



# SCOUTING IRELAND STRATEGIC PLAN 2021-2025 EXECUTIVE SUMMARY

Reg. No. 397094, Charity No. CHY3507, Reg. Office - National Office, Larch Hill, Dublin 16.  
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# FOREWORD

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## ***"Hope is not a Strategy"***

The famous NFL coach, Vince Lombardi, was right. Notwithstanding the difficulties in recent years, in a world of ever-changing variables, be it the changing needs of our young people, stricter compliance with charity and company law or unprecedented events like the recent Covid-19 pandemic, the one constant that we, Scouting Ireland, should be able to rely on is a strong and achievable Strategy. We can "hope for the best", but if we really want to succeed, we need to have a direction. We need to set out where it is that we want to be in 2024 and a plan of how we get there. Just like any Scouts out on an expedition, without the end objective defined, we could end up wandering from peak to peak or valley to valley. The strategy document sets out our 6 key goals for the next five years. This is our direction, our compass bearing, our azimuth.

Covid-19 has presented a significant challenge to Scouting, globally. It is working within ever-changing public health guidelines to find new and safe ways to scout and provide quality programme to our young people who need scouting, now more than ever, for their physical and mental wellbeing. It is managing the financial challenges that Covid-19 brings, from individual Groups up to full organisational level.

We, Scouting Ireland, have had many major challenges in recent years, each individually appearing unsurmountable at first. But we met each challenge head-on, together. We adapted and overcame them, together. We all, volunteers, staff and youth members alike, will ensure that Scouting Ireland will not be defined by this pandemic. We can come out of it stronger than ever, working together to our new Strategy and all the while keeping all of us who scout, young and old, safe from harm.

Like all good strategies, the Scouting Ireland Strategic Plan 2021-2025 has been borne out of consultation with youth and adult members, parents, the Board, staff and other extrinsic stakeholders. This process set out what people saw as the key priorities for them for Scouting Ireland. From that process then, the top priorities were extrapolated to give us our 6 priorities contained in this document. Whereas they may not perfectly align with everyone's individual vision, they do match the majority and informed the direction that our five-year strategy would travel in. One of the world's most influential thinkers on strategy execution, Joroen De Flander stated that "you cannot be everything to everyone. If you decide to go north, you cannot go south at the same time". That said, I am sure that you will agree that each of the priorities are key to our unique organisation growing and responding to the changing needs of our young people and our communities.

Whether it is striving to becoming a better youth-led youth organisation, looking at how we have better impact on society through research, become a more inclusive organisation by growing not just by mere numbers but by access to Scouting for all, gaining financial sustainability, supporting our great Volunteers who provide Scouting in our communities and in our county, provincial and national structures or ensuring, as we have done in recent years, that safeguarding remains at the core of our work, I am sure you can agree that all of these are in the best interest of our young people whom we serve and care for.



I would like to thank all of those who participated in this process, youth members, volunteers, staff and others. I would also like to thank the expert guidance of Quality Matters, who helped us in this journey. As you will see, there is a lot of detail and many key measurables that will keep us on track to reach our final destination in 2025.

I, and my fellow Board members, look forward to working with you to ensure that we do more than merely “hope” for a successful future, but with this strategy, we plan for it also! The best measure of any successful strategy is a satisfied customer. With this strategy and our strong and vibrant youth membership, this will undoubtedly be the case for Scouting Ireland.

**Adrian Tennant**

**Chairperson Scouting Ireland**

December 2020

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## INTRODUCTION FROM CHIEF EXECUTIVE OFFICER

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Now more than ever we are aware of the positive impact scouting has for our young people and the communities we live in. We provide young people with safe, positive, outdoor, structured, social engagement run in small groups; where their mental health and wellbeing benefit, they develop skills and experiences they carry with them for life, and where they can develop their resilience, which is needed now more than ever.

In preparing this strategy we have spoken to our young people, their parents, our volunteers, our staff, our funders, and our partners in WOSM and the youth sector in Ireland. As a result of COVID we had to review the work we had already done on this strategy and we found that it had not changed the challenges we face, it has magnified them.

### **Why Scouting Ireland?**

While Amnesty protects human rights and Greenpeace protects nature, Scouting Ireland's cause is the next generation. We are committed to support this generation of young people to become tomorrow's leaders within family, community, business, government, and civil society, based on Scout values.

Today, we live in a unique period of time - a world pandemic and a world that is destined to be changed due to changing climate and world social issues. We reach a crossroads where Scouting has to consider the prevailing situation and near future and be ready again to be flexible and agile in our approaches to young people so that we are relevant to their needs and expectations

### **Our Vision**

By 2026 we will have increased the number of young people who have completed leadership training in Scouting Ireland year on year. They will be prepared to take responsibility within all corners of Irish society.

They are able to find a job, to fit into their workplace, to work together with others, to lead others, to stay physically fit, and to care for nature and the environment. In decades to come, they will play a major role in forming our society. We are committed to make this happen, and to invite more young people to join Scouting from all corners of society.

From the first day a young person walks into a Scout Group they begin a journey that enables them to develop with friends and work with others to overcome challenges, problems and adventure. In this process they will learn to be responsible, to work together with others, to be adaptable and agile, to be prepared and to take on the mantle of leadership. Scouting allows this to happen in a safe and exciting way by providing situations where young people can 'shine', make mistakes and learn and improve in a progressive way. Adults enable this to take place by supporting and facilitating the programme so that young people have a great time filled with fun, excitement, challenge and adventure. A young person is in a constant state of learning by doing and progression with friends in their teams, unaware of the experience and development of leaderships skills in the background.

Critical to the working of the Scout method is the partnership between adults and young people. Adults walk side by side with young people, they provide support, facilitate dreams and ambitions, enable challenges and adventures. We expect the best from our adult volunteers and we also seek to have the best in our ranks. Our processes of recruitment have been proven to draw into our association people of the best calibre to realise this ambition. However, these processes coupled with safeguarding procedures are under constant review. They respect the wishes of those who want to volunteer and also the protection that must be in place to protect our members and provide a quality Scouting experience full of fun, challenge and adventure.

Without communities Scouting does not exist. Scouting relies on our communities for members, adult volunteers, supports, fundraising, halls and dens. Scouting can not exist in a scout hall it needs to be visible in our communities. Activity and doing things makes Scouting attractive but it needs to be seen and understood.

Within our communities are many opportunities for partnership with likeminded groups. Sports clubs, hobby clubs, Mens Sheds, Tidy Towns, the opportunities abound.

The world pandemic has changed our minds on many things - working from home, mental health, outdoor engagement, staying local, healthy pursuits and the realisation that our lives can be so much more different, positive and community centred.

This is an opportunity for Scouting to take a lead, to work with other in our communities to make them great places to live, that are sustainable and provide positive experiences for the people who live there, old and young.

## **Our Strategy**

This document sets out a five-year strategy to help us recover from the effects of the world pandemic and to increase the number of young people within our communities who will benefit in their personal development from Scouting. Our strategy places young people at the centre of everything we do, to provide safe Scouting experiences for all, to support our volunteers to deliver the scout programme, to reflect the diversity of our communities in Ireland, to measure our impact through research and evaluation, and to ensure broader financial supports at local and national levels in a new financial reality.



Our plan is to continue to build on the work already done by so many before us and I look forward to our next 5 years working with our young people, our volunteers, our staff and our supporters. Working as one team, to achieve our goals. It is only in working together that we can make a difference.

Yours sincerely,

**Anne Griffin**

**CEO Scouting Ireland**

May 2021





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## ABOUT SCOUTING IRELAND

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Scouting Ireland is part of a worldwide non-formal educational movement for young people and is the organisation responsible for nearly 500 Scout Groups across Northern Ireland and the Republic of Ireland. Since 1908, young people in Ireland have been involved in the Scouting movement. Today, our Scout Groups involve over 35,000 young people and 12,000 volunteers across Ireland. Scouting Ireland aims to nurture the personal development and non-formal education of young people through the Scout Method, which is an approach unique to Scouting throughout the world.



In Scouting we apply the Scout Method, which has eight interconnected components, to achieve our aim.

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### **Promise and Law**

Scouting fosters a value system based on the Scout **Promise & Law**. This value system becomes the method by which a Scout lives and works with others.

### **Personal Progression**

The success of the Scout's task or adventure is not important. The dynamics of the team and the growth of the individual within that team is of real importance. **Each Scout will progress at their own speed** through Scouting challenges, individually and within their small team. Scouting supports the development of knowledge, skills and attitudes in all areas and provides recognition for individual and group achievements.

### **Learning by Doing**

Through **learning by doing** and reviewing our experience, we gain knowledge about the task completed and about ourselves.

### **Small Group System**

In Scouting we work in **small teams**, so Scouts learn individually and in teams. Every Section is a collection of small teams, not a collection of individual Scouts.

### **Symbolic Framework**

We use **names, themes, stories and traditions to spark the imagination and to aid learning**. This is created by the Scouts themselves as much as possible.

### **Nature and Outdoors**

Scouting happens **outdoors** whenever possible. Challenge, adventure and a sense of freedom are all present in close contact with nature and away from everyday home life.

### **Young People and Adults Working Together**

Scouting is a movement **for young people and supported by adults**. In the younger Sections, adult support is greater, in older Sections the adult role lessens and it becomes more of a partnership.

### **Service and Commitment**

Scouts interact with their local community. **Service to others** is the element of the Scout Method dealing with this commitment. We support young people to become active citizens and to work to create a better world.



## What is the purpose of Scouting Ireland's strategic plan?

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Scouting is a movement that helps develop young people into leaders and prepares them for future success; our strategic plan focuses on the many ways that Scouting Ireland will meet challenges, innovate, and use information in new ways to support the development of our youth-led programmes. The aim of this plan is to move Scouting Ireland collectively toward a set of united goals, while focusing on the delivery of safe, positive, quality Scouting to young people. The strategic plan ensures that these goals are communicated clearly to all stakeholders.

During this period of significant change for Scouting Ireland and the unprecedented COVID-19 pandemic, our strategic plan will help our organisation consolidate, improve and build on Scouting Ireland's current work. The plan helps us to continue to embed a new structure for how we provide safe, positive Scouting to our young people, support our volunteers and ensure good governance. This strategy will focus our attention on the priorities identified by Scouting Ireland members and stakeholders to improve the impact of Scouting for young people.

## Who was involved in developing Scouting Ireland's strategic plan?

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Our strategic plan was developed over a six-month process through consultations with members at different levels of our organisation, including young people, parents, volunteers, external stakeholders, staff and our Board of Directors. An important step in developing this strategy was gathering feedback and listening to our members about ways that Scouting Ireland could improve.

At the start of this process Scouting Ireland invited our members to participate in an All-Ireland consultation, which involved a survey shared with every Scout Group in Northern Ireland and the Republic of Ireland. We were delighted when over 1,300 individuals completed this survey. This consultation was the first opportunity for our youth members, parents and volunteers to have their say on Scouting Ireland's future.

To gather further input for our strategic plan, interviews and conversations were held with a number of external stakeholders, including statutory agencies, partner organisations and youth services. These conversations helped us to understand where we, Scouting Ireland, could improve and grow our organisation, as well as how changes and developments in the youth sector could be incorporated into our work.

Lastly, the five-year strategic plan was co-developed, over a series of strategic planning sessions, with Scouting Ireland's Board of Directors and key personnel. Quality Matters, an independent charity, supported Scouting Ireland with research and developing the strategy.

*\* The publication of this strategic plan was postponed. This would allow time to consider the presence of Covid-19 and any lasting impacts its presence may have on our new strategy for Scouting Ireland.*

## What are Scouting Ireland's priorities for the strategic plan?

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Our strategic plan is about providing clear direction and supporting the development of the Scouting movement. At Scouting Ireland, we know we can't do everything so we had to agree on priorities. We focused on where we could have the most impact and greatest benefit for our youth members, volunteers, and Scout Groups.

The six strategic goals that Scouting Ireland will aim to achieve over the next five years are:

- 1. Scouting Ireland is the leading youth-centered organisation on the island of Ireland.**
- 2. Scouting Ireland provides safe, positive Scouting in line with legislation and best practice ensuring our young people are safe while Scouting.**
- 3. Scouting Ireland's volunteers are the best in Ireland to deliver safe, positive, quality Scouting to all our young people.**
- 4. Scouting Ireland's work and decision-making is underpinned by research, evaluation and impact measurement permitting it to maintaining relevance and position itself externally.**
- 5. Scouting Ireland's membership is reflective of the diversity of the communities on the island of Ireland.**
- 6. Scouting Ireland develops and maintains a wide range of funding and income sources to ensure it can deliver strategy 2025.**

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# YOUTH-CENTERED ORGANISATION

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***Scouting Ireland is the leading youth-centred organisation on the island of Ireland.***

## **Description of Strategic Goal**

Scouting Ireland recognises the skills and talents of young people and seeks to improve ways to incorporate their perspectives and ideas into our organisations and programme. This will greatly improve results at an individual, community, national and international level.

Scouting Ireland recognises youth participation as a vital part of our organisation and is particularly impactful for those who are marginalised or disadvantaged. Young people know best their own needs and are in the best position to know what solutions will be effective. Our role is to provide the environment for them to have an active say in the decisions that affect them.

One of the strengths of Scouting is that it offers an exciting, engaging and challenging environment where young people are supported in their personal development and are encouraged to reach their potential. We see new opportunities exist for our youth members to be more involved in helping Scouting Ireland to advocate on behalf of young people, and by developing new initiatives where the voice of young people is strongly represented both in our organisations and how we communicate about Scouting.

Scouting Ireland will launch a series of new initiatives and events with an aim to nurture greater involvement from diverse young people in Scouting Ireland, ensure young people are more represented in our communication and decision-making structures, and finding new ways to empower young people to be more active in environmental and social issues.

Scouting Ireland is moving toward a youth-led youth organisation where young people are in decision-making positions in the organisation facilitated by adults.

## **Rationale for this Strategic Goal**

Scouting Ireland ensures young people are at the centre of all that we do. We continue to find new ways for young people to be involved in our structures and development of new programmes. Similarly, a core objective of Ireland's National Youth Policy "Better Outcomes, Brighter Future" highlights that listening to and involving children and young people is a fundamental social inclusion process, whereby children and young people are empowered to become actors in the decisions that affect their lives and to be socially included, active citizens in their own right. We recognise an important commitment of Scouting is ensuring young people feature strongly in all aspects of our work, particularly as we continue to implement our new national structure and find new ways to empower young people to advocate and play a role in decisions that affect their lives.



## Key Actions

1. Develop and launch a new youth leader programme so youth members are offered leadership opportunities.
2. Offer youth members opportunities to actively participate in the development of new programmes and to help shape new initiatives delivered by Scouting Ireland.
3. Explore how Scouting Ireland's platform can be used to raise awareness of issues facing our youth members and how our youth members can best use this platform to advocate on these issues.
4. Develop a new initiative to support local Scout Groups with empowering young people to co-develop events or get involved in social and environmental issues at both a local and national level.
5. Empower and encourage young people to participate in roundtable discussions, developing Scouting Ireland's response to Government decisions that have an impact on young people at both local, national and European levels.
6. Continue to implement our new national structures, which include youth representation and impacts the entire organisation.
7. Encourage Rover Scouts to assist with preparing and leading the upcoming World Moot 2022, a gathering of Rovers and young volunteers from across the world which is held in Ireland.

## Key Outcomes

- Increase the number of youth members empowered to participate in leadership opportunities.
- Young people are invited to take leadership roles in Scouting Ireland's systems and structures as well as featuring prominently in our national activities, initiatives and events.
- Increase the number of youth members involved in our advocacy work.
- Increased leadership of actions in local communities focused on Sustainable Development Goals.

## Key Outputs (KPIs)

- Develop and implement the roll out of leadership and development courses for young people resulting in participation levels of 30% of our youth membership.
- Develop mechanisms and interactions that allow young people to be involved in our advocacy work. This would result in increased levels of participation on current levels of 25%.
- Our programme should show clear improvements and implementation processes so that opportunities are available to all young people in our Scout Groups.
- Develop and implement active lobbying and advocacy campaigns at a local to national level on all relevant issues.
- Subcommittees, core teams and project teams will be active in ensuring that its membership is made up of 20% youth members.
- Scouting Ireland Board will ensure that the age profile of the Board includes two members under the age of 35 years of age with appropriate skill sets.

- Encourage and capture the impact of youth members to take leadership in local, community and national structure as youth representatives.
- Develop methods and mechanisms where there is a clear connection between Youth Fora and representation and our AGM.
- Review the age profile of adult scouters and make recommendations on future recruitment approach, so as to provide a round age profile.



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# SAFEGUARDING OUR YOUTH

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***Scouting Ireland provides safe, positive Scouting in line with legislation and best practice ensuring our young people are safe while Scouting.***

## **Description of Strategic Goal**

Scouting Ireland has implemented comprehensive safeguarding, governance and oversight changes within our organisation. As Ireland's largest non-formal education organisation we will continue to ensure these robust policies, procedures and practices are adhered to.

Over the next five years, these changes will reinforce the trust that our members, parents and stakeholders have in Scouting Ireland. We will continue to be proactive, transparent and accountable regarding these changes and we will fully comply with current legislative requirements and best practice. Scouting Ireland will honour this trust by delivering its programme to the highest standards, while ensuring children are safeguarded.

Scouting Ireland also seeks to safeguard our adult members, whose exposure to harm through abuse, exploitation or neglect may be increased by their personal characteristics or life circumstances. In addition, all adult volunteers are provided with safeguarding training to ensure they are adequately trained. This ensures they have the tools and knowledge to protect our youth members and themselves.

## **Rationale for this Strategic Goal**

Maintaining the confidence and trust of parents and guardians of young people in Scouting is crucial for our organisation. The majority of parents reported that they had confidence in the safety of their children in scouting and are aware of our safeguarding policy and procedures.

It is recognised that greater effort is necessary to communicate Scouting Ireland's Child Safeguarding Policy and Procedures to the wider public and external stakeholders in order to restore the public's trust in Scouting Ireland.

As Ireland's largest non-formal youth education movement, our Board of Directors and the Senior Management Team not only want to demonstrate that appropriate governance structures are in place, they want to ensure our membership and the wider public understand how this is being implemented at all levels of the organisation.

The importance of safeguarding the rights of adults at risk of abuse is a growing concern within society. Scouting Ireland recognises that implementing a policy to safeguard our adult members at risk of abuse is best practice and a vital support for those adult members.



## Key Actions

1. The continued development and adequate resourcing of Scouting Ireland's Safeguarding Department.
2. The implementation and continued review of the organisation's Child Safeguarding Policies and Procedures.
3. The implementation and continued review of the organisation's Safeguarding Adults at Risk Policy.
4. Continued development of Scouting Ireland's training strategy to implement its safeguarding policies and procedures.
5. Maintaining and improving the structures and processes that facilitate the confidential processing of information.
6. Increase communication regarding safeguarding information throughout Scouting Ireland.

## Key Outcomes

- Fully resourced Safeguarding Department to meet current and future needs.
- Ongoing implementation of Scouting Ireland's safeguarding policies and procedures and the implementation of a new training strategy.
- An increase in the understanding and the practice of Scouting Ireland's safeguarding policies and procedures within the organisation.
- An updated secure case management system for the Safeguarding Department.
- Accessible and age-appropriate information available in relation to safeguarding for all members and stakeholders.
- Increased public understanding of the positive changes in relation to safeguarding within Scouting Ireland.

## Key Outputs (KPIs)

- Implement an annual internal review of safeguarding.
- Ensure an external biannual audit is carried out and recommendations are acted upon.
- 20% increase in the number of adults engaging in additional safeguarding training and awareness.
- Implementation of the 12 recommendations of the Learning Review and Scouting Ireland's response to it across all levels of the organisation. Translation of the learnings from the Learning Review across local, community and national level.
- Quarterly safeguarding updates/engagement with members regarding safeguarding in Scouting Ireland.
- Safeguarding statements and risk assessments present and understood in all Scout Groups.



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## SUPPORTED VOLUNTEERS

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***Scouting Ireland's volunteers are the best in Ireland to deliver safe, positive, quality Scouting to all our young people.***

### **Description of Strategic Goal**

For Scouting Ireland's volunteers to be most effective they must have access to readily available supports and easy-to-use resources that will help them to ensure the delivery of safe, positive, quality Scouting. In addition, it is necessary for us all to fully understand our role and responsibilities and ensure we are all fully supported and prepared to deliver positive safe Scouting to young people. As a national organisation, we strive to take better advantage of living in a more connected society and will explore how technology can help us improve delivery of supports and training to our volunteers.

To achieve this strategic plan, a collective effort must be made by all members of Scouting Ireland to explore new and effective ways of delivering supports and training. At the same time, Scouting Ireland will remain committed to offering consistent and responsive supports to our volunteers while exploring more resource-effective methods for how these supports are provided into the future.

### **Rationale for this Strategic Goal**

Our consultation process found that many volunteers agreed that more consistent and continuous training support was needed and that these supports were needed to help our volunteers facilitate the delivery high-quality programmes and support the ongoing development of their Scout Groups.

Scouting Ireland needs to strengthen our approach to training and making sure that our volunteers have a clear understanding of the different resources, training opportunities and direct supports that are available. In the coming years, our goal is to make sure that supports are being effectively delivered to our volunteers – and that we can clearly measure the result of the supports delivered.

## Key Actions

1. Consult with our members to ensure we have a full understanding of the needs and supports required to deliver Scouting, support our volunteers and in turn deliver safe, positive, quality Scouting.
2. Continue to implement the use of digital technology to facilitate training where appropriate and make our training more accessible and inclusive for volunteers.
3. Consult with volunteers and Scout County and Provincial Support Teams to identify training topics, priorities and work with external specialists where needed to develop these training modules.
4. Continue to invest in the development of new training modules and accessible and inclusive resources.
5. Continue to develop new ongoing ways to ensure volunteers are embedded within our national structures.
6. Provide effective targeted support and guidance to Scout Groups and volunteers in the administration, management and leadership of Scout Groups.
7. Promote the benefits of being a volunteer in Scouting Ireland.
8. Develop our Code of Conduct to ensure clear understanding of role, responsibilities and expectations.

## Key Outcomes

- Maximise the use of digital in the provision of new and existing training.
- Develop new online training and easy-to-use resources for volunteers.
- Increase in the number of adult volunteers who access training and supports delivered by Scouting Ireland.
- Increased (internal and external) understanding and awareness of the benefits of volunteering in Scouting Ireland.
- Increase number of adults completing their Woodbadge Training.

## Key Outputs (KPIs)

- Annual national consultation with all volunteers regarding their needs at all levels.
- Devise improvements to recruiting methods that will result in a 4% annual growth increase and increases in the retention of volunteers in Scouting Ireland.
- Develop and launch a national awareness campaign promoting the benefits of being a volunteer in Scouting Ireland.
- Reassess our current training methods and mechanisms so that Scouting Ireland can ensure 100% of all volunteers can complete the relevant Woodbadge training within two years of commencing their new role.
- Development of a Membership Management System for Groups and a new website to provide better access to programme information and resources, training, policy and procedures, and general supports.
- Improve and develop new approaches that ensure that local Scouting is supported by county, province and national support methods and mechanisms.



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# EVIDENCE OF IMPACT

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***Research, evaluation, and impact measurement is a core pillar of all Scouting Irelands work and decision making.***

## **Description of Strategic Goal**

Research and evaluation must be a core pillar of our work. For Scouting Ireland to be effective at gathering information and have ongoing methods for listening to our members, we must find ways to continually understand methods of measuring our work and programmes. There is also an increasing need for Scouting Ireland to show its impact and to tell stories about how Scouting benefits young people.

Embarking on this journey also means that Scouting Ireland will put in place ongoing ways for using feedback and learning about what is working well (and not working well); to understand where areas for improvement exist. As a national organisation, we see this as a chance to listen closely to our membership. It further permits us to continue to improve programme delivery and development – as well as learning where our work might fall short of intended targets.

As part of this strategic goal, Scouting Ireland will undertake research into the impact generated by our core programme and develop new indicators for measuring success. In the coming years, our aim is to share findings as evidence of the positive differences made by Scouting.

## **Rationale for this Strategic Goal**

A clear and consistent theme that emerged from our consultation process was that Scouting Ireland could do a better job of explaining how Scouting has an impact for young people and local communities in Ireland. Our interest is understanding how Scouting is creating better outcomes for young people – and we intend to use the United Nation's 17 Sustainable Development Goals as our framework. While we understand anecdotally that our work is making a positive difference, we recognise it is important to provide clear evidence to support this. Like many charitable organisations, our aim is to clearly demonstrate to both our members, partners and funders that Scouting Ireland offers good value for money and responds well to the needs of young people.



## Key Actions

1. Undertake an All-Ireland impact evaluation of Scouting with a focus on understanding the various ways Scouting has a positive benefit for young people. The evaluation will focus on Scouting Ireland's core programme – and its findings will be crucial to assisting Scouting Ireland with making ongoing, continuous improvements to ONE Programme.
2. Working in partnership with the World Organisation of the Scouting Movement, Scouting Ireland will also undertake research into understanding how our work is achieving the United Nation's 17 Sustainable Development Goals.
3. Develop new indicators and resources to effectively measure the impact of Scouting. Share these tools with our Scout County Support Teams.
4. Development of new systems and approaches for gathering ongoing feedback before the development of our next strategy. Scouting Ireland will research how other membership organisations, both in Ireland and internationally, find ways of gathering ongoing feedback. A crucial step will be ensuring that this information is used to help us with ongoing strategic and operations planning.
5. Improve our internal communications, share news and stories about where Scouting is making a difference. We know there are abundant stories of personal achievement and impact across Ireland – and we want this information to be shared with our members and their families.
6. Scouting Ireland will engage annually with our membership and their families. This is our opportunity to hear directly from young people, volunteers, parents and families about ways our work can be improved – and gathering their ideas about where we can better meet the needs of our members.
7. Undertake research into understanding the public's opinion of Scouting and Scouting Ireland.
8. Continue offering clear visibility of Scouting Ireland's accountability and transparency in our work. Our aim is to improve the credibility of and confidence in our organisation by demonstrating how Scouting Ireland is responding to issues and concerns in a timely and effective way.

## Key Outcomes

- Improve how research and evaluation is used by Scouting Ireland to gather continuous feedback from our members.
- New methodologies and approaches developed for undertaking research with young people is in place.
- Evidence-based decision making is core to our approach to improve Scouting for our members.
- Publication of an All-Ireland impact report on Scouting Ireland.
- Use findings from research on public opinion of Scouting Ireland to develop new actions and improve transparency and accountability within our organisation.



## Key Outputs (KPIs)

- Impact evaluation report completed and published 2022. Development of Better World programme data collection to ensure the impact of local community actions are recorded and highlighted to provide tangible impact data for reporting.
- Toolkit developed for local measurement and communication of impact.
- Accessible mechanism in place for all Scout Groups to actively engage in the accurate recording of data inclusive of activities, membership etc.
- 50% increase in engagement internally with members via communication strategy. Annual consultation with membership and their families.
- Two-part report published on the public's opinion of Scouting and Scouting Ireland (Year One and Year Four).
- Annual impact report published (specific discreet areas).





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# SCOUTING FOR ALL

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*Scouting Irelands membership is reflective of the diversity of the communities on the island of Ireland.*

## Description of Strategic Goal

With nearly 500 Scout Groups in Northern Ireland and in the Republic of Ireland, the delivery of Scouting and the experience of our youth members are the most important parts of our work. Scouting Ireland will recover from the impacts of COVID 19 in 2021 and continue to grow the number of young people who participate in the Scouting movement – and will support the development of new Scout Groups in communities where Scouting does not exist. We want to make sure all young people in Ireland have a local opportunity to participate in a fun, rewarding and challenging Scouting experience.

Along with this goal, Scouting Ireland will make sure we retain our current number of Scout Groups, and that groups are supported to recruit new members. As Scouting Ireland faces increased pressure and funding demands, it is important we continue to assist our volunteers and families to sustain their local Scout Groups.

## Rationale for this Strategic Goal

When speaking with our volunteers, parents and families, they highlighted how it can be challenging to encourage new volunteer members to join and the need to ensure Scouting is vibrant, exciting and well-promoted in their community. Our organisation can use its resources to actively promote Scouting at a national level. We must provide quality training and supports to our Support Teams to ensure both existing and new Scout Groups are sustainable. We will start by undertaking further research with our volunteers and Support Teams to understand what information, supports and training is needed to assist with this.





## Key Actions

1. Undertake research into the training and support needs for inclusion and diversity of young people in our Scout Groups, including understanding potential barriers to joining Scouts and the development of Scout Groups in certain communities.
2. Develop training and resources for our national, provincial and county support teams to assist with the recruitment of new young people and promotion of Scouting in local communities.
3. Develop a communication strategy to improve the public understanding of what we do and why we do it and ensure that the benefits of Scouting are more visibly promoted in the media.
4. Scouting Ireland will continue to be clear about the actions we have taken to improve our governance, structures and policies – and how this action has been implemented at all levels of our organisation. We want young people, families and the wider public to be aware of the significant changes we have made to Scouting Ireland.
5. Identify new ways for Scouting to be diverse and inclusive for young people and grow the number of Scout Groups in Ireland.
6. Undertake a review of our programme and its delivery to maximise inclusion of a diverse group of young people and volunteers.
7. Develop and nurture partnerships that support our aim and share our values.

## Key Outcomes

- Scouting Ireland's membership is a reflection of the communities on the island of Ireland and inclusive for all young people.
- Grow our number of nearly 500 Scout Groups and expand our membership of over 35,000 young people involved in Scouts.
- Develop resources and training for our national, provincial and county support teams.
- Communication strategy is developed and launched to improve the promotion of Scouting in national and local media.
- Scouting Ireland continues to promote transparency and accountability in all of its communications, and confidently answers questions about our work and practices.
- Scouting Ireland empowers and encourages young people to participate in roundtable discussions and the development of Scouting Ireland's response to government decisions that have an impact on young people at both local, community, national and international levels.

## Key Outputs (KPIs)

- Create a development plan and actions that identify the possibilities for starting new groups or programme sections in areas of under representation.
- Create a development plan and actions that will realise a membership of Scouting Ireland of 60,000 by 2025.
- Develop and rollout a series of workshops and resources to support inclusivity and diversity in Scout Groups.
- Undertake a profile of our membership to identify the extent of inclusiveness in relationship to the 9 areas of discrimination.

- Actively create strategic partnerships to ensure long term engagement and relevance to diverse community groups and populations.
- Activate policies and actions which result in an equality balance (proportional) that reflects our membership statistics.
- As part of the 'Quality Scouting Experience' mechanisms scout groups will carry out a inclusivity self-assessment.



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## FINANCIAL DIVERSITY

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***Scouting Ireland has a wide range of funding and income sources to ensure it can deliver strategy 2021 - 2025.***

### **Description of Strategic Goal**

In recent years, Scouting Ireland at all levels has faced increased pressure and demands on our funding. It has been a challenge to find funding to support our organisation to innovate our programmes or take on new, exciting projects. Our volunteers and external stakeholders reported that Scouting Ireland must continue to diversify its funding so we are not dependent on investment received from our members.

Ensure that Scouting Ireland is financially sustainable, so Scouting will continue to be vibrant in our local communities. Scouting Ireland will be undertaking a review of its financial sustainability, developing recommendations on what changes can be made to save costs and to increase our revenue generation. To deliver high-quality programmes and to continue providing support to our volunteers, Scouting Ireland will need to invest time and energy into exploring how we can continue to maintain our high standards of service provision while achieving more with limited funding.

### **Rationale for this Strategic Goal**

Our consultation process showed us our members, parents, families and volunteers have lots of exciting ideas about where Scouting Ireland could be investing its time and resources. To accomplish these projects, Scouting Ireland will need to generate increased revenue. To ensure that Scouting Ireland remains financially sustainable we must make clear decisions about how our resources are spent – and learn where we can save on costs. Our organisation must be able to clearly demonstrate how Scouting Ireland offers good value for the money it receives.

## Key Actions

1. Scouting Ireland will develop a new fundraising strategy to understand and explore how donations, sponsorship and other community initiatives will assist Scout Groups and the National Office with creating new revenue streams or access to new funding.
2. Develop an All-Ireland fundraising initiative to support Scout Groups with fundraising in their local community. This initiative will encourage volunteers, young people and families to raise funding that will help subsidise the costs of running a Scout Group.
3. Attract sponsors interested in partnering with Scouting to nurturing the social, physical, intellectual, character, emotional and spiritual development of young people.
4. Explore how our National Scout Centres can generate increased revenue.

## Key Outcomes

- A new fundraising strategy for Scouting Ireland is launched and shared with our membership to help Scouting Ireland achieve its vision.
- A new All-Ireland initiative to assist Scout Groups with raising necessary funds for delivering high-quality programmes in their local community.
- Identifying corporate sponsors that will match the values and aims of Scouting Ireland, and who are committed to supporting the growth and development of young people.
- An increase in the number of visitors and revenue generated by Scouting Ireland's National Scout Centres.

## Key Outputs (KPIs)

- Increase in funding from new funding sources (e.g. donors, grants, fundraising, sponsorship etc) building annually by 5% to 25% in 2025.
- Create and develop two All-Ireland local fundraising initiatives nationally managed and supported.
- Develop networks and long-term strategic alliances that will result in increased exposure to potential supports and opportunities.
- Develop a plan and actions that will reimagine the potential of our National Scout Centres so that it can improve its revenue potential and result in an increase of 50% in turnover over next 5 years.
- Investigate and devise a development plan to engage with Scouting alumni so as to increase their interest in Scouting and contribute to its future development.