



Challenge Makes Change

DE BRINK

VVKSM SCOUT CENTRE, HERENTALS, BELGIUM

12-16 OCTOBER 2005

CONFERENCE REPORT

Conference Report

The aim of this report is to give an overview of the content. This report has been produced by Mark Knippenberg WSB-EO/Kandersteg International Scout Centre. We would like to thank all the organisers of plenary and cornerstone sessions, and all participants that have given us written or verbal reports from workshops. Without this input we would not have been able to write this report. All participants will receive a CD with this report and more detailed information such as the evaluation, pictures and several PowerPoint presentations on it. If you are interested in receiving this CD please contact:

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Aim

The aim of the European Scout and Guide Centre Managers' Conference is to strengthen and develop co-operation among Scout and Guide Centres and to facilitate strong working relations between the staff of those Centres.

Conference Programme

A planning team comprising of Pit Kallmeyer (Pfadfinderburg Rieneck, Germany), Hans Sonneveldt (Scout Centre Rotterdam, The Netherlands), Peter Meulendijks (VVKSM De Brink, Belgium), Doreen Henry (Pax Lodge, United Kingdom), Lars Bo Petersen (Stevninghus, Denmark), Damien O`Sullivan (Larch Hill, Ireland), Miriam Herzberg & Ali Davis (Kandersteg International Scout Centre, Switzerland) and Mark Knippenberg (World Scout Bureau-European Office, Switzerland) were responsible for the organisation and running of the Conference, assisted by the staff at VVKSM Scout Centre De Brink and VVKSM Headquarters Staff.

Because the hosting country was Belgium, also known as the capital of the EU, the programme had an European flavour to it with a visit to the EU Parliament, a presentation from the EU Agency for Health & Safety and a joint presentation by Heather Roy (WAGGGS Europe) and Mark Knippenberg (WSB-EO) about the future of WAGGGS and WOSM in Europe. The important pillars of the conference are the "Cornerstones" sessions (aim to treat issues of fundamental interest for Scout & Guide Centres and to do this in smaller groups to allow interaction and discussion between the participants) and the workshop sessions (sharing experiences between centres). The plenary sessions were on Challenge (present and future) and Change and Speakers Corner. We ended the conference by presenting future challenges and the introduction of a buddy system. The system promotes the coaching of Centre Managers by other Centre Managers in the coming two years on topics they discussed with their selected 'coach'. Last but not least, VVKSM organised a 'Belgian Spectacle' for the closing evening.

Opening of the Conference

After a short introduction, Peter Meulendijks welcomed everybody to the 9th European Scout and Guide Centre Managers' Conference. He expressed his excitement about finally meeting all the people. In spite of some last minute cancellations, there were a total of 60 people representing 41 Centres in 17 countries.

As the keynote speaker for the opening, David McKee (Director European Scout Office) looked back at the time he was a volunteer head warden in Northern Ireland and how that helped him in his present position. He was also very happy to see that there was a good gender and age balance among the participants of this Conference.

After the welcome ceremony, the participants had time to unpack, make a guided tour through the Centre or prepare their presentation for My Centre, My Country, which filled our first evening together.

Theme Introduction "Challenge Makes Change"

The keynote speaker for the introduction was Dimitri VanUytfange, member International Team VVKSM. In 2003 VVKSM organised their first international camp called 'Flamboree' and it was also the biggest international camp ever held in Belgium. Dimitri gave an insight on the challenges met during the preparation phase and the actual camp phase. Did all these challenges make a change for VVKSM? The answer is yes, VVKSM is now more international focused and has found a new spirit and drive among all of its members. Something the participants clearly recognised during the Conference. After this stimulating introduction to the theme all participants had to face some very challenging games outside.

"You need to find the Challenge in the Change."

"By finding the challenge, the change will be positive and easier to go for."

"Just concentrate on the challenge and the change will follow."

Hans gave the participants 3 challenges in different games.

The TV reporters that were invited by De Brink just arrived and made a nice report of the conference.



After this session, the conference photo was taken.



My Challenge

In order to bring the theme into the minds of the participants all were asked to prepare a flipchart before they came to the conference. They had to answer the following questions:

1. What was your Centre's biggest challenge in the last few years?
2. How did you address this challenge?

With their input a presentation was prepared to show the results in plenary.

It was found that there were three common threads – People, Finance and Buildings. These subjects were expanded upon.

Time was then given for all participants to read all the flipcharts that had been handed in. The three common threads were then used for an Open Space Technology Exchange. Each thread title was written up, with two sentences to stimulate discussion. These were;

PEOPLE - Paid staff are less motivated than volunteers? The more staff, the more problems?

FINANCE - I love financial matters? Everything has a price, can we afford it?

BUILDINGS - Are building health and safety regulations killing our centres? Scout centres should be atmospheric?

A report-back session was held, some of the conclusions reported back were:

Ethical Consumerism – has it a place in Guiding and Scouting Centres, Legislative changes can improve centres and a good atmosphere is essential!!!

Workshops

A total of 12 workshops were run by participants over 2 different sessions on Thursday. Subjects were as proposed by the participants who ran the workshops:

1. Dealing with Change, by Damien O'Sullivan (IE), Larch Hill

A well-presented and informative session delivered by Damien outlining the steps for dealing with change. We were given practical challenges where we worked in groups to plan how to manage change.

We learned...

- ◆ Implications of change must be clear because a lack of clarity brings resistance.
 - ◆ Communication is essential
- But, most of all....
- ◆ Be patient - change takes time!

2. Solidarity markets, by Pascale Lartigue (FR), Becours

A workshop about a solidarity market in the Scout and Guide Centre of Becours, France. The first very impressive fact is that the Centre was opened for this market which takes place once a month. In the rural area of Becours it is developing to a chance to sell regional and fair trade products. This market is also a market for music and performance. The Scout Movement and the centre are showing responsibility for neighbourhood, environment and community development.

3. Volunteer work and how to obtain the volunteers, by Elin Edda Seland Agustsdottir & Ingvil Heggen Stoa (NO), Ingelsrud

The workshop started with a short presentation of the Scout Centre Ingelsrud and how we run the Centre based only on volunteer work. We then presented the difficulties and the positive aspects of using volunteer labour using our own statements. The participants were encouraged to debate upon the issue of dealing with volunteer staff, recruiting and obtaining volunteers and the issue of rewarding, sharing their own experiences.

This being our first time to run a workshop we see that we have a lot to learn. Encouraging and leading a discussion being the most important. It was difficult to get all participants active. We should have been more prepared for the differences between the scout centres and the different attitudes towards the volunteers.

All in all we have the impression that our workshop was satisfactory, but sadly not excellent.

4. City of Axis, a model for communication, by Ingeborg Agterberg van Dijk (NL), Scout Centre Buitenzorg

What are the commonalities between Lions, Dogs, Capricorn, Hawks and Owls? - OK, OK, they are all kinds of animals, but now different Centre Managers from all over Europe know that these beasts are also inhabitants of "The City of Axis".

A workshop with this title was held by Ingeborg and she presented a very interesting model to visualise communication processes present in every kind of team, like school classes or staff teams at Scout and Guide Centres. Of course, it's very difficult to summarise the content of the workshop comprehensively in such a small article, but I will try a short description. The model distinguished six different ways of communication between a group, which are mutually depending on each other. So there are three "zones" containing the six attitudes like "Giving", "Accepting", "Keeping", "Releasing", "Attacking" and "Resisting". These zones are describing the human communication process in an abstract way, but they are applicable to visualise basic behaviour patterns in human communication processes.

During the warm-up phase, the participants had to play some funny games to get in contact. Afterwards, Ingeborg asked for example problems in their Centres based on communication problems, so they can learn how to use the previously explained model for visualising the different attitudes rising up during a discussion. The participants noticed that these attitudes are changing in seconds and that they have to talk slowly and move fast in the "Rose of Axis".

All in all, it was a funny, interesting and useful workshop for all Centre Managers joining the workshop, especially for those who have problems communicating with staff members from other countries.

5. Job Descriptions, by Manfred Strecker (DE), Pfadfinderburg Rieneck

This workshop provided some basics and examples of good practice for producing job descriptions as a basis for a fair relationship between a centre and its paid staff. It provided a starting-point for a human resources policy and a step towards quality.

6. Fundraising, by Eric Knochenhauer (SE), Väassarö

This workshop looked at how you can write applications for funds in order to enhance your chances of getting funding for your projects – where to go for funds, preparation needed and practical tips and examples.

7. Scouts of the World, by Andreas Kläger (CH), Kandersteg International Scout Centre

This is a programme made by WOSM for 15-26 year old youth. The subjects in this programme come from the UN Millennium declaration that identifies 3 main challenges for the future.

- Peace, security and disarmament
- Development and poverty eradication
- Protecting our common environment.

The programme consists of several elements of training and taking action in a project. The programme is run by a Scouts of the World base that could be a scout or guide centre. If a centre wants to become a Scouts of the world base they need to apply for it to the World Scout Committee and there are certain demands that have to be met.

Kandersteg was a test centre for this programme but have not yet decided if they want to continue with it. The programme is running in a few places around the world.

One of the questions raised by the Centre Managers was how the programme is promoted and who should do this. The Scouts of the World bases or....???

For more info see www.youthoftheworld.net where programme material can be downloaded.

8. Involving scouts in voluntary centre work, by Thomas Kirkeskov (DK), Naesbycentre

This workshop described the set up at Naesbycentre. The Centre uses volunteers called Naesbyfolk. The volunteers are trained and run most aspects of the Centre. Volunteers must apply to be Naesbyfolk. There are currently around 100 Naesbyfolk. A lot of the organisation is by website. There is a strict code of practice that they work to.

9. Funding and building a new residential centre, by Dianne Bollom (GB), Girl Guiding UK

This was a workshop about the funding and building of 3 new residential centres in the UK. They needed 1.5 million to build it. The manner of doing this enormous job was planning.

1. They were making a case...

- ◆ Do we need this project and why
- ◆ Who will be responsible
- ◆ What will it cost
- ◆ Who will benefit
- ◆ What is the expected time scale

2. Building a Committee

- ◆ Start with a big name
- ◆ Who will find the rest of the Committee
- ◆ Networking is at the heart of a good Committee

Now you can start. Agree a strategy and stick to it. It was good to hear how they were doing the whole process. We have got a lot of information to build a new centre of our own now.

10. The Green School in Perkoz, Debski Roland (PL), Perkoz Scout Centre

After getting to know each other in a few little games, Roland presented to us the "Green School of Perkoz". It is a project at Scout Centre Perkoz since 1999 run by the Polish Scouts with the aim to give ecological education to young people, mainly school classes. This education is done in three ways:

1. Didactic activities in the field;
2. Activities in the field calling attention to the beauty of nature;
3. Integration evenings by a bonfire or in a disco.

The number of participants is rising every year – from 700 in the beginning to 1,900 in 2004. As the education is done in a very "Scouty" way, the project is also a good opportunity to show young people how Scouting is working and to get more young people into Scouting. The workshop ended with another game.

11. Sustainable development – is this relevant for Scouts and Guides? by Ingeborg Agterberg (NL), Buitenzorg and Torben Stenstrup (DK), Naesbycentret

This session started with an introduction to the past and present environmental work that was and is done by Naesby Centre and Buitenzorg. Two very different Centres with very different approaches, possibilities and actions.

The session then continued with building a mind map where we discussed our present environmental work and what we would like our Centre to become in ways of environmental awareness and actions. We discussed positive and negative things that might influence the work toward our dreams and also actions that we could take to try and overcome any obstacles to make each Centre a leading centre with regards to recycling and sustainable development.

12. Marketing and Communication!!! ... do you know your target group? By John Boll (DK), Houens Odde

Topics = Customer, Product, Branch, Campaign, Finances, Media

Clarify = What is the difference between Public Relations and Marketing/Agitation?

The customer: Who he/she is? What are their interests? Who is the decider? What he/she really will have?

The product: What is our product, what kind is it? Do we reach the expectation? What kind of quality can we offer? Who are the competitors?

The branch: how my product will be identified? Why is it remarkable? Why is it unexchangeable?

The campaign: Who we are? To whom will I talk? What are my aims? To what will I bring certain expectations, accommodation or programme?

The media: How I will inform about the product? Mails, internet, leaflets, telephone, SMS, handouts, newspapers, magazines....

Finances: What is my plan? What is my budget? Where I get the money from? What I need at least to produce the product? Do I have to compromise? What are my priorities?

Homework: What is my task? Who is my customer? How much money I spend? What was my result? EVALUATION!

European Update, by Heather Roy (Director WAGGGS Europe) and Mark Knippenberg (Director Adult Resources WSB-EO).

The aim of this session was to bring people up to date with what will happen at European level in the run up to the 2007 Conference. This was done by giving information first about the current situation in WOSM and WAGGGS, the different projects, the joint operations (such as this Conference) and where the Regions want to go in the future. Important is the upcoming European Conference in Croatia in Spring 2007. After this information was given, participants had the chance to ask questions of clarification or for more information. The joint PowerPoint presentation used for this update is provided to the participants on the CD-rom.

My Centre, My Country

On the first and second evenings the participants were invited to present their countries and Centres. All Centres from the same countries had a chance to work together on their country presentations. Both evenings were very enjoyable and to run this evening on two different nights gives everyone a chance to both have a look around and present their Centre and country. This event gives participants the opportunity to become more familiar with the other Centres and to taste some of the different specialities from the various countries.



Brussels

On Friday the Conference travelled to Brussels to experience more of the European flavour of the conference. First on the agenda was a visit to the European Parliament, where we had a short talk about some of the work done. Then the participants moved on to the Headquarters of SGP, the French-speaking Association in Belgium, where there was a presentation from Brenda O'Brien, the Brussels liaison officer for the European Agency for Health & Safety at Work (the presentation can be found on the CD-rom). We then had a walking tour through Brussels and visited a traditional brewery before heading to De Kluis, another VVKSM centre. Here we had a dinner and a tour of the Centre before travelling back to De Brink.



Cornerstones of our work at Scout and Guide Centres

These sessions treated fundamental aspects of running Scout and Guide Centres and were run in smaller groups in order to allow the participants to take an active part and ask questions. Each session was run twice.

1. 2007 Centenary celebrations - Nicky Gooderson, WSB

In this cornerstone session, Nicky introduced the world-level celebrations for 2007. Many Centre Managers were not aware of projects that are planning for the Centenary celebrations. Participating Centres who have projects planned, such as special camps, talked about the planning and preparations involved. The projects **Gifts for Peace** and **Scouting's Sunrise** were discussed and participants brainstormed ways that Scout and Guide Centres can become involved in these and other national projects.

2. Fundraising - Mark Knippenberg, WSB-EO

In this cornerstone session the participants were introduced deeper into the fundamentals of Fundraising by discovering different forms such as the traditional forms but also by looking into legacies, major grants and sponsoring. The theory was highlighted with successful and less successful examples from inside and outside scouting, both by Mark and the participants.

3. Working with Volunteers - Miriam Herzberg, Kandersteg International Scout Centre

In this cornerstone session the participants were introduced to all needed actions and decision that have to be taken when you want to work with volunteers. We started at the moment the decision is taken to work with volunteers to the moment they leave the centre again. Themes discussed were: knowing what the centre needs, transparency about expectations, recruitment and assessment, coaching and support, rewarding, safety and legal issues and departure. The participants also shared their feelings about working with volunteers, what makes it inspiring and what challenges them as managers. This cornerstone session was held twice.

4. Time Management, by Mark Knippenberg, WSB-EO

In this cornerstone session participants shared why they were attending and where their major challenges were in the area of Time Management. After the sharing, Mark took the participants through the different steps of Time Management such as: prioritising, 'one touch', know your limits, be able to say 'NO' in a constructive and decisive way, what classical time wasters are and how to tackle them, etc.

5. Importance of Scout Centres for the development and growth of National Organisations - Nick Parker and Sally O'Neill

This cornerstone session looked at the following questions....

- ◆ Are the needs of Associations and our customers the same?
- ◆ How can Centres support the growth and development of Scouting and Guiding?
- ◆ How can we strengthen relationships between Centres and Associations?

Participants looked at each of these questions and discussed ways in which Centres and NSO's can strengthen their relationships.

Speakers Corner

The aim of this last session of the Conference was to bring the final thoughts together and give everyone an open forum with the possibility to bring up subjects they would like discussed.

- **Community Service, Birgitte Rose, (DK)**

In Denmark there are two interesting areas for people to do community service with Scout Centres:

a) For those who do not wish to do their Military Service there is an option to do Community Service and this can be done in some instances at Scout Centres.

b) For some offenders (minor crimes) there is an option to do community service and this option is run through the prison service. It is not an easy option, and those who do not turn up for work are returned to do their full prison sentence.

The Centre got involved with this by asking the prison service - and would encourage other Centres to see if they could work in similar ways.

It was noted too that there is a European Voluntary Service programme which can send volunteers to Centres to work (with pocket money). Many Scouts are involved in this scheme and some Centres have benefited from it.

- **GOOSE Network**

The Goose Network was initiated during the 7th European Scout and Guide Centre Managers' Conference at Rieneck and aims to improve the quality of environmental, nature and cultural activities at European Scout and Guide Centres by sharing ideas, activities and information. Centres that are part of the Network have an interest in environmental, nature and cultural activities. The Managers meet every year and there is a website where information is shared: www.goosenetwork.org They would like to share more information and invite others to join them. The Network has run a successful International Centre Day in 2004 and 2005 and a camp staff seminar in 2005 and will repeat these activities. Please contact the 'Mamma Goose' - Ingeborg Agterberg - at Buitenzorg Scout Centre (NL) for more information.

- **ICD - International Centre Day, promoted by Naesby Centre**

Next year this will take place on 12 July. Centres meet on the internet to do activities on one day. Patrols participate at these Centres via the internet. To participate in this day, participants will need a computer, digital camera, internet access, email and MSN. For more information see the website: <http://naesbycentret.dk/icd>

- **"Thoughts" - John Boll (DK)**

John reflected that, during the course of the CMC, Centres discussed the challenges such as facilities and resources - human and financial - but not the 'challenge to meet Scouts' needs'. He reflected that "we have a challenge to change the world and as Scout Centres we can make a difference". He reminded us to smile - to laugh - and to always focus on the needs of the Scouts coming to the Centres.

- **2007 - Jorgen Jensen (DK) and Manfred Strecker (DE)**

Following the Cornerstone on this topic, there has been some discussion about the ideas raised and the possibilities for Centres to be involved. There are possibilities to use the network of Centres to support such initiatives as Home Hospitality for contingents to the World Scout Jamboree in 2007, or to run special Scouting's Sunrise programmes on 1st August 2007 for national and international Scouts. They urged other Centres to start to consider how to be involved with 2007 initiatives. Manfred agreed to be an informal contact at this stage: manfred.strecker@burg.rieneck.de For more information see www.scouting2007.org or www.scout.org

- **Banners**

The initiative to create banners to represent Centres and send to events has been successful. If you wish to have a banner produced for your centre please contact Pit Kallmeyer at Burg Rieneck. The price is 200€. The banners of many Centres were displayed at EuroJam in the Black Magic tents and gained a lot of interest.

Future Challenges

In the final plenary session of the conference participants each announced their challenge for the future. A buddy system was introduced which promotes the coaching of Centre Managers by other Centre Managers in the coming two years on topics they discussed with their selected 'coach'. Each participant also wrote themselves a reminder about their future challenge on a postcard that will be posted to them at the start of 2006.

Evaluation

The evaluation took place in an ongoing process during the Conference. This year we did not use the very creative and visual 'bead' system. To be able to receive a more constructive feedback a more traditional evaluation system was used. Recognising the important visual aspect the results were displayed daily and caused interesting debates. Lars Bo Petersen is thanked for the long hours spent deciphering the forms! Once again the evaluations indicate that the conference achieved the aim of building, strengthening and developing strong co-operation among Scout and Guide Centres. In particular the workshops and cornerstone sessions were well received. Participants were challenged and networks established to support future challenges. The Centre and staff at De Brink scored highly for their welcoming and efficient hosting. The evaluation highlighted the need to provide translation for non-English speakers at future conferences. Details of the full evaluation results are available on the CD-rom.

Closing

At the end of the four days, Mark Knippenberg thanked everybody who had helped make this Conference such a success. In particular, Mark thanked the other members of the planning team, the staff of De Brink, the VVKSM Headquarters staff and the participants who ran workshops, cornerstones and other sessions for their great work. Mark also asked all participants to thank their deputies and their family for making it possible for them to be away from home and their Centre for 6 days. Finally, Mark specially thanked Miriam Herzberg, Doreen Henry and Hans Sonneveldt for their hard and enthusiastic work in the planning teams for the CMC 2003 and 2005 and wished them all the best - due to the fact that they are leaving their Centres they can no longer be a member of the planning team.

Looking forward Mark informed the participants that before the end of the year an Open Call to host the 10th CMC will be sent to all the National Scout Organisations and Member Organisations. Simultaneously the Open Call will be sent to all the Centres present at the conference. Centre Managers who will still be a Centre Manager in October 2007 and are interested in joining the planning team are invited to contact Mark directly.

After the official closing all participants were invited for coffee and cake, followed by a walk to a huge viewing tower (where some were interviewed for a major Belgium newspaper). The dinner and the rest of the evening were part of the Belgium Experience offered to the CMC by VVKSM.

The strength of a Conference like this is in meeting colleagues, exchanging ideas, sharing experiences, having fun and inspiring each other. Of course it is the time after and in between sessions that can make the difference...



World Association of Girl Guides and Girl Scouts
Association Mondiale des Guides et Eclaireuses



World Organization of the Scout Movement
Organisation Mondiale du Mouvement Scout



Thanks to our supporters

The European Scout and Guide Centre Managers' Conference could not take place without the support of several different organisations. In particular, we would like to thank:

- The European Scout Region and the Europe Region WAGGGS;
- VVKSM;
- The participants who gave lots of good feedback and worked hard during the event;
- All those who took part and helped to create such a great event in Belgium.

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