



Strategic Plan (2024-2027)

To better promote the Scout Movement in Hong Kong, we are establishing a 'results-oriented' culture that could ignite synergy and team spirit, particularly among the youth. This Strategic Plan will serve as the overarching directive for Scout Association of Hong Kong in the next four years. By setting a common direction with goals for all aspects of planning, promoting youth development, and thus attracting more young people to the Scout Movement, we target to reach a membership of 110,000 by 2027.

The Strategic Plan consists of the following 4 objectives and 10 strategies:

Objective (A) : Become the Best Youth Uniformed Group

Strategy (1) : Expansion of the Scouting Movement

Strategy (2) : Gain Recognition from the General Public

Objective (B) : Whole Person Development and Education

Strategy (3) : Youth Engagement

Strategy (4) : National Education

Strategy (5) : International Connections

Strategy (6) : Diversity and Inclusion

Strategy (7) : Sustainable Development Goals

Objective (C) : Good Governance

Strategy (8) : Implement Good Institutional Governance

Strategy (9) : Provide a Safe Environment

Objective (D) : Caring for the Society

Strategy (10) : Contributing to the Community

We hope that all our members will work together and strive our best to promote the Scout Movement and nurture youth development.

Wilson LAI
Chief Commissioner



SCOUT ASSOCIATION OF HONG KONG

STRATEGIC PLAN

(2024 - 2027)

1 February 2024

CONTENT

FOREWORD

3

OBJECTIVE and STRATEGY

Objective (A) : Become the Best Youth Uniformed Group

Strategy (1) : Expansion of the Scouting Movement 5

Strategy (2) : Gain Recognition from the General Public 9

Objective (B) : Whole Person Development and Education

Strategy (3) : Youth Engagement 10

Strategy (4) : National Education 11

Strategy (5) : International Connections 12

Strategy (6) : Diversity and Inclusion 13

Strategy (7) : Sustainable Development Goals 13

Objective (C) : Good Governance

Strategy (8) : Implement Good Institutional Governance 14

Strategy (9) : Provide a Safe Environment 16

Objective (D) : Caring for the Society

Strategy (10) : Contributing to the Community 17

FOREWORD

As the newly appointed Chief Commissioner of Hong Kong, I am committed to leading the members of the Chief Commissioners' Council to establish a 'results-oriented' culture, focusing on youths, to ignite synergy and team spirit. This Strategic Plan will serve as the overarching directive for the Scout Association of Hong Kong (the "**Association**") for the next four years, setting a common direction and goals for all aspects of planning, promoting youth development, and attracting more young people to the Scouting movement.

First, we will lead the Association by adopting a 'results-oriented' approach. It transpires that we will focus on achieving tangible results, rather than just going through the motions. We will set clear goals, define performance indicators, and take practical actions to achieve the same. This will allow us to focus on actual outcomes, in order to drive the Scout Movement in Hong Kong forward with the target of reaching a membership of 110,000 by 2027.

Second, Scouting is a Movement for young people. We will put youth's needs and interests as our first priority. We will actively listen to the voices of young people, understand their expectations and preferences, and provide them with more meaningful activities and opportunities. We will encourage youths to participate in the decision-making process of the Scout Movement and create an environment rich in growth and development opportunities. By understanding their needs, we will strive to enhance their leadership abilities and team spirit, preparing them to be our successors.

Furthermore, we aim to create synergy and team spirit, by encouraging cooperation and collaboration between different teams, promoting the sharing of information and integration of resources. We will foster an open culture of communication and collaboration, encouraging mutual support among team members. Through our collective efforts, we will be better equipped to meet challenges, overcome difficulties, and achieve greater successes.

This Strategic Plan provides clear direction and objectives for the Association's development and will formulate specific plans and measures to advance youth development and attract more young people to the Scout Movement. We will actively cooperate with Government Departments, large institutional partners, schools, and families to offer a wide range of training and activities for young people, nurturing their leadership, teamwork, and sense of social responsibility.

I am confident in the new challenges ahead and believe that with the joint efforts of all members of the Association, we can lead the Hong Kong Scout Movement on a new journey. Let us seize the moment, respond positively to change, and do our utmost to advance the development of Scouting in Hong Kong. Through our efforts, young people will be able to grow and develop through Scout training, becoming future leaders and pillars of society.

A handwritten signature in black ink, appearing to read 'Wilson Lai', with a stylized flourish at the end.

Wilson LAI

Chief Commissioner

Objective (A) : Become the Best Youth Uniformed Group

Strategy (1) : Expansion of the Scout Movement

- **Membership Retention**

- 1) Research on and formulate membership growth strategies, and plan and implement "New Leaders Matching Scheme" to recruit and retain scout members.
- 2) Review the sectional training programmes and materials and make appropriate amendments to provide members with progressive basic skills training, cultivate leadership and teamwork, promote environmental awareness and community service, encourage adventure and challenges, inspire innovation and creativity, and develop personal character and values for comprehensive growth of youth members.
- 3) Optimise the content of the "Leaders Wood Badge Training Scheme" by digitalization, shortening class time, and completing the course in a more effective manner. Through a designated learning platform, participants can undertake online learning and access materials at any time. This approach would allow the learning process to become more flexible and improves the efficiency of learning and completing the Wood Badge Training.
- 4) Streamline administrative procedures to alleviate the administrative burden of scout groups or branches. For example, simplify the audit process, the procedure for enrolling in training courses, and use information technology to handle repetitive tasks, thus improving efficiency. At the same time, optimise internal communication and collaboration to make administrative work more efficient and focused.
- 5) To better understand the needs of frontline leaders and youth members, visit scout groups more frequently to strengthen communication. Such exchanges help the Association or Regions provide better support and resources, ensuring that youth members receive the most appropriate training and development opportunities.
- 6) Enhance the content of "Group Meeting Kits" to help new frontline leaders lead troop meetings easily and to groom more frontline leaders with rich Scouting knowledge and skills
- 7) Strengthen the promotion of the Association's adventure training activities to schools and external organisations, allowing youth to experience outdoor adventures, cultivate teamwork and leadership skills. Through challenging

themselves and overcoming difficulties, young people would build up confidence and resilience, and learn problem-solving. Such training contributes to the physical and mental development of youth, fostering their creativity and innovative thinking.

- 8) Provide diverse and high-quality training and performance platforms for Scouts interested and talented in performing arts, such as theater, dance, and music, to inspire their various talents and take them to the next level in the field of performing arts.
- 9) Conduct a large-scale research to explore the impact of Scouting on the character development and value shaping of youth, in order to establish a solid foundation for personal development.
- 10) The review of the employees' structure is an important issue. Through a comprehensive review, the grade structure can be ensured to meet modern needs, promoting fairness and efficiency. The review should consider whether job positions and salary levels are reasonable, as well as whether promotion and training opportunities are fair. It should also pay attention to staff professional development and job satisfaction to enhance the overall performance and competitiveness of the organisation. Such a review can help the association establish a stronger and more attractive staff grade structure.

- **Membership Expansion**

- 1) Continue to implement the recruitment programme for leaders and parent leaders, enlisting individuals with leadership potential to participate in the Scout Movement, lead troop meetings, organise activities, and work closely with the Scout groups. This represents an excellent opportunity to demonstrate influence and create a better future for young people by achieving the common goals of non-formal education.
- 2) Continue to recruit individuals from ethnic minority groups to join the Scouts to achieve the notion of diversity and inclusion. Through participating in various activities together, they can build friendships and common values, and learn mutual understanding and respect. The Scout Movement provides equal opportunities and promotes cultural exchanges.
- 3) Promote the development of Extension Scouts (Scouts with disabilities). Extension Scouts are the key to diversity and inclusion. Scouts with or without disabilities are offered the opportunity to explore nature, learn skills, and develop leadership through mutual help and respect. Scouts with special

needs demonstrate unity and the unique value of each person, showcasing the positive prospects of an inclusive society.

- 4) Strengthen connections with tertiary institutions, large housing estates, and community centers, with plans to establish new Scout groups. Through these connections and activities, we aim to provide young people with a vibrant environment for growth, fostering their leadership, team spirit, and sense of social responsibility. This will help to build closer community ties and promote the comprehensive development of young people.
- 5) Attract more individuals to join as lay members in order to allowing the Association to establish a more diverse talented manpower pool.

- **Implementation of Partnership Programmes**

- 1) Actively collaborate with different major organisations to build up close partnerships with the goal of establishing Scout groups. Through such cooperation, we target to attract more young people to participate in the Scout Movement, whereby they can learn leadership skills, teamwork, and personal growth, which will provide them with valuable experiences and opportunities for their development growth.
- 2) Continue to cooperate and communicate with Government Departments and uniformed groups, which helps to establish effective channels of communication, promote mutual understanding, and coordinate collaboration. The said cooperation is capable of achieving an increase in resource sharing, improving efficiency, solving of social problems together, and to achieve common goals. By supporting each other and sharing information, a more stable and positive society can be built.

- **Improvement of Facilities**

- 1) There will be electric vehicles charging facilities available at the parking lots of the Hong Kong Scout Centre to promote eco-friendly driving, improve roadside air quality, and support the government's goal of achieving carbon neutrality by 2050.
- 2) Review and optimise the facilities in the various activity rooms at the Hong Kong Scout Centre to accommodate the needs of Scout activities and training, to allow members to learn and interact in a comfortable and practical environment.
- 3) Establish a canteen at the Hong Kong Scout Centennial Building, striving not only to create a comfortable and convenient dining environment but also to

consider the diverse dietary needs of Scout members. The canteen will provide convenient food options and a variety of tasty and healthy meals, ensuring that Scouts can enjoy good food during training sessions or activities.

- 4) Review the development and application of the campsites at Fei Ngo Shan and Tung Tsz with a view to commence a redevelopment thereof. The goal of which is to reassess the existing application system and campsite facilities to increase efficiency and provide a comfortable and safe training environment for Scouts.

Objective (A) : Become the Best Youth Uniformed Group

Strategy (2) : Gain Recognition from the General Public

- **Branding and Image**

- 1) Regularly meet with the media to maintain good relations and promote a positive image of Scouting. By leveraging the power of media, we can share the exciting moments of Scout activities, and emphasize the development of youth leadership, national identity, and a sense of social responsibility to the public. Such publicity helps attract more young people to participate in the Scout Movement and enhances the community's recognition and support for the association.
- 2) Through diversified platforms and Scout Ambassadors, we aim to effectively promote the image and training methods of the Scouts. Also, we aim to share Scout activities and educational resources suitable for different age groups on social media, and provide more in-depth training information and interactive experiences through websites and applications. In addition, we aim to produce various promotional videos to let more people understand the value of participating in the Scout Movement and invite media coverage to increase public attention to the Scout Movement.
- 3) Recruit members for the Hong Kong Scout Band, being a professional team that can train young people of their teamwork, leadership, and self-discipline. Joining the Scout Band is not only about learning to play an instrument but also about learning mutual respect and discipline. The Band needs more young people to join and pass on the positive values and spirit of the Band through music.

Objective (B) : Whole Person Development and Education

Strategy (3): Youth Engagement

- **Youth Engagement**

The Chief Executive's Policy Address highlighted that the Government will strengthen youth participation in public affairs, and "Youth Engagement" is also a development policy actively advocated by the World Organization of the Scout Movement. To enhance youth participation and to encourage suggestions and implementation from young people on the Association's youth-related policies, strategies, and measures, the Association is now establishing a "Youth Affairs Advisory Council". This allows youth members to participate in organizing large-scale events and express their views on issues they care about. By involving young people in the planning and organisation of activities, their sense of belonging and responsibility will be increased, this is what we called learning by doing. The Association will also listen to the voices of young people, giving them space to freely discuss and express their opinions, gaining insight into their thoughts and needs. We hope that through multifaceted communication with the youth, we can build an energetic Scout Association together and future leaders can be nurtured and developed.

- **Youth Forum**

A "Youth Forum" will be held in 2025, inviting local and international speakers, as well as local uniformed groups, overseas Scouts, and mainland youth to participate. This will be an inspiring and international exchange opportunity and platform for youth to grow and learn.

Objective (B) : Whole Person Development and Education

Strategy (4) : National Education

- **Strengthen National Security Education**

To support "National Security Education Day," the Association will organise activities relating to the promotion of national security, which aim at enhancing the awareness and understanding of national security among Scout members and the public. These activities will include online promotions, carnivals, exhibitions, and more, with the hope of facilitating the teaching and promotion of national security core values.

- **Promote Chinese Culture**

The Association signed a memorandum of cooperation with the Hong Kong Palace Museum in 2022 to engage in the "Carrying the Cultural Tradition Forward Programme". Through learning and serving, the participants will gain a deeper understanding of Chinese culture, art, and history, enrich their knowledge of cultural and artistic appreciation. It is expected to continue through this cooperation to bring more exciting cultural experiences to young people.

- **Promote Chinese-Style Foot Drill**

The Association will establish a "Foot Drill and Flag Guard Squad" of no less than 40 people within 2024, dedicated to training in Chinese-style foot drills and flag-raising skills, ensuring that Scout members can confidently participate in flag-raising ceremonies and large-scale performances. The establishment of this squad aims to prepare for future important occasions, demonstrating the Scouts' professionalism and team spirit.

- **Participate in Exchange Activities with the Mainland**

Continue to implement various mainland exchange and internship programmes, allowing Scouts to personally understand and experience the culture of the Mainland.

Objective (B): Whole Person Development and Education

Strategy (5) : International Connections

- **Participate in International Events**

Encourage Scouts to participate in international exchange activities, conferences, youth forums, and jamborees to broaden their horizons, understand different cultures and values, and develop and enhance international cooperation and communication skills. Such experiences enable Scouts to be a person with open mind and to appreciate diversity and inclusion, to contribute to the promotion of world peace, understanding, and friendship.

- **Host International Scout Conferences**

Facilitate the hosting of international Scout conferences, providing a platform for Scouts from around the world to exchange and learn from each other. We aim to organise a variety of exciting activities that promote friendship and cultural exchange. If we are to host the said international scout conferences, it will certainly provide a memorable experience for local Scouts to allow them to make use of their potential to gain valuable experience.

- **Organise the Hong Kong Scout Jamboree**

Actively prepare for the Hong Kong Scout Jamboree whereby international Scouts and mainland youths will be invited to participate and to build friendships together. The jamboree will provide an unforgettable opportunity for Scouts and young people from different countries to communicate, learn, and grow with each other. By planning a variety of activities, challenges, and training, it is expected that participants will establish a good friendship and enhance cross-cultural exchanges during the camp.

Objective (B) : Whole Person Development and Education

Strategy (6) : Diversity and Inclusion

- **Develop a Culture of Diversity and Inclusion**

Continue to actively promote a culture of diversity and inclusion. Through education, publicity, and activities, Scout members shall learn to respect, include, and understand one another better. Providing equal opportunities and resources, eliminating discrimination and prejudice, and building a society that can accommodate a variety of backgrounds and viewpoints are the keys. This requires the cooperation of the Government, the Association, and the community to ensure that every Scout can learn and grow in a diverse and inclusive environment.

Strategy (7) : Sustainable Development Goals

- **Promote Sustainable Development Goals**

The strategic objectives for promoting sustainable development include: reducing carbon emissions, improving energy efficiency, protecting biodiversity, promoting energy-saving development, strengthening environmental protection, and enhancing sustainable education and awareness.

Objective (C) : Good Governance

Strategy (8) : Implement Good Institutional Governance

- **Risk Management**

- 1) To ensure the adaptability and effectiveness of policies, we will continue to regularly review the guidelines and conduct risk management. This means that we shall not only regularly update the policies to adapt to new situations or developments but also evaluate from time to time potential risks and to develop corresponding response strategies. Such regular assessment and risk management will ensure that the Association's policies are maintained in the rapidly changing environment.
- 2) Continue to conduct internal audits, the importance of which cannot be overlooked. It provides an opportunity to examine the implementation and operation of the Association's policies. At the same time, it is also a key tool for assessing and improving internal control systems and project processes, helping to reduce risks, increase efficiency, and promote the long-term development and success of the Association.
- 3) Reviewing and revising information technology security is a critical task. By regularly reviewing system vulnerabilities, updating firewalls and encryption technologies, and implementing strong authentication measures, information security can be enhanced. Also, continuous monitoring of network traffic and unusual activities, and providing stakeholders with educational training, can help prevent social engineering fraud and cyberattacks. It is only through continuous review and revision can the effectiveness of information technology security be ensured.
- 4) Reviewing and revising the personal data privacy policy statement, if necessary, is the Association's commitment to protecting members' personal data. Regularly reviewing and updating policies will ensure compliance with the latest laws and standards. The Association is committed to protecting user privacy and actively promotes relevant policies, enhancing transparency by clearly explaining the purpose and use of data collection, allowing stakeholders to understand their rights and choices. The Association will continue to strive to strengthen security measures to protect the privacy and confidentiality of personal data.
- 5) To continuously implement the best practice guidelines of the Global Support Assessment Tool (referred to as "GSAT"), the Association will continue to adhere to the guidelines, review related policies and implementations to optimise overall strategies and operations. This will include regular review of the

applicability of policies and making revisions based on the latest best practices. At the same time, to assess the effectiveness and impact of implementation and make necessary adjustments. This continuous review and improvement will ensure that the Association can meet the quality standard of GSAT in the best possible way and for achieving excellent results.

- 6) Utilizing information technology to optimise file management across branches and departments is the key to improving efficiency and reducing costs. Through digitization and cloud storage, files can be easily accessed and shared, facilitating collaboration and communication. Automating workflows and file categorization systems can improve the efficiency of file retrieval and organisation, and sensitive information can be protected through encryption security measures. Such optimization can help to save time, conserve resources, and enhance the operational efficiency of the Association.

- **Financial Governance**

- 1) Regularly reviewing and revising financial guidelines is an important part of good institutional governance. Regular reviews will allow the Association to ensure that the financial guidelines are consistent with the latest laws and actual environment. Revisions will also ensure their effectiveness and adaptability. Such practices will help to improve the transparency and compliance of financial operations, consolidating the Association's credibility.
- 2) Continue to conduct financial planning is a key strategy for the Association to maintain steady resources for its development. By regularly reviewing and updating financial goals, operating capital can be optimised and financial risks can be reduced. Focusing on long-term growth, responding to market changes, and adjusting investment portfolios are key to ensuring financial stability and achieving the association's goals. The continuity of financial planning can provide a stable financial foundation for future development of the Scout Movement.

- **Effective Resource Utilization**

Establishing a resource-sharing platform, such as group meeting kits, training materials, and supplies, can help to promote collaboration and resource sharing within the Association. Such a platform can provide a centralized resource library that allows scout members to easily access and share relevant resources. By sharing group meeting kits, the organisation and execution of group meetings can be made more efficient. The sharing of training materials helps in the enhancement of knowledge transfer and leader development. Additionally, sharing supplies can save costs and effectively enhance the use of resources, bringing greater value to the Association.

Objective (C) : Good Governance

Strategy (9) : Provide a Safe Environment

- **Formulation and Implementation of Policies and Rules**

The formulation and implementation of policies and rules are key to ensuring the effective operation of the Association. This includes researching, formulating, and evaluating policies, and ensuring their legality and alignment with the needs of stakeholders. Implementing policies requires establishing effective supervision and enforcement mechanisms to ensure the smooth implementation of policies and the achievement of intended goals. At the same time, the establishment and enforcement of a code of conduct will help to maintain order and ethical standards within the Association, ensuring fair, transparent, and responsible operations.

- **Safe Activity Environment**

Adhering to the mission of providing a safe activity environment for members, the Association will firmly enforce the "Safe from Harm Policy" by not tolerating any bullying or behaviors that will be detrimental to the health or growth of youth members. Efforts will be made to create a safe environment for members to conduct scouting activities and training. Mental health awareness is also an issue of concern to the Association. To protect the mental health of members, the Association will organise related workshops and activities, dedicated to helping members to grow up healthily.

Objective (D): Caring for the Society

Strategy (10) : Contributing to the Community

- **Emergency Aid and Assistance**

To encourage scout involvement and assistance in the rescue work of emergency incidents, the Association is preparing to establish a "Scout Special Response Team" to provide members with various types of rescue-related training, such as land and water search and rescue, rope skill rescues, drone support, and incident command, to participate in emergency rescue efforts. One of the key development items is the use of drones to assist in rescue operations. Once the scouts are professionally trained in drone operations, they can use aerial photography to search in natural disasters or mountain and wilderness accidents, assist land or maritime rescue units in assessing disaster situations, deliver necessary materials into areas where transportation has been disrupted, thereby enabling land or sea rescue units to provide more effective support services.

- **Community Service**

A "Scout Service Team" will be established with the aim of cultivating leadership skills, team spirit, and a sense of social responsibility in scouts through scout services and activity projects. Members will be encouraged to participate in environmental actions and community services to develop their character and self-confidence. The "Scout Service Team" will nurture scouts to become good citizens, make positive contributions to society, and establish a good image.