

A large, diverse crowd of young people, likely scouts, are visible in the background, smiling and waving. They are wearing various scouting uniforms, including red neckerchiefs and caps. The scene is outdoors and appears to be a large gathering or event.

# European Scout Committee Team Charter 2025-2028



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# European Scout Committee Team Charter

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*As agreed by the European Scout Committee on 28 November 2025*

This document outlines the key ways in which the European Scout Committee (ESC) members will work together, make decisions and hold themselves accountable.

## What is the core role of the ESC?

The ESC is the elected governing body of WOSM's European Region. It leads the Region between European Scout Conferences and ensures the Regional Scout Plan and Resolutions adopted by the European Scout Conference are delivered, in line with the Strategy for Scouting. The ESC is responsible for advancing the development of the Scout Movement in Europe and for supporting every NSO to thrive.

## What are our key ambitions?

*Primary ambitions:*

- To support the governance of National Scout Organizations (NSOs) and National Scout Associations (NSAs) to lead their organisations in times of uncertainty and political instability.
- To ensure that NSOs feel truly included in decision-making processes during the Triennium, and there is a general feeling of ownership.

*Secondary ambitions:*

- To demonstrate how to deliver a Strategy for Scouting with "European flavour" and world alignment.
- To have a positive impact on the social fabric of societies through our work.
- To facilitate exchange and strengthen the field of Safe from Harm.
- To define and deliver on Youth Programme engagement on Peace.
- To empower NSOs to make significant development in their membership.



## What values guide our work?

As a Committee, we specifically live by the following values of being:

- We uphold the Scout Law and Promise and keep the Vision and Mission of Scouting as the end goal of our work.
- We are respectful with each other and with our stakeholders.
- We are mindful of the impact of our decisions and actions.
- We nourish an organisational culture that is people-centered and based on kindness and empathy.
- We are a collaborative team that works together as one.
- We are efficient and mindful of the resources invested in our meetings.
- We are courageous and bold in our leadership.
- We are trustworthy at all times, accountable for our actions and constructive in dialogue with our partners.
- We are open and transparent, respecting the ethical requirements of our role and the principles of Good Governance of our organisation.

## How do we collaborate?

When it comes to working together, the European Scout Committee members will:

- Be fully present and timely.
- Create space for ideas and disagreement (recognising that any questions are welcomed, that we can agree to disagree, and recognise our own individual and collective limitations, expertise, and interests).
- Assume positive intent and practice active listening.
- Adapt together, being mindful of each other's needs and expectations.
- Stay curious and open to new ideas.
- Use time thoughtfully and express ideas concisely.
- Ask for and give help when needed.
- Be accountable for their responsibilities, both individually and collectively.
- Take care of themselves (and one another), respect each other's commitments or time limitations, and are mindful of the mental health of each member.



## What are our preferred communication channels and meeting methods?

### Communications

- We use the agreed-upon channels for each type of communication.
- We communicate clearly and effectively. We discuss together on how to approach new situations and keep each other informed of relevant updates on our portfolios.
- We ask for feedback, receive it and offer it constructively and consistently, ensuring the continuous improvement of our working methods and relationships.
- When conflict arises, we ensure that dialogue occurs at the earliest convenience, allowing disagreements to be resolved effectively and preventing them from escalating further.

### Meeting methods

- We read and prepare documents and circulate an agenda with all items in advance.
- Any changes are discussed in advance, if possible.
- We respect deadlines as much as possible and request clarifications or changes when the expectations are unrealistic.
- During in-person meetings, we allocate time for motivation, celebration, debriefing, team building and building trust, as well as for the actual work.

## How do we make decisions together?

At the most basic level, we will comply with the standing orders that govern decision-making of the ESC. In addition, we will:

1. **Encourage decision-making by others, in line with their responsibilities and discretion**, wherever possible (e.g. individual members over/in their portfolios, the Bureau, and/or coordinators and other stakeholders)
2. **Establish a decision-making timeline and clarify when decisions are being made** (i.e. noting them in an agenda) with as much advance notice as possible; (for rapid/non-traditional decisions, this is especially important).
3. **Provide written explanation for decisions** to relevant stakeholders and for record keeping, whenever possible and relevant.

To make decisions, the ESC, as much as possible, will:

- **Understand and consult with affected stakeholders** in advance of



decision-making to gain insight into their perspectives and receive their advice.

- **Map out risks, impacts, or consequences** of decisions for stakeholders and World Scout Bureau's work.
- **Acknowledge that perfect information is rarely possible** in advance of making decisions, but ESC members have been appointed to use their discretion and judgement for this reason.
- **Ensure that everyone has the opportunity to voice** their relevant opinions and concerns before voting.
- **Work towards consensus** (e.g., negotiate, adapt proposals) on decisions and actions, including adjusting timelines, providing adequate space for exchanging ideas, and negotiating final directions.
- **Revisit decisions** as implications, information, or better solutions become available or apparent.

## How do we navigate disagreement and conflict?

Potential sources of conflict:

- Competing priorities
- Personal interests and ideologies (including perceived interests)
- Lack of trust
- Excessive egos and impatience
- Differing backgrounds and aspirations
- Risk appetite
- Difference in information and knowledge
- Emotional component

The ESC will disagree agreeably by:

- Disagreeing with the idea, not the person.
- Acknowledging that disagreement provides the potential for learning, growth and innovation.
- Not pressuring individuals to change their perspectives or opinions.
- Adopting a culture of learning from failures and not being afraid to fail.
- Practising empathy, respect, and allowing adequate space for discussion.
- Acknowledging that while the intent was never to hurt, the disagreement may still have an unintended impact.
- Using facts and information as a starting point for discussions, finding common ground, agreeing on the process, making a decision and moving forward together, as a team.



## How do we engage in continuous learning and adaptation?

How and when will the ESC learn and adapt?

- Through training sessions on relevant topics.
- Through openness to challenging views on practices.
- Through results analysis of our evaluations and continuously improving from one meeting to another.

How will the ESC promote learning and adaptive qualities within the European Scout Region's ecosystem?

- By taking into account the unity of movement in our actions and decisions.
- By leading by example.
- By respecting, consulting and being mindful of the needs and expectations of our stakeholders.

## What are our accountabilities?

***Who we are accountable to:***

- European Scout Conference, the Region's ultimate decision-making body.
- European Support Centre: by providing clarity, timely and informed decision-making, respecting their expertise and role, the rules and working methods of the World Scout Bureau, by collaborating constructively with staff members and protecting and promoting their agency and discretion.
- World Scout Committee/World Scout Bureau: through communication, ensuring alignment with the Strategy for Scouting, policies, and delegated authorities.
- Volunteers: by delivering safe, impactful Scouting, recognising and valuing their work, creating a safe and positive environment for their volunteering experience in the European Scout Region.
- Partners and donors: by honoring our agreements, delivering agreed-upon results, and timely reporting.
- Public and regulators: through compliance with applicable laws (e.g., data protection, safeguarding) and strong partnerships with other organisations and institutions.



### ***What we are accountable for:***

- Delivering the Regional Scout Plan and Resolutions approved by the Conference, in terms of outcomes, timelines, and impact.
- Good Governance: having up-to-date policies (ethics, conflicts of interest, safeguarding, data protection), keeping and sharing records of decisions and maintaining transparency on decision-making processes.
- Financial stewardship: balanced budgets, prudent spending, ensuring donor compliance, and clean audits.
- Risk management: maintaining a risk register; monitoring strategic, operational, reputational, and safeguarding risks; mitigating risks.
- Safe from Harm: upholding standards, respecting escalation pathways, oversight of training and incident handling (within WOSM frameworks).
- Volunteer leadership: appointing, briefing, supporting volunteers, and holding regional teams/working groups accountable, as well as closing roles responsibly.
- Performance and reporting: KPIs for the plan; mid-term and end-term reporting to the Conference and to WSC/WSB as required.
- Stakeholder engagement: timely consultation with NSOs and NSAs; clear channels for feedback and redress.
- Representation and advocacy: speaking for the Region responsibly; aligning messages with WOSM policy and partners when necessary.
- Events and regional platforms: oversight of regional events and networks (scope, safety, budget, legacy, and evaluation).

## **How will we be held accountable?**

The ESC will hold itself accountable for this Charter and its key responsibilities by:

- Keeping the common purpose, principles and values in sight.
- Allocating, owning and reporting of roles, responsibilities and work.
- Owning our mistakes and accepting help.
- Taking time for constructive feedback and reflection.
- Not using structures or processes as an excuse for resisting change when it is needed and has been decided upon.
- Utilising the annual performance assessment and reflections.

**We will review this Charter on an annual basis (or more frequently as needed) to ensure alignment and make adjustments.**







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