

ACTION for GROWTH

A resource
to enable Scout
Associations to
develop a growth
strategy

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Long Term Project



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„Growth is a never ending challenge for Scouting, a true testing stone of our success in achieving our mission.“

*Costas Tsolakidis
Scouts of Greece*





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Foreword

Dear friends in Scouting,

Scouting in Europe is facing challenges in membership growth and development. These challenges reflect the diversity of Scouting in Europe. Some Associations have to work on strengthening their work on recruitment of new members or adults. Some need to strengthen the quality of their programmes. Some need to focus on reaching out to groups of Young People who are not currently accessing Scouting. Some need to develop their adult resources. Some have other challenges entirely. There are too many challenges being faced by associations around Europe to list all of them here. However, common to all is the need to focus on growth and development.

These concerns were reflected at the European Scout Conference in Reykjavik, Iceland, in 2004. The European Scout Committee received a strong request from National Scout Organisations and Scout Associations to work on the overall issue of "Growth". Indeed, it took us in the European Scout Committee some time to identify more definitely how this issue should be dealt with. As a result, the "Long-Term Growth Project" was developed to address the need to study and evaluate the different aspects of growth and development in Scouting and come up with ideas to improve the situation. The European Core Group for "An Organisation for the 21st Century" took on the responsibility to manage the project.

An open call was sent to all National Scout Organisations and Scout Associations in Europe. Fourteen (14) Associations responded positively to the call, out of which seven (7) Associations were chosen to participate in the first phase of the Long Term Project. These Associations have, together with volunteers and staff from the European Scout Region, devoted almost a year to the development of the project including this resource material. Associations that expressed an interest in participating in the project, but were not chosen to participate in the first phase, were involved in the second phase of the project enabling them to comment on a draft version of what became this report.

We would like to express our sincere thanks to everybody involved. Their hard work and great effort made this report a reality.

We would like to encourage National Scout Organisations and Scout Associations to work on their own growth and development projects, join the growth network in the Region, and explore resources to support their work on membership growth.

Working together will bring strong and sustainable growth for the Movement throughout the European Region.

Yours in Scouting,

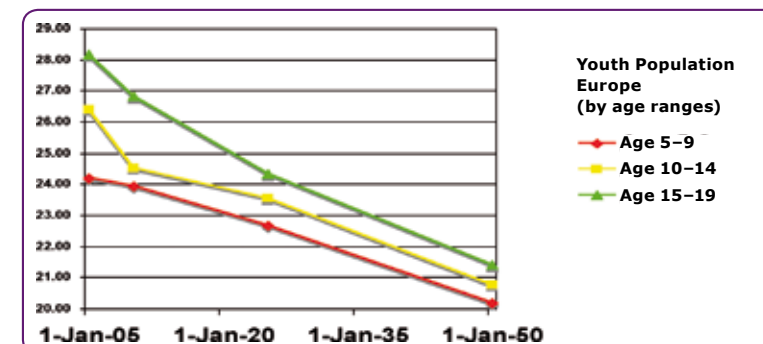
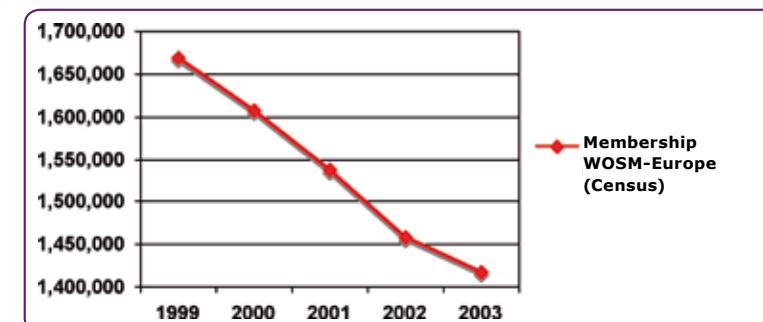
Marios Christou
Vice Chairman,
European Scout Committee

Johan Strid
Member
European Scout Committee

General introduction

In your hands you are holding a tool, both a means of inspiration and a bunch of concrete ideas for membership growth and development. This is to be considered a living document – you are invited to contribute to the further development of the ideas presented here or to use material from this report as a starting point for individual research into areas which are of interest to you.

Growth has many facets. There is no single solution for an Association which is losing members. We will therefore not elaborate on the fact that Youth Programme and adult resources are the pillars of Scouting and hence of growth. We will also assume that you know that growth just for the sake of more numbers doesn't work.



The graph above shows why this document was developed. The European Scout Region has been declining in membership for a number of years. Even the re-entry of the Eastern European Associations has not been able to curb this trend. Although we believe that Scouting has a positive influence on the development of Young People and should be spread, we are not succeeding in attracting more members. Growth is therefore high on the agenda of many Associations in the Region.

There is no single cause for the decline or growth of membership in an Association. The term growth in itself is confusing, as it is not always understood in the same way. In this document, growth is defined as an increase in market share. Market share has been used as the reference as it takes the population of Young People into consideration. Its importance is underlined by a recent Eurostat statistic that indicates that the size of the youth population (15-24 years old) will decrease with 25 % from 2005 to 2050 in the EU-25.¹

¹ Eurostat report this or that, number so and so, date this and that. (http://epp.eurostat.ec.europa.eu/portal/page?_pageid=1996,45323734&_dad=portal&_schema=PORTAL&screen=welcomeref&open=/popul/popula/proj/proj_trend/proj_tbp&language=de&product=EU_population_social_conditions&root=EU_population_social_conditions&scrollto=172)



Growth is not more numbers, it is another way of saying "to change the world" – and that is what Scouting is all about.

Fredrik Torberger, Sweden





General introduction

There are countless reasons for growth that are largely interlinked. A mere listing would lead to a complex overview. In this document we therefore structured these reasons into 6 factors that impact growth.

Youth Programme and Adult Resources, as core components of an Association's policy are two of these factors. Next we looked at the impact of Communication, External Influences, Recruitment and Registration, Analysis and Evaluation. Each of these factors is described in a chapter. We have also added several concrete examples and best practices from the Associations participating in this project. At the end of the document you can find a list of factsheets that contain useful, hands-on material for growth, from best practices to concrete examples and guidelines for working on growth. All chapters and addendum materials can be read and combined to best suit your situation.

This document is designed for you to use as a reference and as a tool, you shouldn't feel that you have to read it through from beginning to end, it might be best to focus on the parts which are most important to your Association or to your local situation.

Join the Growth Network

Views on growth differ. The seven (7) Associations that participated in the project added their views. Now it is up to you to add yours. The Growth Network, that will start its work soon after the European Scout Conference 2007, will invite all of the Associations in the Region who feel that growth as an important issue to participate. In the Growth Network Associations can share best practices and ideas about growth and work together on creating strategies for growth. In this work, all the Associations will contribute to the materials contained in this document in order to create a European-wide collection of practices and ideas on growth.

This document is just the foundation to create something bigger.

We invite you to join the Growth Network

Yours in Scouting,

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General introduction

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The Long Term Growth Project Team





Factor 1: Youth Programme

1. Introduction

Youth Programme is the totality of what Young People do in Scouting (**the activities**), how it is done (**the Scout Method**) and the reason why it is done (**the purpose**). Youth involvement is the term used to describe how our youth members not only are included and consulted on the programme, but also take an active role in the decision making bodies within an Association.

Youth Programme and youth involvement may affect the growth of an Association in a number of ways, some of these are considered in greater detail within this paper. The factors considered are: challenge and adventure in the programme, the involvement of participants, the importance of an updated programme, and transitions between Sections.

2. How Youth Programme and youth involvement affect growth

The mission of Scouting is to contribute to the education of Young People, through a value system based on the Scout Promise and Law, to help build a better World where people are self-fulfilled as individuals and can play a constructive role in society.

This is achieved by:

Involving them, throughout their formative years, in a non-formal educational process.

Using a specific method that makes each individual the principal agent of his or her development as a self-reliant, supportive, responsible and committed person.

Assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.

In the World Organisation of the Scout Movement we achieve our mission through effective implementation of the Youth Programme.

In very simple terms, Young People are attracted to Scouting by the programme and they leave Scouting when the programme does not deliver what they expect.

Many Associations recruit Leaders mainly from within the Movement, they rely on young adults who were themselves Scouts becoming Leaders when they have finished their own time participating in the Youth Programme. For those Associations to be able to continue to rely on Scouts as the main source of future Leadership resources, they need to ensure that Young People continue to join and stay with the Association until they complete the Youth Programme. To attract and retain youth members, Scouting has to have something that appeals to Young People; a programme that is exciting, flexible and suitable for each age range, and that offers Young People the opportunity to get involved.

Some Associations have had to learn that their structure has to be able to

cater for Units that are big enough to take in all the Young People that want to join. They may not be able to do this if their rules require a Leader-members ratio which is too low. In some parts of one Association, for example, it is normal to have one or even two Leaders per Patrol. Although this may seem to ensure that there will be a good programme, this also reduces Young People's influence on the activities and group life. In addition, it also reduces the number of members a leadership team can take into the Section. So, our Unit structures should be open for as many members as possible to join. "Small" is not necessarily "beautiful".



As with other elements of Growth, the Youth Programme cannot be considered in isolation, it needs to be looked at alongside the other factors as they all have impacts on each other.

Nevertheless we have proposed some key success factors for a Youth Programme that attracts and retains Young People for Scouting. They are:

- ➔ Challenge and Adventure in our programme
- ➔ Youth Involvement
- ➔ An up-to-date programme, meeting the interests of Young People
- ➔ Successful transition between Sections

3. Good practices for growth through good Youth Programme

3.1. Challenge and Adventure in our programme

The programme must appeal to the Young People. The Young People who want to be part of Scouting are looking for fun, challenge, adventure and excitement. We need to provide this from the younger Sections all the way through to the older Sections. Some people feel that an Association is only truly growing if the youngest Section is growing. If this is the case, the programme must be challenging and exciting from the start.

By definition this also means that the programme must be progressive as Young People move through the Sections, so that the activities are appropriate for the age range and so that they always have something to look forward to. Young people want to feel that they have been offered a chance to experience an adventure. If the programme isn't challenging, or is too "easy" for them, Young People will walk away or choose not to join.

A Leader's ability is critical to the success of the Scout Programme. If the Leaders are not suitably equipped to run, create and deliver a quality programme which will challenge, excite and motivate the Young People in their Section, they will simply lose members.

Managers (such as District Commissioner or Unit Leaders) will also need to have an overview of the activities on offer to the Young People to ensure that activities are of a suitable quality.



What do you think about Growth?

It is difficult!

Anna, Sweden



Factor 1: Youth Programme



Well-organised progressive programme for all age ranges

The programme should be progressive, becoming more challenging and adventurous. Young People enjoy learning in a fun environment and while sometimes they enjoy taking part in activities that are comfortable and they have enjoyed in the past they also enjoy the sense of achievement when they go one step further and meet a new challenge.

Activities can be the same throughout the Sections, but developed further to make them more challenging. Without a progressive programme, Young People lose interest and leave the Movement.

Difficulties can arise where a younger Section has strong Leadership, and then when the Young People move on they find that they may have already enjoyed these activities and therefore aren't receiving any new challenges.

So for a programme to be truly progressive, it needs to be continued throughout the Sections. This is one of the strengths of a strong Unit Team, where they can meet regularly to talk about the programme not just within the Section, but across all age ranges.

For further information please contact: scout.association@scout.org.uk



Co-operation with other groups

Within a local area, it is helpful if there is a Volunteer Manager that oversees all the activities within the vicinity. This helps to ensure that all the local Units are following the same programme and that everyone gets similar opportunities and challenges. This gives a quality assurance to Scouting. Contact between different Units can also help to offer more activities to the Young People.

Scouting can also work with other agencies, for example in Iceland, Scouting will work with the Rescue Teams (voluntary teams, but normally supported by the local Government in some ways) to support challenging adventurous activities or specialist skills. An Association can work with Businesses or other organisations to set up partnerships that offer challenging opportunities.

For further information, please contact: finna@scout.is or jon@scout.is or bis@scout.is



Special Projects

In Iceland and Belgium the adolescent Sections are given particular opportunities to work on projects from conception to realisation. Frequently this is a service project, undertaking something for the community. The Young People would be encouraged to come up with their own project, undertake the planning, delegate the workload amongst the peers, see the project through to completion and then report back (this varies from formally to informally). This is very satisfying for the Young People to see their achievements and how this can make a difference.

For further information please contact: finna@scout.is or jon@scout.is or bis@scout.is

Factor 1: Youth Programme



3.2. Involvement of participants

Young People of all ages are able to be involved in the decision making within Scouting. This is applied both at National level as well as at local level. Young People can also influence their own programme, to add in what they feel excited about, and to take out what they don't like, or have already done. This has to be managed in a way which appropriate to the age and maturity of the Young People. By involving Young People in this way, it's most likely that the programme will appeal to them, and that they will enjoy and learn from what they're doing and want to continue as a member of Scouting. At the same time you have to make sure that the programme still meets the requirements and expectations of what a Scouting programme should be. The idea is not to give complete free choice to the Young People about the programme, but to allow them to apply their own emphasis to it.



Are Leaders in Scouting creating a programme, delivering one, or helping Scouts create their own programme? In the Boy Scouts of America the emphasis is on adults delivering the programme. In Belgium the emphasis is on the Leaders creating the programme. In some other countries the Young People select their own programme activities. So the involvement of participants is not only about the involvement of Young People but also the involvement of the Leaders.



Co-operational programme

Young people of all ages should be given the opportunity to give their ideas on the activities they want to be involved with, in the same manner they should be allowed to evaluate the activities. This can be informally or formally given. Also, because of the progressive nature of Scouting the involvement of the Young People in organising the activities will vary according to the age range; the older Sections will be more involved in this than the younger Sections. This gives the Young Person responsibility as well as opportunities for learning and fun. For example; helping to design the menu on a camp, going shopping for the food, finding and preparing the equipment needed for an activity. The Young People should be encouraged to participate in an evaluation after each activity so that they can get the most from the learning and can identify ways of improving future activities.



Programmes On A Plate

In the UK there is a new online programme-planning tool – known as Programmes Online. This is a tool, which helps the adults to plan and deliver activities. The description of the activity is quite in depth and will give the full details, a list of apparatus needed and any templates necessary. This cuts down on the time required for Leaders to plan activities and helps them to deliver a good programme. This type of practice supports the growth of the Movement by supporting and enabling the Leaders to use their time effectively.



Factor 1: Youth Programme

3.3. Young People on Decision Making Bodies

It is important that the views of Young People are sought in decision-making bodies throughout the Association, not just within the Section or Unit but nationally as well. Many Associations in the European Region have examples of good practices with this aspect.



Young National Leaders

In Scouts En Gidsen Vlaanderen, Belgium, all the members of the National Board are under the age of 35. They are close to the Movement in age and so the Association is run by the Youth for the Youth. The cross over between professional life and Scouting works very well for this age range. internationaal@scoutsengidsenvlaanderen.be

3.3.1. There's no substitution bench in Scouting

Scouting is about participating; not sitting on the sidelines and watching others take part. People learn how to do things by actually having a go, not just by watching someone else. Young People have to be given the opportunity to take part and become involved in the programme, to develop their skills and to learn by doing.

3.3.2. An updated Scout programme, meeting the interests of Young People

For the programme to be attractive to today's Young People it needs, as well as having the traditional elements expected from a Scouting Programme, the modern, up to date aspects that Young People living in the 21st Century demand. The European Region has a tool known as RAP (Renewed Approach to Programme http://www.scout.org/en/media/files/europe/rap_for_download), which helps Associations to develop Youth Programmes adapted to the needs and aspirations of each generation. Using this tool enables each Association to:

- ➔ Have a fruitful debate on Scouting's fundamentals and educational process at all levels of the Association.
- ➔ Create inspiration, renewed motivation and eagerness for change among Leaders.
- ➔ Improve coordination among National teams (especially Youth Programme and adult resources teams).
- ➔ Revise the Association's key texts, e.g. constitution, educational proposal, policy and rules.
- ➔ Produce a well-planned, coherent and attractive Youth Programme for all age Sections.
- ➔ Create practical and informative material to help local Leaders implement the Youth Programme.
- ➔ Foster closer partnership with parents, educational specialists and other organisations.
- ➔ Produce a common conceptual framework to encourage more fruitful networking and partnerships with Scout Associations in other countries.

Factor 1: Youth Programme

➔ In a nutshell – "Better Scouting for More Young People!"

The Youth Programme needs to be up to date. Today's society is fast-moving; technology changes quickly and Young People are very adaptable to this. To be relevant and attractive the Youth Programme needs to keep pace with this. However, some very attractive elements of Scouting are our traditions, Scout skills and the Scouting values. For Scouting to continue to thrive into its second century these must still be at the core of the programme we offer. Without the basic elements of our programme such as



- ➔ Values/promise
- ➔ Nature/outdoor life
- ➔ Young people in a team/adults in a supportive role
- ➔ Fun with opportunities for a holistic personal development

Scouting will lack profile and, more important, be in danger to lose its uniqueness.



Regular check on relevance of programme

The programme needs to be regularly evaluated for relevance. This can either be done as a continuous review and update or through a regular (perhaps once every four years) end-to-end review of the programme. http://www.scout.org/en/media/files/europe/rap_for_download



Involvement of Young People

The views of Young People participating in the programme are essential to gain a true awareness. It is not good enough just for the National Board to create a point of view from their experience. In Scouts En Gidsen Vlaanderen, Belgium, on-line forums are a commonly used method to gain insight into the views of Young People and young Leaders. In the UK, when they recently renewed their programme, they conducted a MORI poll with Scouts, and Leaders which created statistic information that was very useful. Note: MORI is an organisation that gathers statistical information, similar to GALLUP. For further information, please contact : scout.association@scout.org.uk



Congress

Many Associations have a regular Congress for their Leaders. This is an ideal opportunity to gain an awareness of the various views and opinions and to steer the direction of any changes. In Iceland this takes place every year. In Belgium, Scouts En Gidsen Vlaanderen runs a camping weekend for Leaders every year using the next year's motto as a theme. They present programme ideas, all Districts and working groups come up with practical activities and materials, the new Scout year is celebrated by 4,000 Leaders together with the newly nominated National Leaders and they all say a "thank you" to the ones leaving their post. For further information please contact: internationaal@scoutsengidsenvlaanderen.be





Factor 1: Youth Programme

3.4. Transition between Sections

Many Young People leave the Movement around about the time when they are supposed to make the transition to another Section.

Some leave when they are at the older age of the Section, and potentially may be finding the programme offered to them uninspiring, unexciting and boring. When they are not being challenged they leave. Even a few weeks could be too long to wait for new challenges.

Another factor to be considered is that a Young Person may find moving into a new Section stressful. They may find themselves as "a small fish in a big pond"; possibly in a new uniform without the comfort of many badges; with new Leaders and a new group of peers whom they don't know.

Young people change and mature very quickly during their formative years. They prefer taking part in activities with people a few years younger or older than themselves, rather than in activities with adults. It is important for Young People to be in peer groups, where the members are of a similar age and stage of development.



Uniform and Badges

Should the uniform and badges change for every Section? In Belgium the uniform doesn't change. In the UK it is only the shirt that changes when the young person moves on to the next Section. Also there are a number of badges that are worn on a new shirt that may help the young person to feel "not so new". There is also a "moving on award" so that the young person can have a new challenge in the last few weeks of the old Section and have the opportunity to learn about the new Section.

For further information please contact: scout.association@scout.org.uk



Transition Ceremonies

The Ceremony to move on to the next Section is normally quite unique to the individual Unit, but the ritual of taking part is anthropologically important as it is not only part of the traditions of the society but also gives a feeling of belonging.

In most cases it is something that is looked forward to and enjoyed. In many cases it is a "secret ceremony" which creates a feeling of belonging to the Unit. Sometimes the Young Person is physically moved on from one Section to another as part of the ceremony, so they really do "move on". The disadvantage is that not all Young People like to be the centre of attention, they may become afraid or nervous; so the ceremonies should be flexible to cater for all types of Young People.

For further information please contact: scout.association@scout.org.uk

Factor 1: Youth Programme



Timing

In Iceland, traditionally the Scouts moved on to the next Section in the Autumn, which means that the Scouts were not so involved during the Summer period. It's now being discussed if it should be changed to early Spring, so the Young Person is already a part of the new Section, and doesn't look at this transition as a timely opportunity to leave the Association. In Belgium the Young People move on with the new school year in the Autumn and taking part in the Summer camp is seen as the final activity with the old Section. In the UK the age ranges are flexible (for example Scouts may move on to the Explorer Section between the ages of 14-15 years) and the Young People move on when the time is right for them, perhaps with a few of their peers, when they are ready for a new challenge.

For further information please contact: finna@scout.is or jon@scout.is or bis@scout.is



Gender

In Iceland (and some other countries in the European Region) there are examples of the genders meeting separately until the end of the Scout Section. When they move on, the co-educational nature of the next Section is seen as an attraction.

For further information please contact: ffinna@scout.is or jon@scout.is or bis@scout.is



Locality

The younger Sections tend to attract Young People who live close to where the meetings take place, but older Sections tend to draw Young People from a wider area. So meeting new people and having greater personal responsibility to travel further to the meetings can be a help towards retaining members as they get older.

For further information please contact: finna@scout.is or jon@scout.is or bis@scout.is

4. Conclusion

Good quality Youth Programme has a strong positive effect on retention of members and so on growth of the Movement. Youth Programme has to be challenging and adventurous. People outside the Movement believe that Scouting takes place in the outdoors with adventurous activities. We must deliver on their expectations for all Young People and Leaders who join Scouting. Scouting is a youth movement, and the youth members must be involved in all aspects of decision-making from Section level through to Unit, District and National levels.

The Youth Programme needs to be modern and vibrant as well as containing the traditional elements of Scouting. There needs to be an agreed method



Factor 1: Youth Programme

of renewal. You should be aware of the times when Young People may leave the Movement and you should adapt the programme to suit their needs.

The Youth Programme is very important – it's what we do. It's what people outside of Scouting see through the media and experience directly. It's what they usually think of when they consider Scouting. To continue to attract Young People the programme must not only be attractive to them but to their parents or guardians as well.

Attachments

Factsheet YP01: The Balanced Programme – The Scout Association (UK)

Factsheet YP02: The Reasons why Young People join Scouts
(The Scout Association, UK)

Factor 2: Adult Resources



Factor 2: Adult Resources

1. Introduction

The purpose of this section is to explore some of the dynamics of adults in Scouting and how they impact on growth. It provides a resource to help you consider how your approach to managing your adults may affect growth, and to develop effective approaches to this. By "adults" we mean volunteers of adult age who are working in your Association, it does not refer to young adults who are members of a Youth Programme Section.



This section of the report will enable you to:

- ➔ Be aware of the role of adults in Scouting in relation to growth.
- ➔ Identify some specific ways in which adults in your Association can support growth.
- ➔ Help you to recruit, motivate and retain enough adults to support the Youth Programme and, thus attracting and retaining Young People and thereby aiding growth.

2. How Adult Resources affect growth

A well-delivered Youth Programme at the local level is the biggest single contributor to the growth and development of Scouting. You should ensure that you have enough adults working with Young People in Scouting. You should ensure that they are aware of their role in enabling the Youth Programme, and they are properly trained and supported to do this. If the adults are doing their job properly then the Young People will have an enjoyable and challenging Scouting experience, so they will want to stay and will encourage their friends to join. Examples of the influences and effects that adults can have on the retention and development of Young People appear in **Factsheet AR01**.

Adults in Scouting can also undertake specific activities to help grow the number of Young People benefiting from the Youth Programme. **Factsheet AR02** provides some indications of how adults in Scouting can promote growth.



Checking the integrity of Leaders and Commissioners

After some cases of child abuse within Scouting, Scouting Nederland decided to put into practice an independent check on the integrity of newly appointed adults in Scouting. Before anyone can be appointed in any position within Scouting Nederland, a "Certificate of Good Behaviour" is required. This certificate can be obtained at the offices of local municipalities. The Ministry of Justice decides whether or not such a certificate is issued. The ministry issues the certificate if an investigation shows that the applicant has no criminal record relevant to the performance of the function for which the certificate has been requested. If someone changes position within the same Unit or District, a new certificate is not required. More information via international@scouting.nl



What do you think about Growth?

Growth + Quality = Scouting

Kamil, Poland



Factor 2: Adult Resources

To be successful, adults in Scouting should treat the youth members with respect & trust, and encourage them to develop their personal skills and leadership abilities. This means that you have to attract the right adults, train them, support them, and enable them to move on when the time is right.

3. Good Practice for Adult Resources

The World Adult Resources Policy, called the "Adults in Scouting Approach" describes a model for recruitment, support/training, and mutual agreement/review. It describes three possible outcomes from a review – reappointment, reassignment or retirement. This section follows the same model and is presented under the following headings:

- ➔ Attracting the adults we need
- ➔ Supporting adults in their work for Scouting
- ➔ Providing training for adults in Scouting
- ➔ Providing adults in Scouting with options for their future

3.1. Attracting the Adults We Need

Some Associations feel that they do not need to recruit adults because their Leaders come from the youth Sections. This strategy may work well for some, but does not necessarily enable the Association to cope with changing demographics such as the need for new Scout Units where there was none before. So you may need to be aware of the opportunities to attract new adults and how to go about this when it is required.

The "Volunteers in Scouting Toolkit" which is available on the WOSM website (http://scout.org/en/about_scouting/strategy/strategic_priorities/volunteers_in_scouting/volunteers_in_scouting_toolkit) provides some useful material to help you to examine the current situation in your Association and to make plans to improve on it, this includes some thoughts on why some adults volunteer, why some don't and why some leave. Another useful publication is the Euro.Scout.Doc document on "Using Scouting Centenary for Recruitment", (http://scout.org/en/around_the_world/europe/information_events/resource_centre/euro_scout_doc__1/using_scouting_s_centenary_for_adult_recruitment) where you can find some more useful techniques for recruiting adults. You may want use that material to examine your own situation.

There are many ways in which new adult volunteers can contribute to Scouting, depending on their skills and talents; **Factsheet AR03** gives some ideas on this.

Adults who volunteer to work in Scouting may come from many different backgrounds and can have many different motivations; some of the more common sources are outlined in **Factsheet AR04**.

Factor 2: Adult Resources

Many adults today leave paid jobs due to early retirement and still have lots of energy; also the average age of people in Europe is increasing so there are more older people about. Where these older adults are willing to provide support to Scouting we should find ways to benefit from their help. There are differing ideas about what effect the age of adults who work directly with Young People in Scouting has on retention and growth, some of these ideas are outlined in **Factsheet AR05**.



Adults who volunteer for roles in Scouting may have been youth members, they may have been adults in Scouting in the past, or they may have no previous experience of Scouting. Whatever their background, if they are treated properly and made to feel welcome, many will quickly come to see Scouting as a social life with a purpose, an opportunity to do things they would not otherwise do, an opportunity to learn new skills and a way to make new friends. So they will stay with us and help to ensure more and more Young People have an interesting and rewarding Scouting experience.



Attracting the adults we need

In The Scout Association (UK) there is a Mobile Display Unit (MDU) available to members. The MDU is The Scout Association's 15 metre 'resource centre on wheels' and covers literally hundreds of miles as it heads to various public events. The MDU is primarily designed to appeal to parents of non-Members, non-Member adults and Young People who are not Members. Its purpose is to encourage these groups of people to join! This is used throughout the UK by volunteers to help promote Scouting and has been very successful in increasing the profile of Scouting and recruiting people into the Movement!

For more information contact: scout.association@scout.org.uk



3.2. Supporting adults in their work for Scouting

Supporting adults in Scouting requires a particular approach and a particular set of skills. People need to be valued and thanked for giving their time and expertise. They need to be helped to develop their skills and talents and to grow as they gain more knowledge and experience in the Movement. They need to be assisted and advised in their involvement. They need changes in their availability to be accepted and accommodated.

For individual adults to be effective they must be part of an effective team so that jobs can be shared and they don't have to be always available. **Factsheet AR06** provides some thoughts on a flexible approach for effective teams.





Factor 2: Adult Resources

Factsheet AR07 provides a list of practical tips and guidelines for supporting adults in Scouting.



Supporting adults in their work for Scouting

In The Scout Association (UK) many Districts put on activities just for their adults. One District Commissioner who runs a "Skills and Chills Event" for the adults in their District had the following advice.

Recipe for a successful Leaders' camp

- ➔ *Get a District Team, stir them into action*
- ➔ *Add a cross-section of Leaders and mix until enthusiastic*
- ➔ *Add a suitable venue (preferably complete with a soundproof building)*
- ➔ *Take a group of experts to provide climbing, canoeing, hill walking, crafts, music, pioneering and so on. Basically, something for every age and ability.*
- ➔ *Provide incentives such as an archery or shooting qualification*
- ➔ *Mix with wide games, sack football and an assault course*
- ➔ *Find some good music and marinate with wine for the evening*
- ➔ *Add a high standard of catering*
- ➔ *Mix it together with a smile and lots of fun.*

The benefits

- ➔ *Leaders see their District Team and Unit Leaders in a different light*
- ➔ *Units join together to help each other with activities and camps*
- ➔ *Better quality programmes with more adventurous activities provided*
- ➔ *Puts the "out" back into "Scout"*
- ➔ *Leaders find Scouting is as much fun for them as it is for Young People.*

*This particular District has grown more than 10 % in the past 3 years!
For further information please contact: scout.association@scout.org.uk*

Special focus should be given to:

- ➔ Holding on to the adults we have in Scouting, see **Factsheet AR08**
- ➔ Getting the best from adults in Scouting, see **Factsheet AR09**
- ➔ Recognising the contribution of adults in Scouting, see **Factsheet AR10**

3.3. Providing training for adults in Scouting

For adults to be effective they must receive the training they need to do their job well. For Leaders, this will include; induction training; training about the Scout Method, the Youth Programme and organisation; training about working with children and adolescents; training about working with other adults.

So that this training will be most relevant, it must take account of the adults existing skills and knowledge as well as their specific needs.

- ➔ Each adult in Scouting is at the centre of his/her own learning experience. They assess their needs and decide to undertake

Factor 2: Adult Resources

appropriate training to satisfy those needs. They should be encouraged to share their training needs and planning with the others on their team so that the full range of skills needed for the team will be available. Ideally each member of the team will have skills that complement the others in the team.

- ➔ Adults in Scouting should be encouraged to see learning as a continuous process and to re-appraise their training needs regularly, particularly when taking on a new role or starting to work in a new team.
- ➔ **Factsheet AR11** provides an outline of training considerations for adults in Scouting.



Providing training for adults in Scouting

*In The Scout Association (UK) all new Leaders, as part of their Woodbadge training, are obliged to complete a module entitled "Growing the Movement". This gives them some real tools about development planning, how to promote their Section, how to recruit adults and Young People. It also stresses the importance of delivering a well-balanced programme. Further information in **Factsheet AR11**.*

3.4. Providing adults in Scouting with options for their future

Factsheet AR12 provides some practical tips on implementing Mutual Agreement and Review.

Young People will not stay in the Movement if their Leaders are not enthusiastic, or are not able to relate to them. At some stage, the time comes for each adult who works directly with the Young People to move on. Sometimes this is clear to the adult himself or herself, and other times they may have to be encouraged to see that this is the case. Generally, if people are too long in a specific job they lose motivation and start to take things for granted. When this happens the quality of their work deteriorates. We need to provide a supportive environment for them to recognise when this time is approaching and to plan for it. They will need to arrange for someone to take their place and we would like to encourage them to decide to continue to support Scouting in some other way.

Adults leaving active leadership could decide to take on any of the other Scouting roles. They may need some help in understanding the options and in getting started. They may also need some new training.

As well as active roles within the Movement, Scouting needs advocates in the community and in society in general. Adults who are moving on could be encouraged to become:

- ➔ Advocates of Scouting on youth councils or other youth sector bodies
- ➔ Youth advocates on community or National bodies
- ➔ Advocates for volunteering on professional bodies
- ➔ Champions for sponsorship of youth work by commercial bodies



Growth doesn't happen, it is created.

Fredrik Torberger, Sweden



Factor 2: Adult Resources

Many Associations have a Scout Fellowship, which adults can join to retain their contact with Scouting after they can no longer play an active role. This provides us with the opportunity to keep in touch with them so that we might be able to get their help later when we need it again. It may also serve as a good source when specific skills are needed for a specific undertaking or project.



"Plus" Scouts

In 2004 the Dutch branch of the International Scout and Guide Fellowship has been integrated into the National Scout Organisation in the Netherlands. Everyone above 23 years old can now become a "Plus" Scout. Plus Scouts are members of Scouting Nederland that do not have a formal position within the Association, but who want to become or remain as a member of Scouting Nederland. Local Units can start a Plus Scout group to keep in contact with former members. These members can then be asked to help with all kinds of special projects or can support local Units on a regular basis. There are also Plus Scout groups linked to Districts and to the National organisation. Plus Scouts pay membership fees to their local Unit and to the National organisation. Since 2004 about 250 local Units have established a Plus Scout group. The membership of Scouting Nederland has grown by about 3.000 members because of the introduction of Plus Scouts. More information via international@scouting.nl



Retaining young Leaders who migrate to another city to live and study. The Scouts of Greece experience.

Mobility of young talented Leaders within Scouting is a reality all across Europe. With a high entry rate of young Greek Leaders to University, the challenge for the Scouts of Greece had been focused for many years on their retention in the Movement and their encouragement to continue to serve, at their new place and with a role that they can handle, considering changes in their personal and professional/academic life.

*More information in **Factsheet AR12**.*



Providing adults in Scouting with options for their future

In The Scout Association (UK) appointment review is now an integral part of the appointment system. All adults in Scouting must be reviewed on a set timescale. A specially designed form is used and the Appointment's Secretary is responsible for ensuring the outcome of the review is marked on the adult's record. Nationally it has been recognised that review is important to getting the best from the adults we have, so they introduced a system to ensure that reviews are carried in a timely and efficient manner. Full support is given to the responsible commissioners via the Association's website at <http://www.scoutbase.org.uk/support/review/>

Factor 2: Adult Resources

4. Conclusion

Adults in Scouting have a very important role in ensuring that Young People get a quality Scouting experience. This is a vital ingredient for the retention of Young People in the Movement and the attraction of additional Young People into the Movement. We have to ensure that we have the means to recruit, support and manage an adequate pool of suitable adults.

We also need to ensure that all adults in Scouting are properly trained and aware of the influence they have on Young People and their important role in the recruitment and retention of Young People as well as their personal development.



Attachments

Factsheet AR01: Adults influence on Young People in Scouting

Factsheet AR02: Adults in Scouting promoting Growth of the Movement

Factsheet AR03: Adults can help in many different ways

Factsheet AR04: Some likely sources for adult volunteers

Factsheet AR05: Some ideas about the age of adults who work with Scouts

Factsheet AR06: Flexible approach, Effective teams

Factsheet AR07: Practical tips and guidelines for supporting adults in Scouting

Factsheet AR08: Holding on to the adults we have in Scouting

Factsheet AR09: Getting the best from adults in Scouting

Factsheet AR10: Recognising the contribution of adults in Scouting

Factsheet AR11: Training adults in Scouting

Factsheet AR12: Practical tips on implementing Mutual Agreement & Review



What do you think about Growth?

Growth is multi-faceted and takes time. There is no magic wand that will change one thing overnight to get positive outcome. It takes time and effort – a lot of it!

Sarah, UK





Factor 3: Recruitment

1. Introduction

Recruitment is key to the development of Scouting. In many cases new youth members will not come to Scouting, which means that Scouting has to actively seek them. This section of the report provides an overview of a number of models and methods of doing this.

Adult recruitment is also key to the development of Scouting as the needs of new youth members (and in some places the needs of existing youth members) cannot be met without more adults being available to operate Scouting. So, this section of the report aims to also provide an overview of adult recruitment methods.

2. How recruitment affects growth

Being open to new members is essential to the survival of any voluntary organisation or movement. In Scouting, it is particularly important to welcome new members because our mission requires us to develop all Young People and to promote the values of friendship, diversity and inclusiveness.

The local Scout Unit is the core of what Scouting is about, a community of children, Young People and adults. Development necessarily involves the creation of new Units wherever the Movement is currently missing from the local educational scene.

Openness is also a necessary condition of development; openness to new people and openness to our environment. The Scout Unit doesn't exist in a closed environment, it is in constant contact with other groups in society (parents' associations, schools, other community organisations, etc) fulfilling its role and playing its part with these other local players.

Opening up to society and to others is a necessary step for us. Let's bring this value to life in the Movement's activities by running projects in partnership with others; taking Young People and children who don't normally go on holiday; offering Scouting to children and Young People in inner-city districts; and to children and Young People who are handicapped, etc. Thus allowing more children and Young People to experience what Scouting is about.

3. Preparation for recruitment

3.1. Present situation analysis

Before starting a recruitment campaign, it is important to consider the current situation of Scouting in the area (whether it is at Unit, District or National level). You might like to begin with a study of your membership statistics (if you have any). Membership statistics may include;

- ➔ how many youth members or adults do you recruit every year

- ➔ how many people leave Scouting every year
- ➔ the gender and age profile of Young People and adults in Scouting
- ➔ the diversity of Scouting

Membership statistics should give you an indication of the recruitment needs in your area and the best ways to meet those needs.

Also consider the external influences in the surrounding area that might affect Scouting. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis may be a useful tool to use when looking at these influences. A thorough analysis of the internal and external situation of Scouting before recruitment begins will vastly increase the quality of the recruitment process. **Factsheet RE01** provides an overview of the steps to be taken before starting into recruitment.



3.2. Scouting culture – a barrier to recruitment

Scouting has its own culture. This a great strength because it gives Scouts a sense of belonging and identity. This culture can also be seen as strange, confusing or exclusive to those outside of Scouting. When recruiting, we should bear in mind the way in which those outside of Scouting might see us. Some areas that might be considered are outlined below.

3.2.1. The Scout uniform

Scouts wear uniform for several reasons. At the time Scouting started ordinary clothes were not suitable for active games and the outdoor life. The idea of having a uniform was intended to create fellowship and a sense of belonging. Some people outside of Scouting may associate uniform with militarism. When recruiting we should consider the impact that the uniform has. In fact, many Associations have now implemented a less formal uniform or "dress code".

3.2.2. Vocabulary and acronyms

Scouting also has its own vocabulary. We often use peculiar acronyms and terminology. Again, when looking at how potential members see us we should consider the language we use. When a new person joins us we should make sure someone explains things to them in every-day language and helps them to get used to the terminology and its meaning.

3.2.3. Symbols and ceremonies

An essential part of the Scout Method is the use of symbols and ceremonies that have turned into traditions. This creates a feeling of solidarity since we do similar things and look alike. These symbols and ceremonies can seem strange and off-putting to new recruits.



Size matters, so lets grow!

Fredrik Torberger, Sweden



Factor 3: Recruitment

You should be aware of all of these issues and take time to explain them when you are recruiting both Young People and adults into Scouting, and during their first few months with us. This will help you to ensure that the new recruits stay in Scouting.

3.3. Methods of recruitment - Young People

3.3.1. Youth Programme

The operation of a high quality Youth Programme is key to the successful recruitment of Young People. Young People are unlikely to want to join a Scout Unit that offers a poor quality Youth Programme; they are even less likely to stay in such a Scout Unit. For more information, see the section of this Report which considers Youth Programme as a factor for growth.

3.3.2. Opening new Units

Opening new Units is a key way of recruiting youth members. You may wish to open a new Unit if other Units in the area are full or if changing demographics in an area mean that Scouting is not adequately meeting the needs of the community. There is no set way of opening a new Unit but many Associations have developed successful schemes for doing this.

3.3.3. Recruiting in specific communities

If there is no Scouting in a particular area or within a particular community, working with community Leaders is an effective way of establishing Scouting in that area. Where Scouting does not have the support of the local community it is unlikely to succeed so engaging community Leaders is important. Scouting can use existing structures, such as churches or ethnic/cultural organisations to establish itself, and make it easier to recruit Young People and adults from the community. A disadvantage with this approach is that without any adults who are experienced in Scouting the programme and operation of the Unit may not be what the Association expects. Therefore, close monitoring of such Units, particularly in the early stages, is important in order to ensure an appropriate level of quality in the Scouting offered by the Unit.



Being embedded in the local community - Portugal

A scout group of the Corpo Nacional de Escutas (the Portuguese Catholic Scouts) that was founded in 1996 in a village with 3000 inhabitants reached the number of 150 members in just few years time. The success had, in part, to do with the great link (help) with other local groups. The local parish, fire brigade, charity organizations, blood donors, authorities and others realized the benefit of the youth being organized. They therefore supported the creation of a Scouting

Factor 3: Recruitment

group as they could benefit from the group as well. At moments of better relationship with the other movements, a bigger growth was noticed. Having such a wide network in the local community is beneficial at the start and certainly also helps to support the group in the difficult first years. Hence therefore think about what a new local scout group can mean for the community and partner up with others than see the benefits. This also goes for an existing group in order to get further support.



3.3.4. Recruiting in existing Units

We shouldn't forget that retaining youth members is much easier than recruiting new ones. Several methods are presented in following text, and they are divided by the age of our target group. These methods can be used separately, but if your aim is to recruit both Scouts and adults, more than one method will be needed.

3.3.4.1. Bring a friend

Asking Young People to bring a friend to Scouting is a very popular method of recruiting Young People. A badge could be used to encourage the Scouts to participate in this scheme.



ScoutMate

In the Scout Association (UK), Kent County operates the ScoutMate and ScoutMate Gold awards for recruiting Young People and adults.

Further information is available at <http://www.kentscouts.org.uk>



Sweden operates the "Kompis" or "friend" award for recruiting young people.

For further information please contact: infor@scout.se

3.3.4.2. Scout for an evening

This method gives Young People who are not Scouts the opportunity to engage in Scouting activities, perhaps for an evening or perhaps even for a weekend camp. Potential members can try some typical Scouting activities and decide whether to join Scouting or not. At the same time as activities take place for Young People, an information session can be offered for parents, perhaps even encouraging them to become Leaders, instructors or helpers. **Factsheet RE02** gives more details of "Scout for an evening".



Factor 3: Recruitment

3.3.5. Schools

The main aim of this approach is to encourage school teachers to run Scouting as an extra-curricular activity. Scouting has been recognised as partner organisation in non-formal education by many governments in Europe. This method may further strengthen cooperation with government and improve Scouting's image in society.

Trained teachers can organise Scouting Units in elementary and secondary schools. Scout centres can play a major role in implementation of this method, by providing facilities, human resources (trained Leaders and instructors) and material resources. Existing Scout centres have basic infrastructure and facilities to welcome and accommodate members of new Scout Units. **Factsheet RE03** gives more details about Scouting in schools. When offering Scouting through schools you should make sure that the Scout Method is used properly and that Scout meetings and activities don't turn into classroom lessons. This can be done by training and coaching the new Leaders and by linking each school-based Scout Unit with an outside-school Scout Unit.



Working in schools in Croatia

The Scout Association of Croatia carried out work with schools particularly aimed at recruiting teachers. Three seminars were held with Government support for teachers with around 60 participants. The project resulted in the recruitment of around 400 new members.

3.4. Methods of recruitment - adults

3.4.1. Adult Resources Policy

Before embarking on adult recruitment, the Association should consider its adult resources policy. Recruitment will bring adults into the Movement, but effective adult resources policies in the area of induction, support, training and review are the things that will help the adult stay in Scouting.

3.4.2. Parents

Many Associations find that many adult recruits are parents of Youth Members. Activities that involve parents such as "Bring a Parent" camps are



Getting parents involved

The Scout Association (UK) has recently carried out some work on getting parents involved in Scouting. "The No-nonsense parent's guide to Scouting" is a resource that can be given to parents to explain Scouting and to let them know of ways they can help. This is supported by the Leader's pack, which explains how to use the parents guide, and is accompanied by a CD ROM with resources to use to recruit adults.

For more information see <http://www.scouts.org.uk/parents/leaders.html>

Factor 3: Recruitment

very useful methods of encouraging parents to become more engaged in the life of the local Scout Unit. **Factsheet RE04** gives more details about recruiting parents.

One possible drawback in recruiting parents as Leaders is that they may not be inclined to organise the more adventurous activities which are required for a quality Scout programme. Training, coaching and support from more experienced Leaders can help to avoid this problem.



3.4.3. Older youth members

Other Associations find that recruiting older youth members into leadership roles is particularly effective. The danger of this approach is that the older youth Sections come to be seen as a recruiting ground for Leaders and the development of the Young People who are members of those Sections might be neglected.

3.4.4. Former members

A number of Associations have found that keeping in contact with former youth members is a good way of recruiting Leaders as people who have been involved in the Movement often make good Leaders. Also, keeping in contact with former Leaders gives the opportunity for re-recruitment in the future. Tracking adults who move address gives an Association the opportunity to recruit those adults into the Scout Unit in their new area.

3.4.5. Students

Some Associations such as The Scout Association of Serbia and Montenegro and The Scout Association (UK) have had success in recruiting students as Leaders during the time they are studying. This can be especially successful when the Leaders are also studying.

3.4.6. Six Step method

This method developed by The Scout Association (UK) has proved successful for many years and gives a methodical approach. **Factsheet RE05** provides details of the Six Step method.

4. Conclusion

This section of the report has aimed to give an overview of recruitment in Scouting and an introduction to some methods available. It is not intended to be a document that gives all the answers but will hopefully have identified the key issues and stimulated further interest, debate and most importantly action in this area.



All that grows have a drive, a will of it's own – No will, no growth.

Fredrik Torberger, Sweden



Factor 3: Recruitment

Attachments

Factsheet RE01: Before recruiting

Factsheet RE02: Scout for an evening

Factsheet RE03: Recruitment in schools

Factsheet RE04: Recruitment tips

Factsheet RE05: Recruiting adults



Factor 4: Research, Evaluation & Analysis



Factor 4: Research, Evaluation & Analysis

1. Introduction

Membership data is a valuable, often under-utilised, information resource and can tell you a lot about the kind of people who are involved in Scouting. In order to use it effectively it needs to be collected and managed in the best way possible.

There are two basic approaches for collecting and managing membership data:



- ➔ Census, which involves recording data on a yearly basis. A census tends not to gather detailed personal data of members.
- ➔ Registration, which involves the gathering of personal data such as name, age, address, volunteering role etc., of each individual member of an Association from the moment they join and storing it in a regularly updated database.

With registration you have available the individual data of all your members, but it does require more effort and resources. Initially registration is more work than a census. However, once in place it can be updated as and when changes occur to individual members' personal circumstances, whilst a census must be done all over again for the whole membership every year. Because of the possibility of regular updating, registration can provide more accurate and up-to-date information than a census. So it can be used to generate more reliable income from membership fees, which can help with both budgeting and planning. Furthermore this helps increase your understanding of the trends affecting membership of your Association. If you are using registration you will have to consider additional IT security and safeguards because you're holding members' personal data.

Registration helps towards conducting effective research to support strategic decision making towards growth. In short, we believe the advantages of registration far outweigh the disadvantages and we shall focus upon this method throughout this section of the report.



Registration and membership fees

The annual membership fee for 2006 in Poland (ZHP) is about six Euros, while in Belgium and Sweden it is 20 Euros. In Belgium (Scouts En Gidsen Vlaanderen) and Sweden (Swedish Scout and Guide Association) the additional membership cost helps towards running a registration system, currently Poland do not use registration. In Belgium and Sweden the data gathered by registration helps towards providing all members with full insurance – both civil liability (OC) and casualty (NNW). In Poland Leaders only have civil liability insurance (OC) and enter into an additional contract for having casualty insurance (NNW). Registration would help in negotiations between the Association and the insurance company and may give rise to more favourable terms.



Factor 4: Research, Evaluation & Analysis

2. How Registration helps with research into growth

Registration enables more effective communication with the membership, therefore allowing you to gather more accurate data on growth. One of the ways it does this is through allowing direct communication with each individual member.

The more stages through which a communication needs to pass, the more chance the communication will be distorted or even blocked. Direct communication means the message literally goes direct from sender to receiver, without any intermediaries. Therefore you can easily inform members about new programmes, new resources, summer camps and so forth, with minimum distortion or delay.

Specific personal information gathered from registration, such as people's addresses, age, and Scouting role, allows you to target specific groups within Scouting. Because you can directly target them you can also expect an increased response rate. An example of this might be; a targeted survey at new volunteers attempting to understand why they joined Scouting.

Direct and targeted communication can help towards improving the quality of Scouting's programme through providing more understanding of volunteers and their needs, which in turn can help towards growth. It also provides an element of "personal service", which helps towards making volunteers feel more valued and therefore helps retain them within Scouting.



Producing a "member-product"

In Belgium (Scouts En Gidsen Vlaanderen), it is considered important that members feel valued by Scouting. The strategic plan involves producing a yearly "member product" to emphasise this. This is sent to all members at their homes.

For this it is important to have the up to date addresses provided by registration. Sending this "member product" creates a direct link to all members. It also motivates Leaders to register their members so the members can receive the gift.

For further information please contact: internationaal@scoutsengidsenvlaanderen.be



National magazine

In Sweden (Swedish Guide and Scout Association) registration allows the National magazine to be sent to each member's home address, this encourages a feeling of involvement and community. They can also find Scout friends from over the country by looking into the register.

For further information please contact: info@scout.se

3. How Analysis helps with research into growth

Once you have set up a registration process and started looking for trends in your registration data, you are doing what is called analysis. Analysis is a careful examination of something to understand exactly how it oper-

Factor 4: Research, Evaluation & Analysis

ates. It is dividing a complex whole into smaller more easy to understand pieces. Analysis of registration data will tell you a lot about your membership, including helping you to identify and develop an understanding of the growth patterns within your Association.

The detail gathered through registration provides you with the opportunity to do far more analysis than census. As registration is likely to be more up-to-date, it also allows for better and more accurate analysis over time.



There are two generally accepted approaches to analysis; quantitative and qualitative. Both can be equally useful, depending upon circumstance. These results can also be used for doing further research using either approach.

Quantitative analysis refers to measuring the quantity of something, for example, the number of Leaders or the number of female volunteers you have in your Association. It can help you quickly gain an understanding of the size of your Association and, by comparison with previous year's figures, whether you are growing or shrinking. However, it doesn't really provide any explanation as to why you may be growing or shrinking.

Qualitative analysis refers to measuring the quality of something, for example, your Leaders' views on the Youth Programme or equipment they have available. As qualitative analysis tends to deal more with people's opinion and viewpoint it can provide a more in-depth knowledge about why your Association may be growing or shrinking.



What do you think about Growth?

Growth happens when children and adults are open minded – the same happens with Scouting!

Natalie, Belgium



Surveys

In Scouting, we all have an educational task. By making pedagogical products, we try to provide the best approach to Scouting for our Leaders and youth members. Scouts En Gidsen Vlaanderen has a lot of these products. Handbooks, games, safety-procedures, Leader-magazines. The question is; what do members and Leaders do with each of these products? Do they use it? Do they find it interesting? Does it give them value? For this, Scouts En Gidsen Vlaanderen has done a product-survey. By working together with the Antwerp University, they carried out a quantitative poll of 3,000 of their Leaders (12,000 in all). It was an internet-survey where groups could win a prize if they participated. This survey involved new policy directions which were being incorporated into the latest strategic plan.

Scouts En Gidsen Vlaanderen has a yearly telephone-survey by a group of their members. So they know that members received all pedagogical products which they were supposed to receive. The questions were; Did they receive it? Do they like it? What do they expect for the future? When they questioned 300 out of the 7,2000 members by phone, they have a qualitative survey which is scientifically relevant.



Factor 4: Research, Evaluation & Analysis

Sometimes open questions need to be asked to people. In Sweden (Swedish Guide and Scout Association) they recently had a process for changing the numbers of Districts. To find out the members' opinions and thoughts about this they needed to ask. From the member registration list they could find phone numbers to all Units in every District. An interview with each chairman gave a lot of input for the process.

In the field of quantitative analysis, **quantitative indicators** help to quickly indicate where something goes wrong or well. Quantitative indicators can be used to give you a quick indication of how particular items are going, for example; the Association's membership figures, initiatives from the strategic plan, aspects of the Youth Programme. They are useful but are only half of the truth because you most probably need further quantitative and qualitative analysis to check what's really happening.



The GTP index

*GTP stands for "Gezond Toekomst Perspectief" which is Dutch for "Healthy Future Perspective". It's kind of a weather forecast. It indicates how a group can evolve based on membership rates. It's not pure science, it's more like a good help for knowing the health of your Unit. It gives an indication of the balance between younger and older Scouts and Leaders in order to reassure you that there are enough Leaders to run the Unit in the present and the future. For more info on the GTP index look at **Factsheet REA 02**.*



The Oracle

"Het Orakel" ("The Oracle") is a tool used by Scouts En Gidsen Vlaanderen. It's a booklet full of numbers and graphics about membership rates. The Oracle follows the health of Units. It indicates the age range in the different Sections of the Unit. It gives a tool to Unit Leaders to indicate the health of the Units.

Data indicators can be set using the information provided through detailed registration, For example the Association might have an indicator that gives a warning when the number of members in a Unit or District decreases by more than 15 % in any one year. If a data indicator is triggered then a more detailed analysis needs to be done to understand the real problem, but at least the data indicator has made you aware that a problem exists.

One of the most important figures or indicators in an Association's analysis should be market share. **In fact, the definition of growth that we are using for this project is "an increase in market share"**. Market share is the basis of any growth analysis; it is also sometimes referred to as penetration rate. Without market share numbers you cannot really understand the growth or decline of numbers in your Association.

Market share is the share of the relevant part of the population that is part of the Association. For example, if the absolute number of 10-year-old Scouts has decreased 3 % over the past 5 years and the number of 10 year old in the country has decreased with 6 %, what does this say? The market share would have risen in this case.

Factor 4: Research, Evaluation & Analysis

The number is only relevant if calculated by age or by age range. It is better to calculate it by age, because the age ranges in each Section differ between Associations and countries. This makes comparison across borders and Associations easier and more useful. Associations with the same growth/decline pattern can more easily be identified and so learning can be shared.



A general increase or decrease in membership figures will not provide you with enough information to gain a true understanding of growth. The value is in the detail. For example; Where are you growing? What is the social background of the people who are joining? Who (identify the individuals) are leaving the Association? You might find regional variations, correlations in people's ages or gender, etc. All are details that can help inform your growth strategy. This is where a mixture of qualitative and quantitative analysis comes in to help provide you with the most accurate data.

A practical example is given by the Corpo Nacional de Escutas (CNE), the Portuguese Catholic Scouts. CNE has grown from 58.000 members in 1996 to 68.000 members in 2006. This is an impressive growth path. However another statistic shows that in 1996 stayed on average 5.5 years in the association while currently scouts stay only 4 years. General numbers don't tell the whole story.

All data should be recorded and stored to allow comparison over time. This will enable you to properly calculate the growth or decline of Scouting, and to gain a true understanding of areas in which your Association is growing as well as areas in which your Association is declining. Such information is invaluable in planning any strategies towards growth and will help you to formulate plans discussed in other areas of this report.



Growth doesn't happen, it is created.

Fredrik Torberger, Sweden



Scouting for a year or two

In Scouts En Gidsen Vlaanderen in Belgium, each Section caters for a three year age range. A look at the figures gathered from registration shows that most members leave in their second year. The Association is doing further qualitative research to try and find out more about why this is.



New Scout Units in Sweden

In Sweden there was a motion was put forward at the Annual General Meeting for an investigation into the why new Scout Units were struggling to survive. The person who submitted the motion had looked at all the new Scout Units started between 1994 and 2004. In this period 41 new Units were started. By 2005, from these 41 Units, 13 no longer existed, 5 had lost members at an alarming rate, another 5 had fewer than 40 members, and 5 only had adult members. Only 5 of the 41 Units had a stable membership of 40 members or more.





Factor 4: Research, Evaluation & Analysis

Further research will help you understand why you are growing and help you continue. You may find that you are only growing in certain areas and that certain groups of society are under-represented.

More accurate research on growth and membership can be useful in a number of ways. It can help in securing funding from the government, and other organisations. Associations sometimes receive subsidies based on their social relevance, the quality of the programme and the number of members they have. Such funding is essential to many Scout Associations.

With a thorough evaluation you can have details to hand such as the number of Scout Units you have which cater for children with special needs, the number of male and female Scouts, etc. Such details help you to develop policies and strategies for targeting funding requests to government and other organisations so as to further work in these areas and assist with the growth of your Association.



Scouts and non-Scouts – a comparison

On behalf of The Boys Scouts of America, Louis Harris and Associates carried out research to show the influence of the organisation on its members. Two groups were compared: Scouts who had been members for at least five years, and non-Scouts from the same social background. The survey indicated that being a Scout helps Young People towards success in life. The Scouts had more chance than their non-Scout peers of graduating from high school (88 % compared to 83 %), they had more chance of graduating from college (40 % compared to 16 %), more chance of taking on a leadership role within their chosen career, were more outgoing, and more often went on to have higher earnings (33 % of Scouts, in comparison to 17% earned at least \$ 55,000 a year). Scouts also were less likely to take drugs, drink alcohol or become criminals. The results clearly confirmed the effectiveness of Scout educational methods.



A useful book:

Michael Gurian, A Fine Young Man: What Parents, Mentors And Educators Can Do To Shape Adolescent Boys Into Exceptional Men, Publisher: Tarcher/Putnam: New York, June, 1998, 1999. Translations in Spanish, Korean, Polish or Chinese language.



Image Study

Scouts and Gidsen Vlaanderen regularly does an image study as input for their strategic plan. The latest survey indicated that the Association had a masculine and conservative image. As a result, the strategic plan indicated that more focus should be put on a less conservative and more feminine part of Scouting. This resulted in a tuned communication strategy. For example the latest poster campaign showed more girls than Scouts and the setting was also quite daring, not conservative. For further information please contact: structuren@scoutsengidsenvlaanderen.be

Factor 4: Research, Evaluation & Analysis

Collecting data and doing analysis is no use at all if you don't produce meaningful reports to show the outcomes. The organisation, paid staff and volunteers, should know what is happening and why. It is crucial to realise what reports the paid staff and the Leaders need to make informed decisions. Some reports are not necessary for some people, but they can build awareness. Of course, not all members need to read detailed reports. Most of them will probably only need a regular summary. For decision-making it is important to have non-superficial data.



Employing Field Executives

Employed Field Executives are used in a lot of Associations throughout the European Region. In Sweden there are ten people working on recruitment and Youth Programme, offering direct support to local Scout Units and Districts. They need regular membership statistics from the registration data so that they will know what they need to do. If they find a Unit dropping in numbers they know to contact the Unit to offer support and help. Units who contact the support staff themselves are more likely to do well, because they are motivated towards working for better Scouting. The support staff also work on starting new Units in areas where Scouting does not exist, but where research says there is a market for Scouting. Support staff can also be used to do research for local Scout Units. For further information please contact: anna.heimersson@ssf.scout.se

4. Conclusion

Registration of membership, analysis of the membership data and the subsequent evaluation are key activities in developing a growth strategy. These provide the knowledge essential for running a successful and healthy Scout Association. Once registration is set up it enables you to perform a multitude of analyses, from overall market share to sophisticated analysis at Unit level. Such data also acts as an indicator of problem areas which, once identified, can be dealt with as necessary.

Attachments

Factsheet REA01: Guidance for the format

Factsheet REA02: The Healthy Future Perspective

Factsheet REA03: Best Practices - Advantages gained from registration



Factor 5: Communication

1. Introduction

For the purpose of this paper Communication will be considered, in the broadest sense, as: any acts by which one party (person, group or organisation) gives to or receives from another party information about that party's need, desires, perceptions, knowledge, or emotional condition.

Communication may be intentional or unintentional. It may involve conventional or unconventional signals. It may take linguistic or non-linguistic forms. If linguistic it may occur through written, spoken or other such models.

Communication is a significant tool for any strategic process. Only through effective communication can we be successful with a new strategy, Youth Programme, recruitment effort, or any other significant initiative.

Effective communication helps us to attract and retain new members, motivate volunteers, establish commercial partnerships, obtain essential financial support.

The first thing an Association which is thriving for growth must do is to convince the whole organisation to want to grow, and then to make an effort to grow.

In this section of the report we will explore at what levels and by what means you can successfully communicate for growth within your Association.

2. How communication influences growth

In order to grow, we have to provide quality Scouting and we have to promote ourselves effectively. Creating a good public image does not happen by chance: it requires a professional approach and a strategic plan.

Scouting is a fascinating and attractive movement; it is fun with a purpose. To attract new members to our Worldwide movement, we have to communicate. **We can only achieve sustainable growth** if we convince people that Scouting is a brilliant way to educate Young People; that it is fun with a purpose. Good external and internal communication will help you to attract new members, to retain existing members, to attract donors and to create an attractive profile of Scouting.

3. Good practices for Communication

To successfully communicate for growth, you will have to communicate in a "state of the art" way. Therefore we recommend that refer to standard literature on PR and Communications for professionals, businesses, charities, voluntary organisations or, even more specific, Scout Associations.

"Scout. Boom. Com" contains some useful material produced by WOSM.

(http://www.scout.org/en/information_events/events/international_events/regional_communication_forums)

Here are some guidelines which might help you when you are communicating for growth and some practical examples that have proven successful in Associations like yours:

Be aware of your product

Our product is Scouting. If we want the Movement to grow, we need to know what is good about it and which target group we can influence by these advantages.



Be aware of your aim and messages

The concept of Scouting or a simple invitation must be communicated in different ways to different people depending upon what your aims are. If you aim to grow the youth membership of a specific Section, or need more adult volunteers, not only will the "what you are doing" differ, but also the "how you should go about it". By carefully defining your messages and tailoring your communication to your audience you will have a better chance of successfully achieving your aims.

Spell out your message in simple words (even if you do not want to communicate it right away); test your communication (the story, the pictures, the texts) to see if it conveys the defined message; vary, optimise and repeat your communication again and again to ensure that the message gets through. This will help to reduce misunderstandings and increase the effect.

Your aims as well as your content should always be in line with your values and the foundations of our Movement. Be sure to avoid contradictory messages.

Be aware of the context

Do not forget the context we are communicating in. Your Association does not exist in a vacuum; it is inextricably linked to your community and to the society in your country.

Be aware of your audience and choose the best media mix

Take into account with whom you are communicating. Different people need to be addressed in different ways. This simple truth is at the heart of every successful communication strategy. 15 year-old countryside boys and girls will use different words, images and symbols to middle-class parents. Both groups need to be communicated to through one or more media channels that reach them and using a language and style that appeals to them.

Here are some decisions relating to your audiences that may help you with your communication strategy:

- Internal/external: For Scouting this is perhaps the biggest question you should ask yourself when communicating; Is it a message for your membership or the general public? Which is the best medium for targeting that audience; Internal newsletter or National press? Even if you address external audiences, you might want to keep



You cannot choose between growth or quality. Growth is a quality. It brings energy to our work.

Fredrik Torberger, Sweden



Factor 5: Communication

internal target groups informed (e.g. management, Leaders, youth members). Be careful; for certain information, such as extreme policies or scandals, an internal communication might easily become external unintentionally.

- ➔ Male/female: Challenge and discuss stereotypes. What is the most effective form of communication that appeals to girls and boys, women and men?
- ➔ Children/parents/other adults: What part of the membership do you want to grow, the number of Young People joining the Sections or the number of adult volunteers you have? Each must be thought about and targeted in a different way through different media.
- ➔ Minority groups: Is your Association representative of your society? Do you want to target different sections of society? Again, think about the most suitable medium to target that element of your society.
- ➔ Individual/mass media: Personalised communication might be more expensive, but it can be more efficient. Use magazines, other print material, films, electronic media, special events, indirect channels (e.g. Leaders to inform parents), mass media. These media may be relevant even if your target audience is an internal group.

Communication is usually not a linear thing. If you analyse communication, you can eliminate sources of misunderstandings. Organisations such as a Scout Association communicate in a very complex way with outcomes they can hardly control and are sometimes even not aware of. To get an overview of what creates your image or to go through some examples of how your communication is perceived you might want to read **Factsheet CP01**. You could also fill in the communication analysis matrix provided at **Factsheet CP02**.

Here are some good examples of communication for growth in Scouting:



A new uniform – An example for non-verbal communication towards a stronger and more modern image

The Scout uniform is, in most Associations, quite traditional. Some Scouts like it and some do not always like it. By staying the same for so many years it conveys stability. On the other hand it may be seen as a bit conservative. and some people may even seem it as militaristic. Some Associations have recently decided to develop a more trendy uniform. One decided to change the look of the trousers and skirts: a bag on the side, a cut and a cloth that appeals more to Young People. The Scout Association (UK) has made their uniform shirts and trousers more robust and practical. Scouts now wear it a lot more and so Scouting is a lot more visible to the public.



Swimming for peace

*Scouts in Croatia and Slovenia organized an activity called "Swimming for peace" in the Piran gulf. Scouts have connected the two coasts of the Gulf with their joint efforts based on their long-term friendship. In that symbolic and very interesting way, we have sent the message that the most important goal of the World Organisation of the Scout Movement is creating peace and understanding, especially amongst children and Young People. More information in **Factsheet CP03**.*

Factor 5: Communication



An example for internal communication through an event to convey the new year's motto, to convey new ideas and to motivate all Leaders to take practical action: Herfstontmoeting in Belgium

For some years now, Scouts & Gidsen Vlaanderen organises a weekend at the end of August: Herfstontmoeting (www.herfstontmoeting.be). All Leaders are invited. This weekend is the start of the new year. The purpose is to inform all the Units about the themes the Association will focus on for that year.

*More information in **Factsheet CP03**.*



Scouting support for the 2004 Olympic Games. The Scouts of Greece' experience.

The deep links between the Olympic Movement and the Scout Movement from their early beginnings motivated the Scouts of Greece to become a credible partner of the Organising Committee of the 2004 Athens Olympic Games. This partnership yielded more than 800 adult Scout Volunteers for the Olympic and Paralympic Games as well as a number of benefits for Scouting.

*More information in **Factsheet CP03**.*



What do you think about Growth?

Growth will not happen overnight, it needs policy, strategy from above, but more important the volunteers need to believe that they can make a difference – Growth needs effort, focus and a true belief in Scouting.

4. Conclusion

Scouting has a quality product in its proven Youth Programme and must be able to promote itself effectively if it is to continue to grow as a Movement. A good public image does not occur by chance, it requires a professional approach and careful planning.

A good image lays the ground for targeted communication and concrete results. For growth purposes this means: To attract and retain new publics – be they youth members of specific or all age ranges, or adults for specific positions or in general – we need a mix of communication methods, an effective strategy and an adequate budget.

Make planned communication a part of your growth strategy!

Attachments

Factsheet CP01: What is communication?

Factsheet CP02: Matrix to analyse your communication

Factsheet CP03: Examples of PR events



Factor 6: External Influences

Factor 6: External Influences

1. Introduction

The Scout Movement does not exist in a vacuum. Developments, events and trends in Society affect Young People all over the world. We must all be aware of and responsive to the changes which are happening around if we are to remain relevant to today's Young People. Indeed, we should look to the future to determine where current trends are leading so that we can take positive action now and stay relevant to Young People into the future. We will have to adapt our Youth Programme to ensure we keep the attention of Young People and so that we will succeed in preparing them for the challenges they will face and the roles they will play in the future.

We have defined External Influences as "social, economical and environmental aspects of society that have a reasonable impact on Scouting". The main objective of this section of the report is to raise awareness about External Influences and how we can react to and deal with current and emerging challenges. This section of the report ends with a number of suggestions about how to introduce trend analysis into the strategic work of your Association.

2. How External Influences affect growth

In this section we have outlined some of the more relevant External Influences as we see them from a European perspective. The situation will differ from country to country, so you may find that you have to explore some specific External Influences of your own.

2.1. Demography

Demographic changes and trends in society, for example declining birth rates and increasing numbers of older people, have a long term influence on Scouting's potential to grow. By understanding these trends and what they indicate for the future you can adapt what you do; in particular your Youth Programme, Adult Resources practices, and recruitment strategy; so you may be able to retain and grow your market share.

The youth population in many European countries is shrinking and the average age of the population is getting older.² This makes traditional approaches to recruiting adults more difficult. At the same time, in Western Europe large numbers of people retire while still in good health, even with some working longer. That creates new target groups for adult recruitment.

Since the 60's Western Europe has been subject to immigration. Many immigrants may not yet have developed a loyalty to any particular organised free time activity. Also, attempts to recruit children of immigrants can sometimes fail because their parents may be reluctant to allow their children to spend their spare time in the care of adults from a culture different to their own.

² Time Magazine, Oct 9, 2006, p. 34-35

Factor 6: External Influences

Many Scout Units consist mainly of Young People of the middle and upper classes. Looking at the Leaders, this becomes even more evident. The Movement fails to reflect Society.

Family structures in Europe have changed dramatically the last few decades:

- 13 % of Europeans live alone, and the number is increasing.
- Only 29 % of EU households have dependant children.
 - 49 % of households consist of a couple only (children might have left home)
 - In 2003 there were nearly half as many separations as marriages in Europe



Some consequences of this are that:

- Many adults are living very independent lives.
- Family structures are more complex, potentially comprising children from current and previous relationships.
- Children have to visit parents living apart, sometimes making it difficult to spend weekends on Scout activities.



Timing of Summer camps

Dates of Summer camps shall be fixed in a way that makes it possible for children to spend their holidays with their parents too. Information for parents on the internet is better than letters written on paper, these might be forgotten in the ex-spouse's home.

Due to more mobility in the European jobs market Scout Units may experience Young People and Leaders coming and going more than before. Also, nowadays students may spend one or more years abroad during their studies.

The distractions of other pursuits, increasing time spent commuting, as well as busy work or study schedules is causing many Leaders to have less time for Scouting.



Keeping in touch

→ By keeping in contact with adult members that take a break to have a family, we can get them involved when their kids are old enough to be part of a Scout Group. They may be caught for spontaneous efforts and tasks, or at least taking part in social activities.



Getting parents to help out

→ To minimise the amount of time demanded from a Leader, the Scouts' parents could be asked to help with support functions such as maintenance of Scout hall, fundraising and the like. If this approach proves successful, you may need to appoint an experienced volunteer to coordinate the increased number of helpers.





Factor 6: External Influences

2.2. Youth specific trends³

Nowadays, in many countries, Young People search for, and gain, high levels of personal freedom. Their parents exert less control over them than they would have some years ago. More and more options are available to Young People and they need help to prepare them for responsible decision making.

As Young People yearn to be special, to be the VIP, we must find the balance between being open to all and offering a personal experience to each member. Special events, such as concerts, especially for Scouts can help to create that feeling of being special.

Since Scouting was developed at a more authoritarian time, some aspects of what we do and how we organise ourselves traditionally, may appear unattractive to today's youth. We need to adapt to Young Peoples' needs for personal influence and individualism by having a Youth Programme where the Young Peoples' views are respected and they are enabled to choose for themselves.

Sometimes Young People may appear to be very apathetic and self-centred. To some extent this may be a symptom of the fact that they don't feel at home in traditionally organised activities. Many are also concerned with issues like war, social injustice, the downsides of globalisation, gender, the environment, climate change, and sustainable living. You could use the Scout Method to help Young People express their concerns and political views, maybe even to find constructive ways to work for change. This doesn't mean turning Scouting into a political movement but rather enabling Young People pursue their issues in a democratic and alternative way.

Friends are of great importance to today's youth. To many of them, it seems that parents and other adults are unable to understand their thoughts and needs, not to mention their means of communication. So, it is with their peers that they discuss all aspects of life and explore and learn about current issues and the world about them. Since friends are important, so are social groups: a number of friends but at the same time a source and expression of identity. Scouting is fundamentally an organisation of groups (e.g. Patrols). Friendship is one of the most frequently used words within Scouting. So, let us reach out to already existing groups of friends, let them become a Patrol and find their own projects and goals.

2.3. Social trends related to groups

Nowadays, with an increasing number of options for their leisure time activities, Young People think differently about joining organisations. They are now more inclined to choose something for a comparatively short time, and then change to something else. Long-term commitment to one single activity is becoming increasingly rare.

Factor 6: External Influences



Walk-in Programmes

A Scout Unit in Germany reacted to this trend by establishing open step-in / walk-in programmes. Taking advantage of the trend and using it to show the value of more long-term involvement with Scouting. By communicating to parents and the public that a long-term involvement is expected, the Unit attracts individuals that feel good about being a part of a demanding organisation.



Competition by sport clubs, music clubs and other youth organisations has increased and become more professional during the last few years. Many parents invest a significant share of their income and spare time in caring for their children. Many children participate in several activities a week. On the other hand, a large number of children grow up in families where they are not encouraged to participate in spare time activities; they tend not to be part of any club at all.



Advertising Scouting

A leisure time activity must be fun, but Young People also want to learn new things, they enjoy acquiring social skills and self-knowledge, experience in leadership and organising themselves as a group.
Through well-directed advertisement and information campaigns, Scouting needs not only to promote itself as a "meaningful and inexpensive hobby", but also to point out how knowledge acquired and experiences gained in Scouting benefit its members in their future professional and personal lives.
Find new arenas for introducing Scouting to children, in situations where the children already take part in an activity. In Sweden, introducing Scouting to children who spend some time in a youth recreation centre after school has been very successful in attracting them as new members.

Many adolescents and adults won't take part in activities which are run on a weekly basis. The general opinion is that everybody has less spare time than ten years ago.



A National training scheme for young Leaders

A National training scheme proved successful in Germany where young Leaders were, from the first training onward, asked to define the benefits they were getting from their volunteer commitment. This made it clear to them that can get personal benefit from their involvement in Scouting.



What do you think about Growth?

It is the main challenge that Scouting is facing at the beginning of its second century in Europe!

Maryse, France



Factor 6: External Influences



An idea for a large Association

- Start a long-term project aiming to make the government realise the benefits to Society and the economic value of the work done by volunteers.
- Motivate the government to support those volunteers by granting tax exemptions or other benefits, such as the right to a week's absence from work to undertake volunteer work. Create a National award for volunteers to recognise commitment and vision.
- The prize could be presented at a broadcasted ceremony, giving it a high status and profile. Involve high profile people such as artists, ex-politicians and the like to function as ambassadors. Use the event to inform the public about the benefits of volunteering i.e. obtaining improved leadership skills, gathering project management experience, international friendships, interpersonal skills. This may help you to attract more Young People and adults into the Movement.

The World is getting more globalised and Young People tend to travel more and to have friends far away, in other parts of the country or the World. It is particularly easy to keep in touch now using email and the internet. We can use this to enrich our Youth Programme, but it may also undermine us in an area where we previously had significant strength. Emphasise the international aspects of Scouting, including the use of internet technologies. Offer trips abroad, international projects and work possibilities for foreign Scouts at your Scout camps.

2.4. Government, Legislation and Economic situation

In times of economic difficulty, the government's income decreases and it cuts back on spending programmes. This usually leads to less money being spent on the social/volunteer work sector. Scouting in some European countries are experiencing this at present. Good contacts with the authorities are crucial. Lobbying must be done at local, District and National level. By seeking partnerships with other NGOs we can create greater credibility and increase our chances of getting listened to. Fundraising is an important source of income nowadays.

On the other hand, find a need in the local community and make it yours to fill. Make it a reason for meeting with politicians and civil servants, promoting Scouting and your Group. As a way to make Scouting more relevant to Society, include current topics in the Youth Programme. This can be particularly useful if you manage to incorporate topics that school can not manage to deal with. Some good examples might be; drug prevention, explicit training in social skills, leadership training. Most Associations are already doing this but could probably make it better known to the public, perhaps by offering it in the form of open training programmes.

It is also important to monitor and to seek to influence new Laws and regulations. Legislation on youth activities and youth organisations may have a direct impact on Scouting, and other Laws can also have an effect. For example in Flanders, Belgium, the government decided a few years ago that

Factor 6: External Influences

universities and colleges had to organise exams after every semester. Before some only organized exams at the end of the academic year. As a result, Leaders had far less time to spend on Scouting in December and January.

2.5. Education



Changing between schools and leaving the school system for paid work can cause Young People to reflect on their leisure time activities and maybe to change them. They possibly have less time and so find that they can't take part as regularly as they used to.

Often the frequency of training activities in sport clubs increases as children grow older. This makes it difficult for them to continue to participate in the same number of leisure time activities. New classmates may introduce the Young Person to new activities. So, competition amongst leisure activities increases as Young People grow older.

Targeting recruitment activities at Young People around the age they change schools may be very beneficial. It may help some to stay with their Scout Unit and it may attract others to join.

As entry criteria for jobs gets tougher, there is increasing pressure on Young People to spend long hours studying for good grades, and from a younger age than ever before. If Young People are not allowed to take a flexible approach to participating in the Youth Programme it may become very difficult for some to stay with us. Meetings could be provided at alternative times and flexible schedules could be established. It may be a good idea to locate the Scout meeting place close to the school to minimise the time required to travel between the two.

The educational method in schools has changed and become more pupil-centred with working groups taking on projects. So, Scouting's unique selling points are less obvious, at least harder for parents to perceive. We need to do more to find out what new needs and expectations Young People have and adapt our methods to suit them.

More of European Young People now go to university. They leave smaller cities, and their original Scout Group, and they move to larger towns or cities where the Universities are located. When Rovers or young Leaders move to another town to study you could ask them to help out with the District team or a Scout Unit in their new town.

2.6. Technology and communication

The internet has dramatically increased as a means of communication. A whole generation has grown up doing everything using a computer screen and a keyboard. Social behaviour patterns have changed in such a way that marketing to the generation born in the late 70's and after has to be quite different to have a real impact.



What do you think about Growth?

Darwin said: "it is not the strongest species, nor the most intelligent that survive, but the one that is most adaptive to change!" – Scouting need to be adaptive to change, if we want to grow.

Asa, Sweden



Factor 6: External Influences

During computer entertainment and communication Young People in most cases sit alone in front of a computer, indoors. This has an effect on their health and creates an ongoing debate.



Scouting – Sweden Outdoor Arena

You can market Scouting as an outdoor alternative and a place for socialising in real life. This has been done successfully in Sweden "Scouting – Sweden Outdoor Arena".

The internet exposes users to many different kinds of scams and tricks. The environment in which people live and the skills they need to succeed have changed since the founding of Scouting. We need to teach Young People to be cautious about the Internet, and prepare them to be able to use the Internet without being exploited or damaged by it.

2.7. Qualitative Analysis

There are many professional people who can analyse trends in Society and offer a view of what the future might be like. But the professionals charge very high fees, so it would be good if you can get one to help you for free, as their contribution to Scouting. If not, there is still plenty you can do for yourself.

To be able to analyse trends you will have to gather information. Here are a few tips:

- ➔ Gather and review information frequently. Be systematic.
- ➔ Sort out events which can be seen as different to "how it used to be".
- ➔ Incidents are often symptoms of changes. Discuss and analyse relevant events.
- ➔ Do not take any report at face-value. Find out something about the person who has written it and the person who has paid them to write it.

Factsheet EI01 contains some further tips on how to stay aware of trends and be pro-active.

The following model of how new ideas, concepts and values emerge may be useful to help you to make some decisions about the trends you see in your research:

- ➔ Before an idea reaches the level of public awareness it is known and understood by a small but increasing number of individuals and groups, so called early adopters.
- ➔ At one point, the number of early adopters is so big that mainstream media and the general public get their first knowledge of the idea.
- ➔ Usually it passes like a flare and then it returns later, widely accepted by "all" as common knowledge or even common sense.

Factor 6: External Influences

3. Conclusion

There are many External Influences and their impact can vary a lot from country to country and from place to place. In this section of the report we have outlined some influences, but it is far from complete. What External Influences have in common is that they demand a certain amount of active research and the courage to act. You need to adapt to the current reality for Young People and to anticipate and prepare for future happenings.

It takes a bit of time and effort to be able to consider External Influences and to decide on what you should do about them. So, we all need to take some time to develop our awareness, to study the trends and to make plans to cater for changes which are taking place outside of the Movement if we are to stay relevant to Young People for the future.



Attachments

Factsheet EI01: Considering External Influences



The purpose of growth is not numbers but change – change of society.

Fredrik Torberger, Sweden



General Conclusion

Young People decide to join Scouting and then to stay in the Movement based on the whole of the Scouting experience offered by the Scout Association(s) which they can join. In this way, growth and development of an Association is affected by every aspect of that Association. Because of this, we saw the danger that the work we had to do to produce this report could become bogged down in long discussions around the identification of causes and prioritising these one over the other, rather than actually sharing and developing ideas on how to tackle them.

In fact, at an early point in our work we found that there does not seem to be any one single factor which will make a difference, neither is there a clear priority in factors because reality is different in every association. So we decided to focus our discussions on 6 main factors which seemed to be important. We feel this has helped the work a lot and we hope that it is not viewed as a limiting influence.

A well-delivered Youth Programme at local level is a very important contributor to the growth and development of Scouting. The Youth Programme needs to be fun, challenging, adventurous and exciting. Scouting is "having fun with a purpose". If you want to retain and recruit members, you have to provide a good quality, attractive Youth Programme. So you must update your Youth Programme regularly. Young People should also be able to influence their own programme, to add in activities that they feel excited about, and to take out what they don't like, or have already done. This has to be managed in a way which suits the age and maturity of the Scouts. By including Young People in this way, it's most likely that the programme will appeal to them and that they will enjoy what they are doing and learn from it. In this way, they will want to stay in Scouting. One of the common causes for Young People leaving is that they get bored with the programme in a Section after a few years and so leave before they move up to the next Section. Another cause is that when they move up to the next Section some Scouts find the change too much and they lose interest. The Youth Programme must, therefore, be progressively challenging throughout the age ranges so that the Scouts don't leave prematurely. Then they will make the transition from each Section to the next.

You should ensure that you have enough adults working with Young People in Scouting. Associations need to recruit adults with the right skills and support them in delivering the Youth Programme. Unfortunately, being a good leader doesn't last forever. Young people will not stay in the Movement if their Leaders are not enthusiastic, or are not able to relate to them. At some stage, the time comes for each adult who works directly with the Young People to move on. You can easily lose members if your by Leaders are exhausted and are offering a badly-run Youth Programme. Therefore, each Association should get used to succession planning for their Leaders. Each Leader should regularly be offered options for their future, such as a move to another Section or to a supporting role in the Association.

Successful recruitment campaigns can range from local Scouting initiatives, through collaborative efforts with other organisations locally, to nationwide programmes. An important pre-condition for successful recruitment is your openness to accepting new members. Scouting has its own

culture which is a great strength in that it gives Scouts a sense of belonging and identity. This culture can also seem strange, confusing or exclusive to those outside of Scouting. When recruiting, we should bear in mind the way in which those outside of Scouting might see us and help them to get used to the change so that they stay with us long enough to make a difference.



Good communication is a key aspect of being open to Society. It also sometimes requires targeting specific segments of society. Associations, therefore, must understand very well the audiences they communicate with. This is currently not always the case. We have to differ between external and internal communication and need to learn to use different languages for different audiences. One specific example is that in many cases we fail to realise that female members and male members may respond differently to different types of communication.

Society in itself has a strong influence on the success or decline of our Movement, and this is largely beyond our control. However, we can use these external influences, to our benefit if we recognise and understand them. Young People have a lot more options to choose from today. However if Scouting is able to deal better with new trends in Society and with other external influences than the "competition", we don't have to fear membership loss. Globalisation for example may have positive influences on Scouting as we are a truly international Movement.

One of the external influences that our Movement will not be able to escape is that the European youth population will decrease by 25 % by the year 2050. Membership data is a valuable, often under-utilised, information resource and can tell you a lot about the kind of people who are involved in Scouting. A profound analysis and evaluation of membership data is, therefore, a vital tool for working on growth and development. Taking into account the decline in the European youth population, market share (or penetration rate) should be one of the key indicators in your analysis. Registration of individual members is the preferred method for gathering membership data. Registration involves the gathering of personal data such as name, age, address, volunteering role etc., of each individual member from the moment they join. Associations that are able to track individual members can follow them through their Scout life. They are able to individualise services in order to increase satisfaction as well as ask for direct feedback on programmes or reasons for dropping out. Powerful statistics and individual registration will help you to more easily convince funding authorities and organisations about your Association's social relevance. They can also help you to generate a more reliable income from membership fees, which can help with both budgeting and planning. In this way, good statistics help to increase the overall viability of your Association.

It is clear that managing growth and development of a Scout Association is a complex issue. We have covered some key items in this report and we are aware that there is a lot more we could include. For example, this document has not covered some relevant issues such as, public rela-



"Qualified and motivated leader are a key to growth – growth is a key to qualified and motivated leader."
Thomas Erntalter, Austria



General Conclusion

tions, the impact of Government policy and Legislation, the impact of the Association's management approach and it's organisational structures.

This document is just the beginning of our focus on growth and development, we need to explore the subject further and to do a lot more work on it. We are in the process of launching a new Network to continue this work. The **Growth Network** has been created to enable people from all NSO's to join us in this work, will you join?





Notes

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Masthead



Masthead:

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