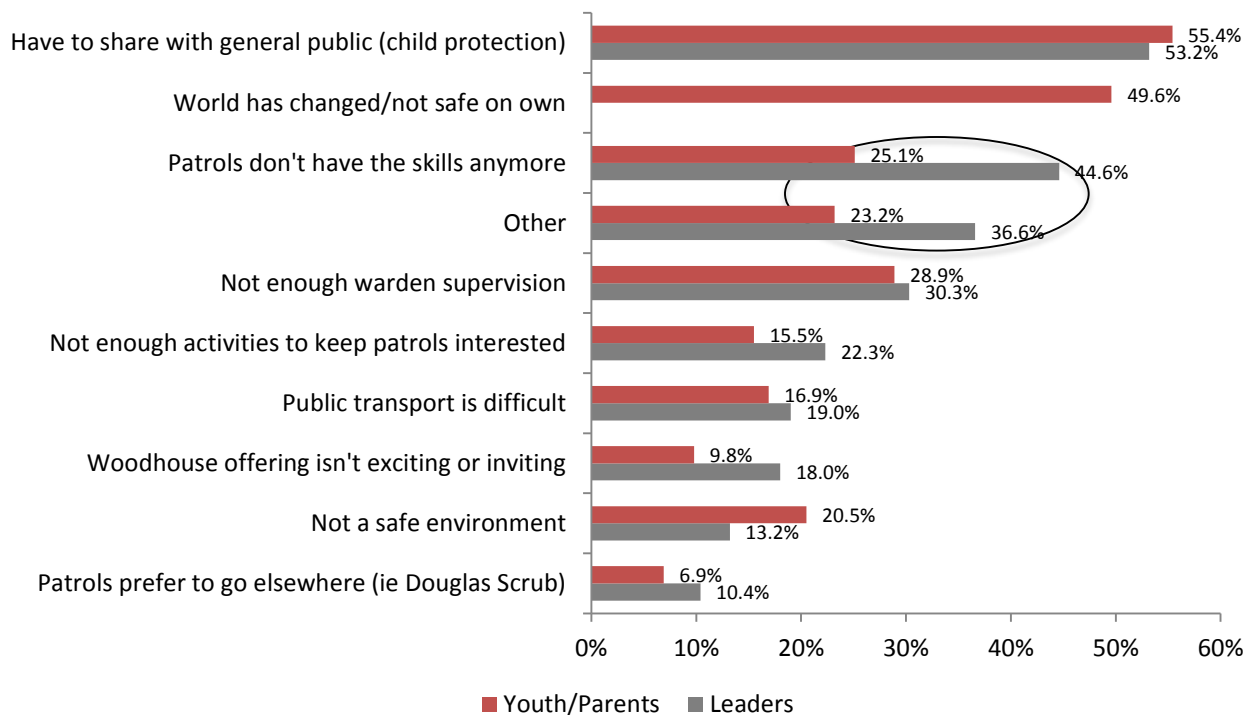
New activities



Which of the following uses/activities would you like to see introduced to Woodhouse? (Multiple response)

Measurement – Leaders vs Youth/Parents

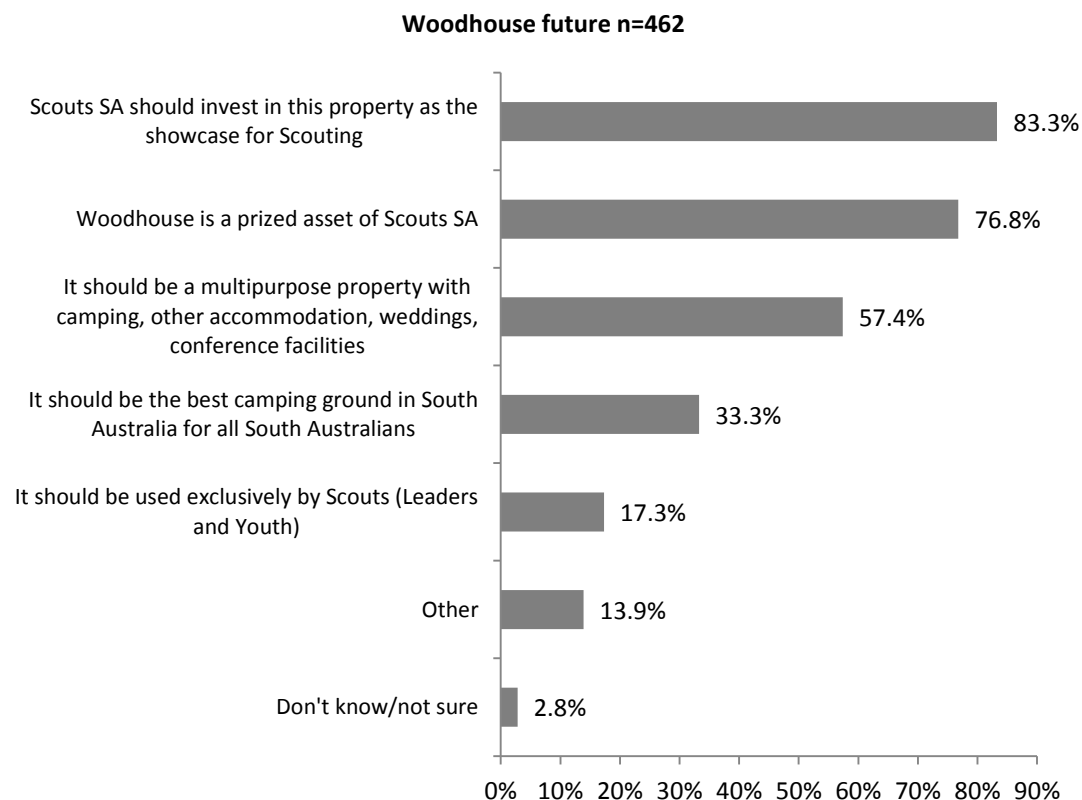
Why patrols are not using as often



Years ago many patrols used Woodhouse without Leaders being present. Why do you think this doesn't occur as often these days? (Multiple response)

Measurement – Leaders

Future for Woodhouse

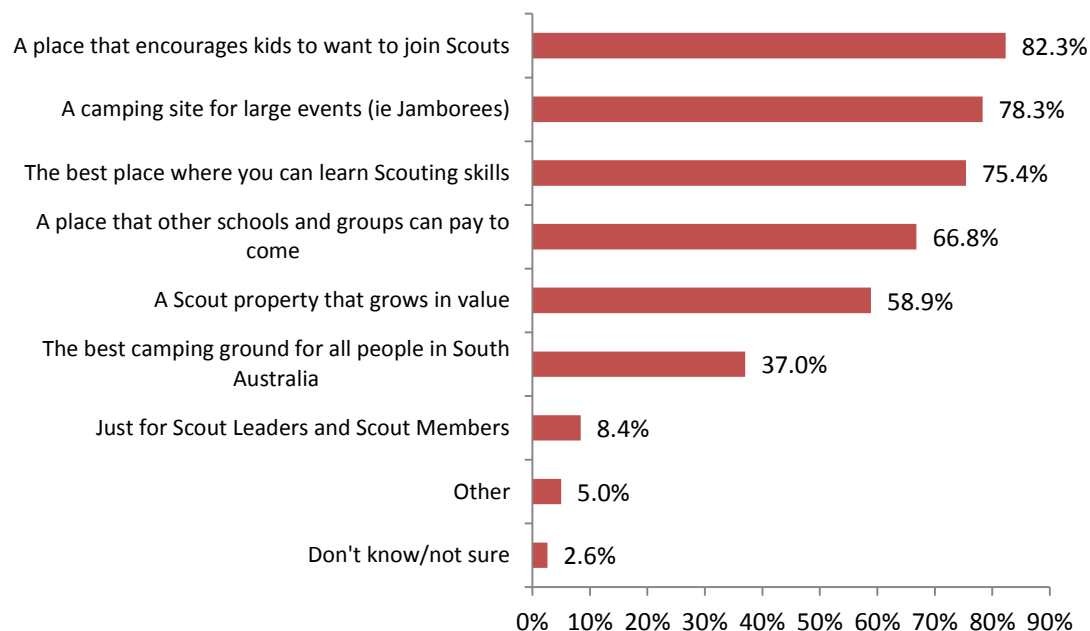


What does the future hold for Woodhouse?

Measurement – Youth/Parents

Future for Woodhouse

The future of Woodhouse n=419

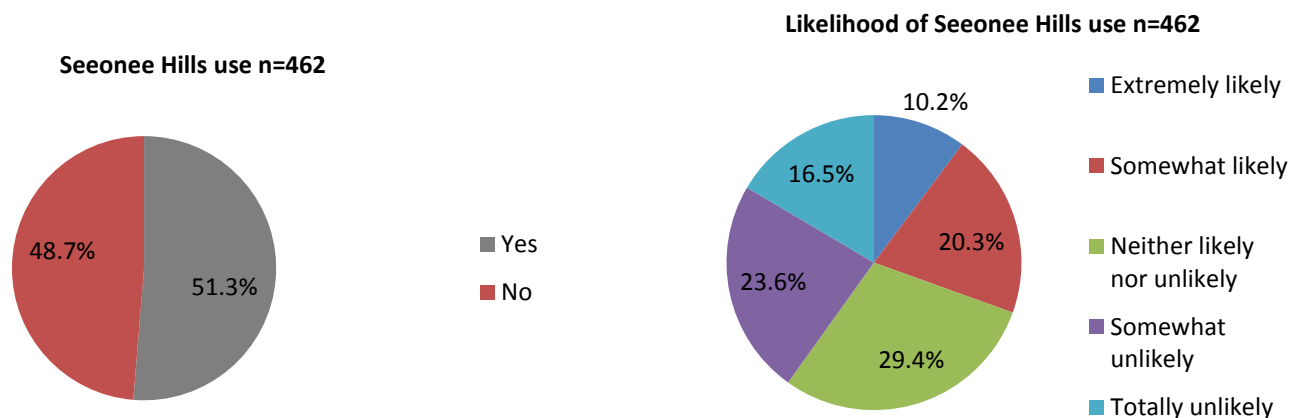


Most of these statements were supported by over 50% of all parents/youth/volunteers.

Which of the following do you believe Woodhouse should be? (Multiple response)

Measurement – Leaders

Used Seeonee Hills



Around half of all Leaders have used Seeonee Hills and 30.5% of all Leaders say they are likely to use Seeonee Hills in the next 3 years but a slightly larger percentage who say they will not (40%).

Have you ever used Seeonee Hills?

How likely are you to use Seeonee Hills in the next 3 years?

Measurement – Leaders vs Youth/Parents

Other Comments

Around a quarter of all Leaders provided other comments compared to around half of all Youth/Parents.

Leaders were more likely to say that Woodhouse was a fantastic asset/venue and that they love it, and/or maintain the property better, up-grade buildings/infrastructure, and develop new experiences/activities and upgrade Challenge Hill. The priorities are clear.

“I have loved Woodhouse since I was 8. Now 41....it is an institution of excellence. It does need a few dollars spent to bring it up today’s expectations, but looking forward to watching Woodhouse grow and prosper well into the future.”

Those that offered comments amongst Youth/Parents offered their advice or please do not sell Woodhouse, other suggestions centred around improvements including better service and operations, maintenance of grounds and toilets, and general upgrades to facilities and better marketing.

Do you have any comments or suggestions for the future of Woodhouse that you would like to offer?

Measurement – External Users

Profile

127 people, 65% female, 35% male

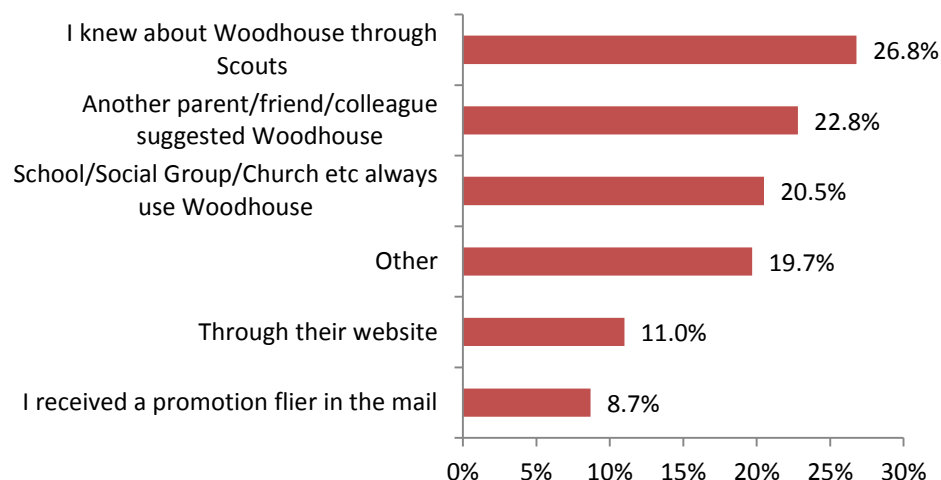
87% aged 31-54 years (half of these aged 40-54 years and half 31-39 years)

Nearly 60% professional/executives, 16% white collar workers, 5.5% blue collar and 21% mixed

35% from schools, 35% from 'other' organisations, 8% social, 6% weddings, 6% church, 5.5% private birthday party or celebration, 5.5% business and 5% sporting organisations

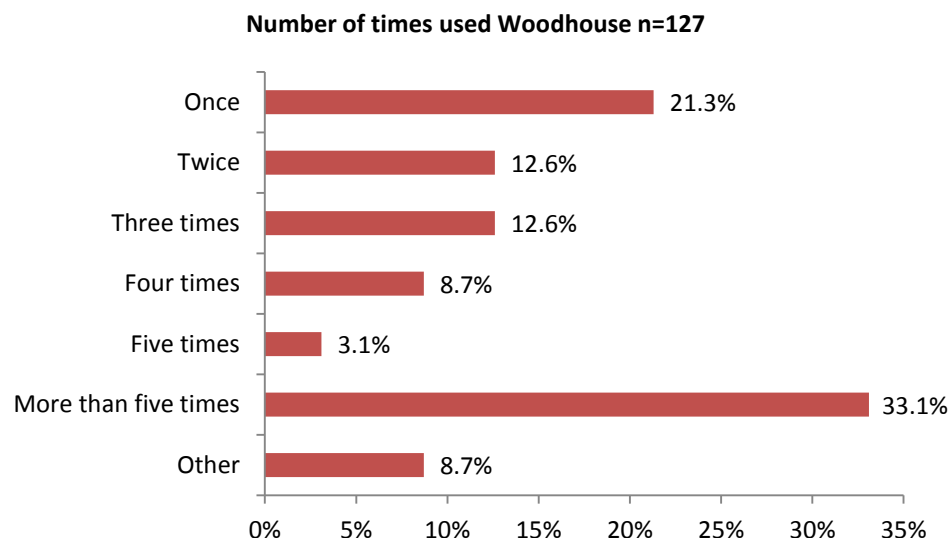
How did they hear about Woodhouse?

Hearing about Woodhouse n=127



Measurement – External Users

Frequency of using Woodhouse

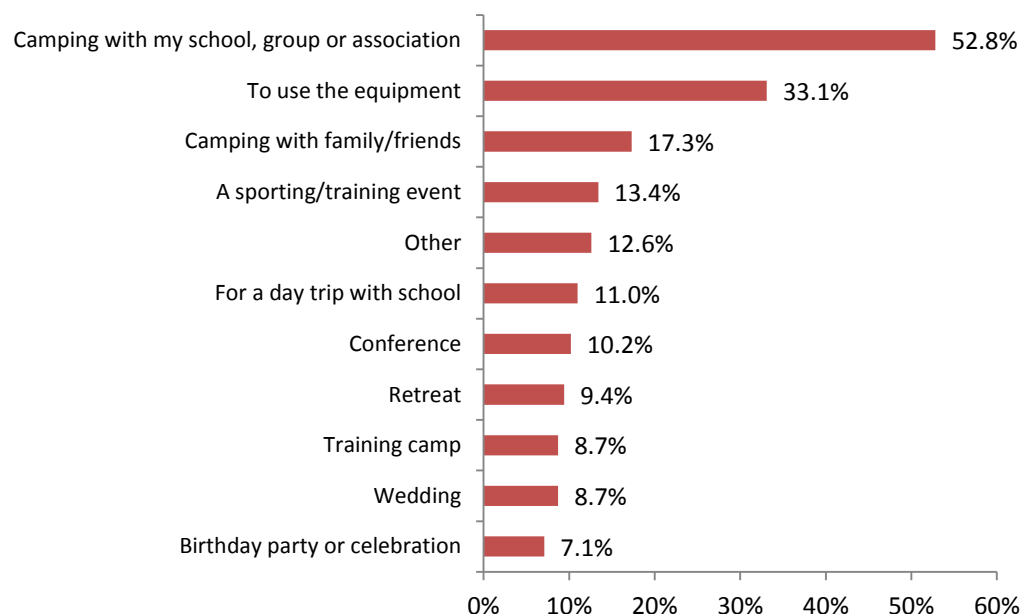


A third of all respondents had been to Woodhouse more than five times, a third had been once or twice and a quarter 3-5 times. Other was multiple times (greater than 11 and some more than 30).

How often would you say you have ever used Woodhouse?

Measurement – External Users

Reasons for going to Woodhouse

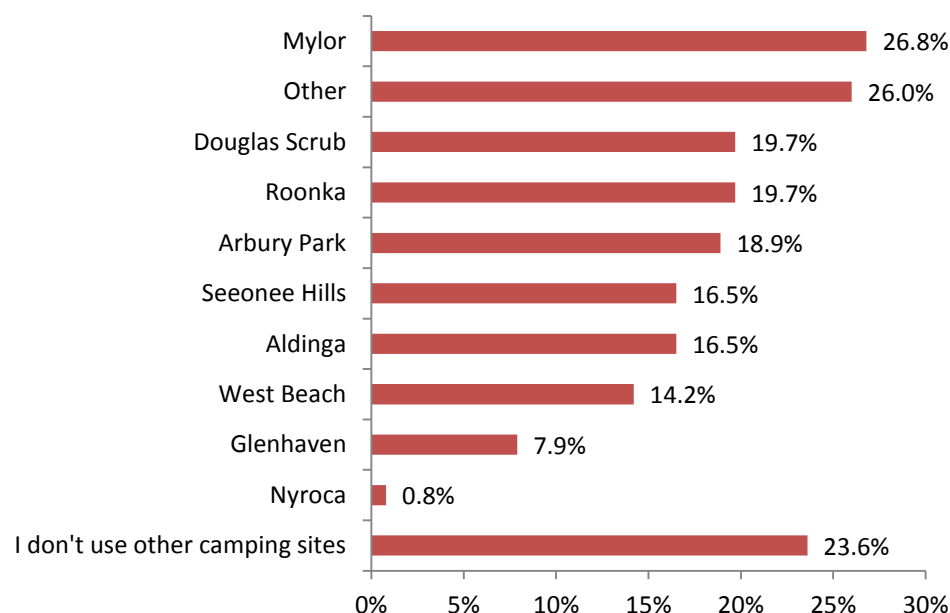


The predominant reason for going to Woodhouse is for camping with their school, group or association. This was followed by to use the equipment quoted by a third. It is clear from the response that external users use Woodhouse for a variety of different reasons.

Why do you go (or make a booking for others to go) to Woodhouse? (Multiple response)

Measurement – External Users

Other camping sites used

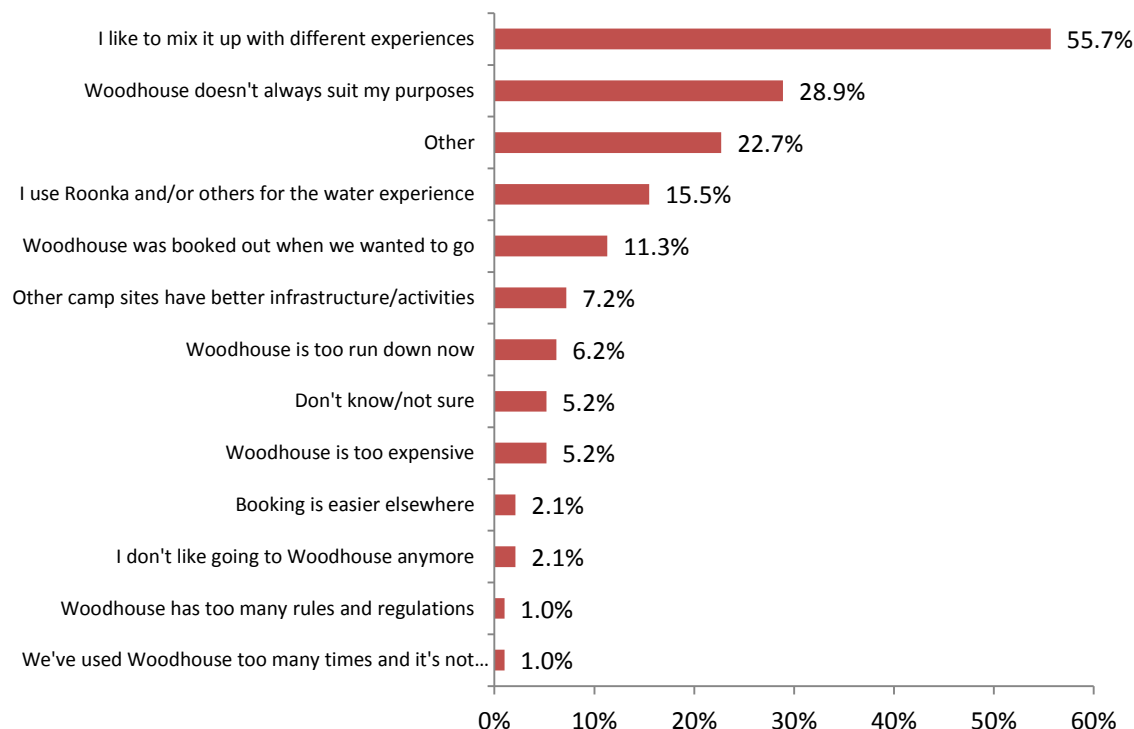


The camp site most often cited was Mylor by a quarter of all people, with Douglas Scrub and Roonka equal second at 20% and Arbury Park a close third. Other responses were mostly different sites with no one site being mentioned more than a few times.

Which other camping sites in South Australia have you used? (Multiple response)

Measurement – External Users

Reasons for using other camping sites



These reasons are similar to Leaders/Youth/Parents with the exception of doesn't always suit my purposes.

Why do you use other camping sites (other than Woodhouse)? (Multiple response)

Measurement – External Users

Strengths

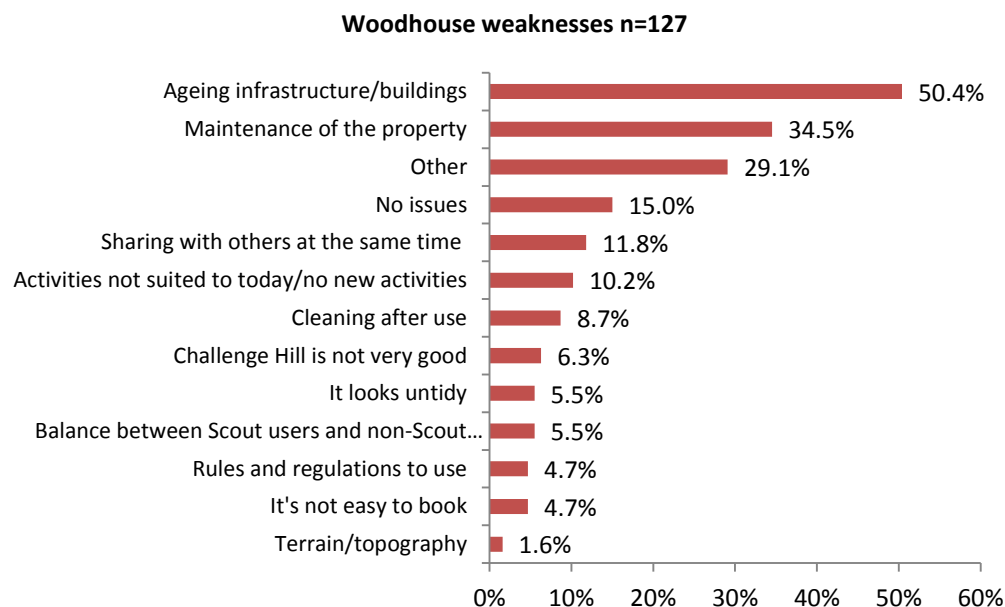


These reasons are similar to Leaders/Youth/Parents with the exception of doesn't always suit my purposes (not an option in Leader/Youth/Parents survey).

What do you believe are the key strengths of Woodhouse over other camping sites?

Measurement – External Users

Weaknesses

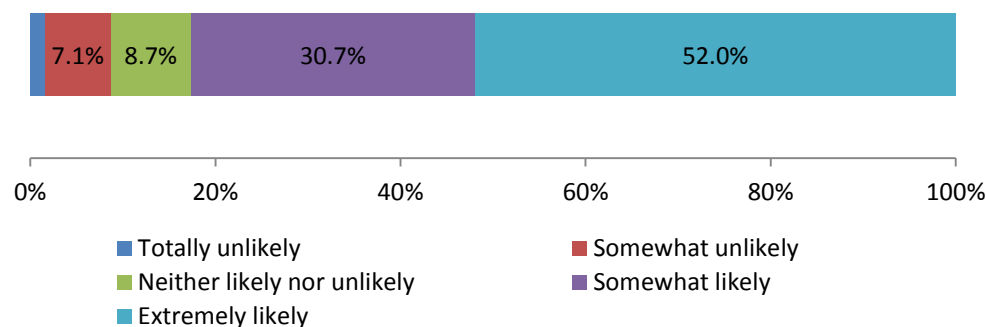


These weaknesses are similar to Leaders/Youth/Parents with the key weaknesses being ageing infrastructure/buildings and maintenance of the property. The other weaknesses are minor for external users. This shows that external users are not as critical as Leaders and Youth/Parents also 15% have no issues.

What do you believe are the key weaknesses of Woodhouse over other camping sites?

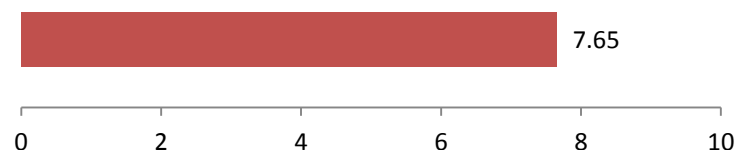
Measurement – External Users

Likelihood of going to Woodhouse in the future



Half of all external users surveyed are extremely likely to use Woodhouse in the future and a further 31% are somewhat likely (total of 83%). This is extremely positive and indicates a good level of satisfaction with the Woodhouse experience. Only 14 people (11%) rated it 5 or less and the reasons were dated facilities or booking issues. Those who rated it 6 or more did so because of a good experience, suits their needs, kids like it and great people at Woodhouse.

Satisfaction with Woodhouse experience n=127

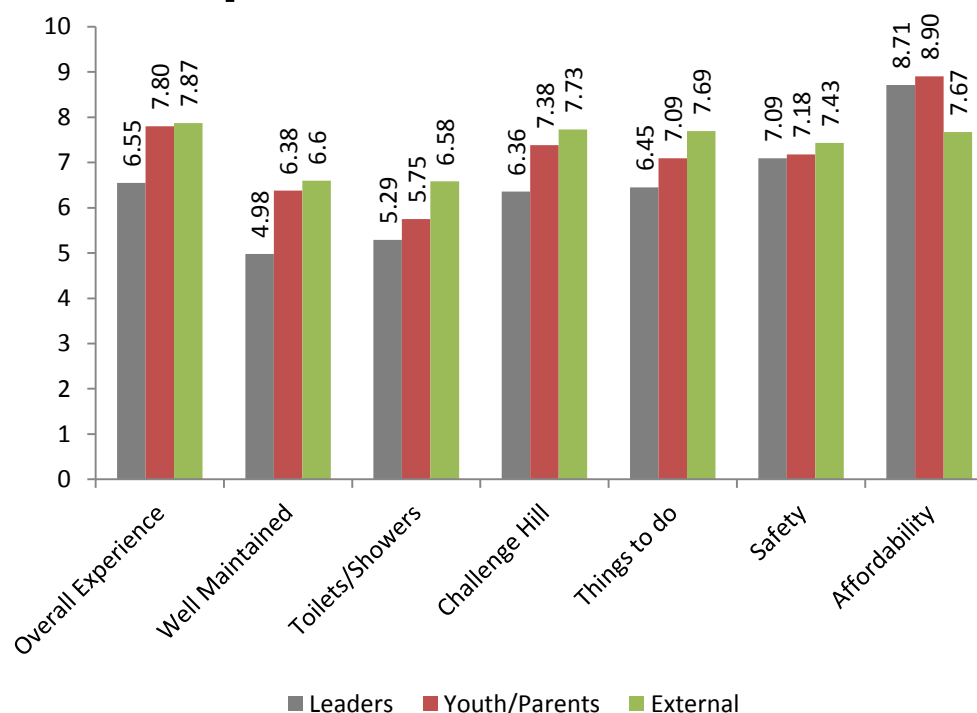


How likely is it that you will go to Woodhouse in the future?

How satisfied were you with your last Woodhouse experience on a scale of 0 to 10?

Measurement – All users

Ratings on various aspects

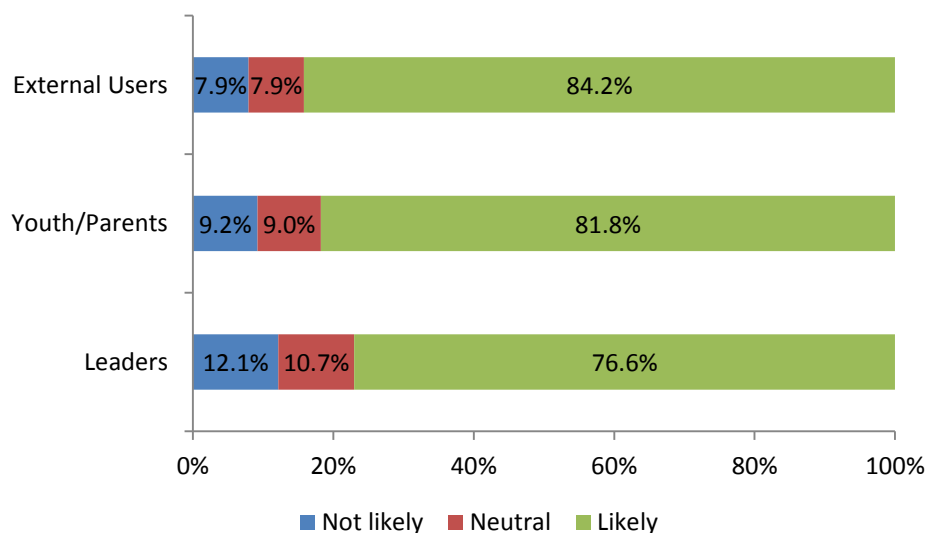


All aspects rated average to very good and all scores were higher than those given by Leaders and Youth/Parents with the exception of affordability which was seen as less for external users but still rated very good at 7.7. We also asked external users to rate conference facilities (6.6), accommodation (6.8), kitchen facilities (7.4), and booking (8).

How would you rate the following aspects of Woodhouse with 1 being poor and 10 being excellent?

Measurement – All users

Likelihood of recommending

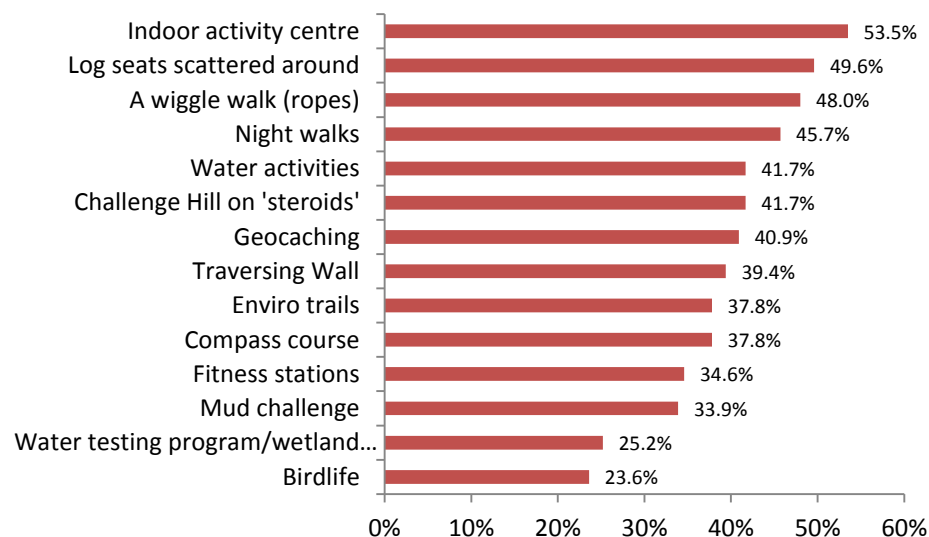


External users are slightly more likely to recommend than Youth/Parents and Youth/Parents are slightly more likely to recommend than Leaders.

On a scale of 0 to 10 where 0 is not likely and 10 is very likely, how likely would you be to recommend Woodhouse to work colleagues, family and friends?

Measurement – External Users

Top rated suggested uses/activities

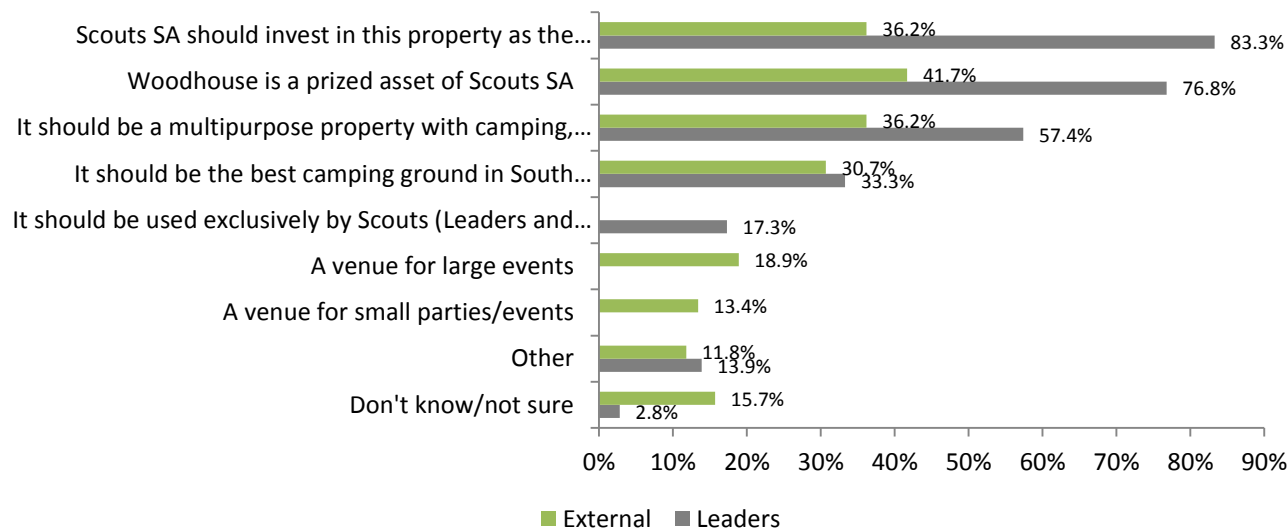


Comparing the top 14 activities with those selected by Leaders and Youth/Parents, all but 4 were selected by external users. Those that didn't were related to Scouts or activities already offered, i.e. patrol activities, get to know other Scout groups and two activities orienteering and archery.

Which of the following uses/attractions would you like to see introduced to Woodhouse?

Measurement – External Users vs Leaders

Woodhouse future



There were considerably smaller numbers of people who agreed to any of these options but the order of each aspect was relatively the same as those nominated by Leaders.

Measurement – External Users

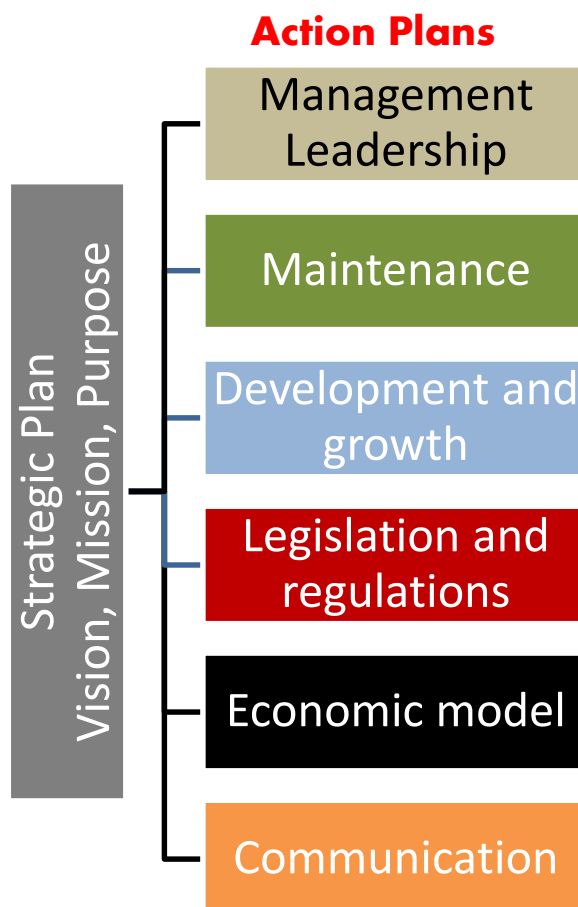
Other comments

Nearly half of all respondents had nothing more to add but those who did said:

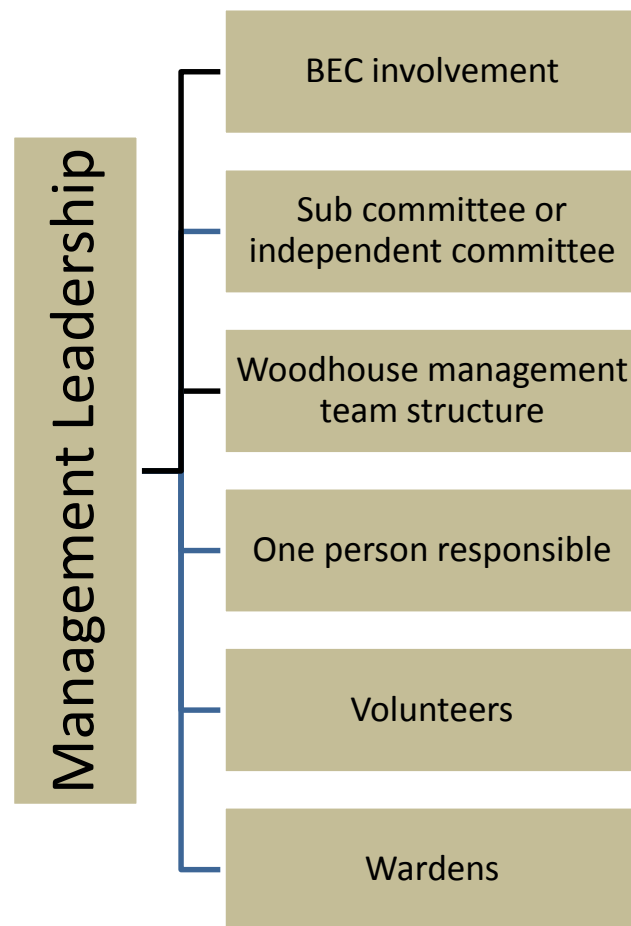
- Love Woodhouse/don't change too much
- Some upgrades needed
- Watch rising prices
- Upgrade Challenge Hill
- Prized asset that needs nurturing
- Great staff
- Don't like sharing with other groups

Next Step

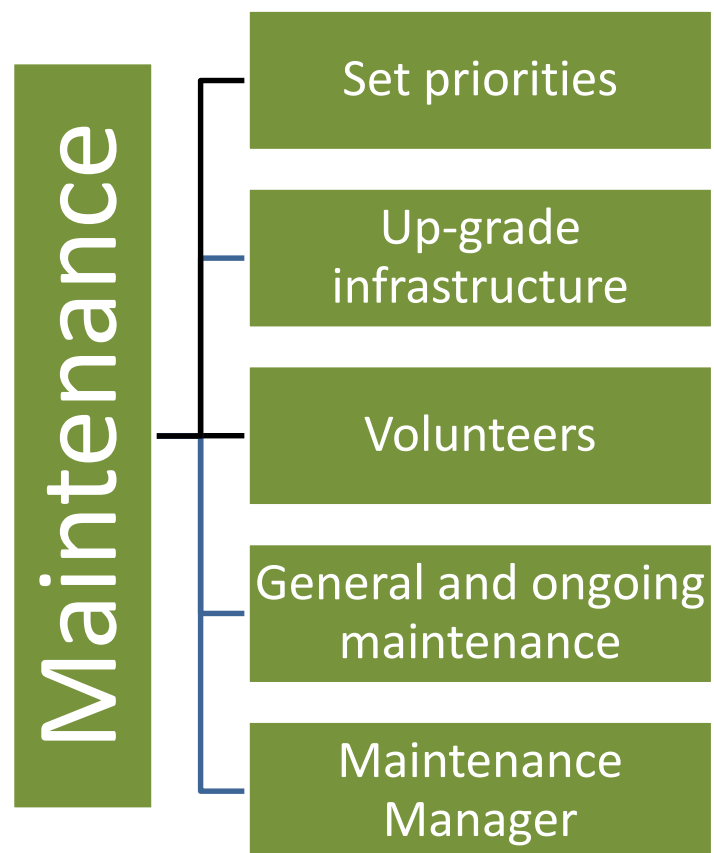
Consensus that Woodhouse has huge potential and is a much loved property



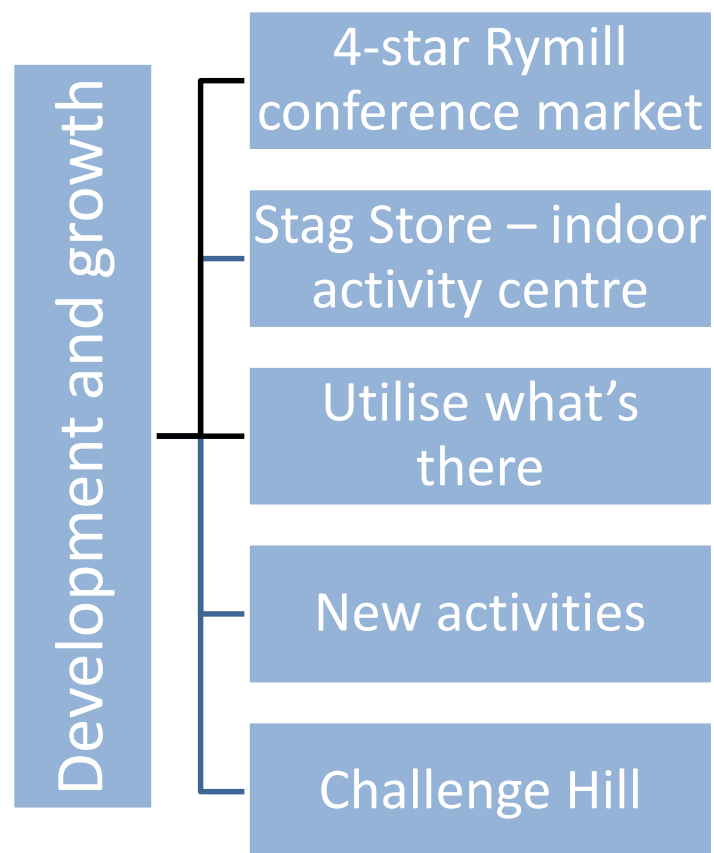
Next Step



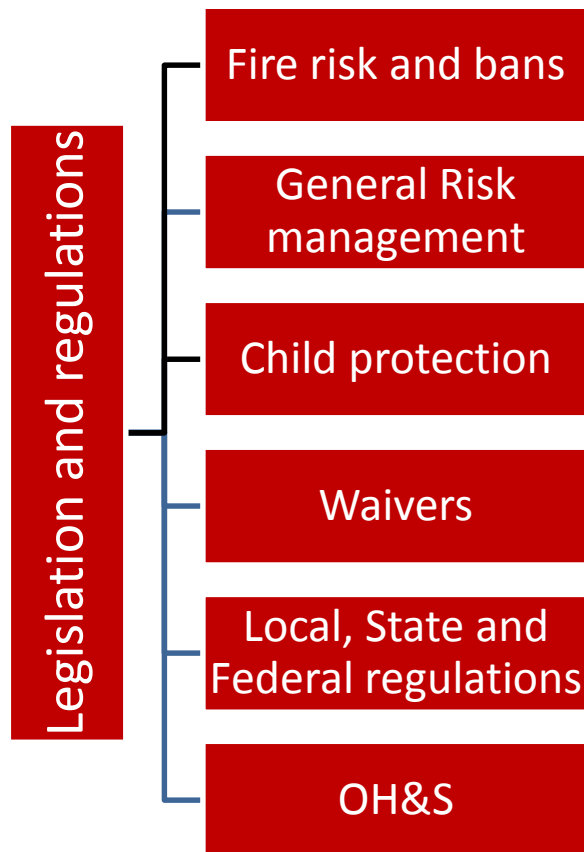
Next Step



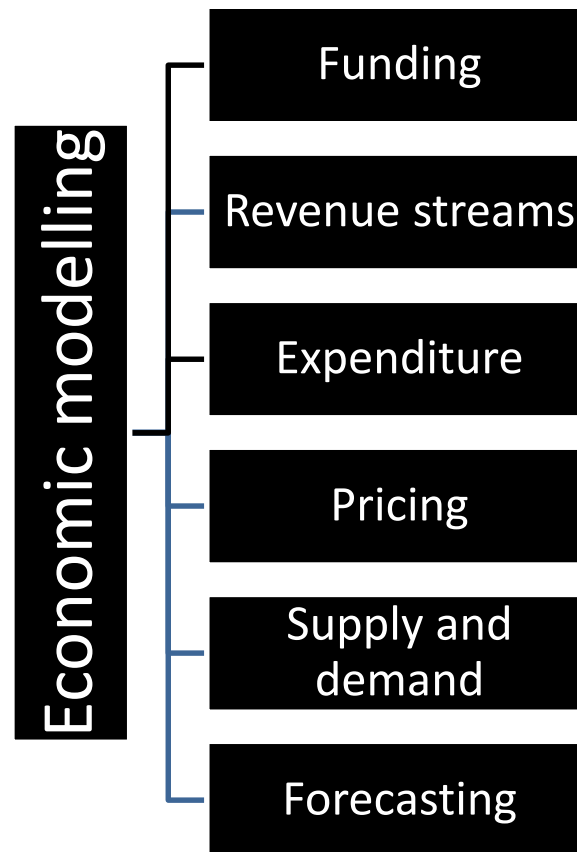
Next Step



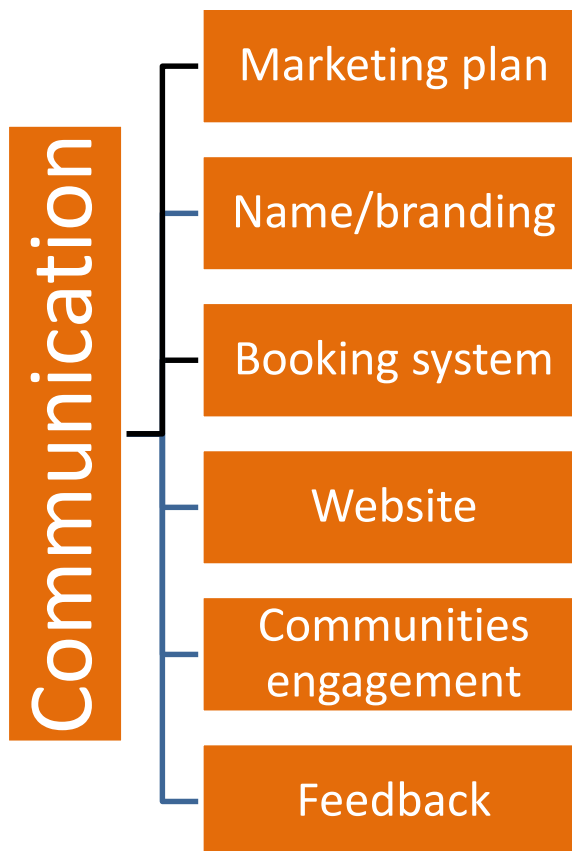
Next Step



Next Step



Next Step



Woodhouse Awards

