

Building Tomorrow's Scouting Today

A Stronger Movement delivering for Scouting's Future

Scouting Ireland Strategic Plan 2026-2029

Our Aim

To encourage the social, physical, intellectual, character, emotional and spiritual development of Youth members so they may achieve their full potential as responsible citizens.

Our Purpose

Empower Youth members as active, responsible citizens through adventure, learning by doing, service and reflection, guided by the Scout Promise and Law.

Our Vision

By 2030 Scouting Ireland is a thriving, inclusive movement where every volunteer feels supported and, every person has access to transformative outdoor experiences and our organisation leads in non-formal education.

Core Values

Integrity	We act honestly and transparently
Respect	We value every person with dignity
Safe	We prioritise safeguarding, safety, care and wellbeing
Empowerment	We enable Youth members to lead and grow
Community	We build connections and serve others

Board Chair Foreword

A Stronger Movement delivering for Scouting's Future

Scouting Ireland has been at the heart of communities in Ireland for close to 120 years. The first Scout troop in Ireland was established in Dublin on 15 February 1908, and as one of the earliest countries to introduce scouting, we have played an important part in the growth of scouting not just in Ireland but globally.

The Scouting Ireland Strategic Plan 2026 – 2029 establishes clear building blocks at both an organisational and movement level. It is the framework which will also guide the Board in its mandate and will ensure that we meet our legal obligations as a registered company with charitable status.

On behalf of the Board, I thank all who contributed to the development of this Strategy – the committee which led its development, the youth and adult members, parents, our

Board and staff and other stakeholders who participated in the national membership survey (1,900+ responses) and attended provincial conference workshops, youth forums and engagement sessions.

Today we are one of the largest youth movements providing non-formal education to over 28,000 Youth members every year who are supported by nearly 10,000 Volunteers throughout the island of Ireland.

As a leading youth organisation, there is a clear responsibility at board level to provide strong corporate governance, effective oversight and sustainable leadership to protect Youth members, support Volunteers and safeguard scouting's longterm impact.

Our vision is ambitious, and it is important. It is achievable with the entire membership, the Board and the Executive committed to working together to implement our Strategic Plan. It's successful implementation will ensure that by 2030 we are a stronger organisation which continues to deliver our Youth members, our Volunteers and for wider society by securing a vibrant future for scouting in Ireland.

The Board of Scouting Ireland welcomes the publication of this new strategy 2026 - 2029, which sets out a roadmap for our organisation to achieve our vision. By 2030 we will be a thriving, inclusive movement where every volunteer feels safe and supported and every person has access to transformative outdoor experiences and our organisation leads in non-formal education.

Aidan Magner

Chair

CEO Foreword

Scouting is the answer, what is the question?

Scouting Ireland is dedicated to enabling and empowering Youth members to realise their potential, through its core values based on the Scout Promise and Law, fostering active citizenship and helping create a better community, society and world.

This sense of purpose is at the heart of our Strategic Plan 2026 - 2029. The aim of this Strategy is to create a thriving, inclusive movement where every volunteer feels supported and valued, every person has access to transformative outdoor experiences, and our culture exemplifies the values we teach. Our ambition is to be Ireland's most inspiring and inclusive youth movement, enabling Youth members to build the skills they need to optimise life's opportunities.

Our aim is to encourage the social, physical, intellectual, and emotional development of Youth members so they may realise their full potential.

The need for our movement has never been greater. Growing up in Ireland today brings new and complex challenges for young people. While social media can be a force for good, it can be a source of harm and the rise of social anxiety and poor mental health among young people is a cause for concern.

We have many strengths - a dedicated volunteer base, strong youth programmes, good governance and robust safeguarding - and most importantly, we are trusted and are valued in our local communities.

These strengths will allow us to capitalise on the growing demand for scouting as a counterpoint to screen time and a growing interest in our informal, outdoor education

method.

Scouting Ireland provides the tools and skillsets needed by our Youth members and Volunteers to navigate and find answers to these challenges in a safe and stimulating environment. We are uniquely positioned to deliver because we are an organisation with Youth members firmly at our centre. We are shaped by our core values and by the confident, compassionate Youth members who lead with purpose and values within Scouting.

I want to thank all those who contributed to the development of our Strategy. As CEO, together with the Executive team, I look forward to working closely with the Board and with our Adult and Youth members to deliver on our Strategic Plan 2026 - 2029, so that we continue to positively empower our Youth members and help create a more inclusive society in the years ahead.

Sean Sheehan

CEO



Where we stand

SWOT Analysis

Strengths • Large, committed volunteer base • Strong national identity & heritage • Robust, quality youth programme • Established governance structure • Alignment with global WOSM strategy • Excellence in Safeguarding	Weaknesses • Volunteer recruitment under pressure • Compliance & admin demands on leaders • Uneven resource distribution nationally • Digital system gaps • Succession planning challenges
Opportunities • Growth in youth participation demand • Increasing interest in outdoor education • New partnership opportunities • Digital tools to support Volunteers • Expanded inclusivity reach	Threats • Funding volatility & financial pressure • Regulatory & compliance pressures • Competition for volunteer time • Changing social demographics • Data security vulnerabilities

WOSM Guiding Principles

Our Strategy aligns with the Guiding Principles of the World Organisation of Scouting Movement (WOSM)

- Continuous Improvement
- Diversity and Inclusion
- Youth Empowerment
- Transparency
- Unity

Four Goals to Guide us to 2030

Everything in this strategy flows from four goals.

These are the things we are committing to delivering together.

1. Strengthen Our Volunteer Community

- Increase volunteer retention by 10% by 2029
- Improve training completion time by 20% through digital innovation
- Launch a formal recognition programme

2. Enhance Programme Quality

- Expand youth-led activities and skills-based learning opportunities
- Grow outdoor, adventure and experiential opportunities
- Build stronger leadership pathways for Youth members

3. Build Organisational Sustainability

- Reduce reliance on membership fees
- Cut the admin burden on Volunteers
- Modernise our digital systems

4. Foster an Inclusive Culture

- Improve communication at all levels
- Increase diversity in membership and leadership
- Strengthen feedback and recognition

Eight Strategic Pillars

We will achieve our strategic goals through eight interconnected Strategic Pillars that together inform how Scouting Ireland will operate and grow

1. Youth Empowerment & Leadership

- Youth Members lead at every level

2. Inclusive & Accessible Scouting

- Scouting is open to everyone

3. Quality Youth Programme & Adventure

- Modern, adventurous, values led

4. Youths & Adults Working Together

- Shared leadership; partnership defines leadership

5. Safeguarding & Wellbeing

- Scouting Ireland builds safe, caring communities

6. Sustainable Growth & Impact

- Growth with environmental and organisational responsibility

7. Modernisation & Digital Innovation

- Technology supports connection and learning

8. Learning, Reflection & Continuous Improvement

- We evaluate, listen & get better

Implementation Review Process

Each year, an Annual Operational Plan will translate strategic goals into specific actions which will be approved by the Board for implementation by Scouting Ireland's management team.

The CEO and the team will review the operational plan monthly to assess progress and identify any barriers to the achievement of the strategy's goals.

The Strategic Plan will be a standing item for discussion at each Board meeting with a review undertaken quarterly by the Board with the management team.

Members will be updated quarterly in Scouting Ireland's enews-letter on progress highlights.

The Strategy's success will be measured against KPI's set at the start of each year in the Annual Operational Plan, and against alignment with WOSM and European Scouting Strategy goals.