

Report to the European Scout Committee

EMBRACING CHANGE Working Group

**Thanks to fulfill progress according to your fixed plans.
Delays should be explained.
When activities are foreseen for later on, please let it blank**

1. Introduction

This report deals with 'Strategic Objective 3 – Embracing Change' as outlined in the Regional Scout Plan 2010-2013. It should be read in conjunction with the Regional Scout Plan 2010-2013, which can be accessed at www.scout.org/europe.

Since the Spring 2011, the coordination of the Embracing Change Working Group has been undertaken jointly by the Committee and staff member in charge. By the end of August 2011, the Committee and staff members had skype calls with all the members of the Working Group to update and clarify the responsibilities and tasks of each one. Since, the work is ongoing smoothly and delays are mainly overtaken, thanks to the high motivation of the volunteers.

2. Progress in implementing Objectives, Actions and achieving KPIs

Since the last meeting of the European Scout Committee

- **AC 3.1.1 – IN PROGRESS**
Support NSOs/NSAs with the collection and analysis of dynamic membership data in order to inform strategic development
Progress:
 - 3 tailored support requests are in the pipeline
- **AC 3.1.2 – IN PROGRESS**
Support NSOs/NSAs in establishing and improving the quality of membership data collection and management of membership management systems
Progress:
 - 3 tailored support requests are in the pipeline
 - Contact and discussion established for promoting and / or financing the initiative of the Second Round Table on Internet System
- **AC 3.2.1 – IN PROGRESS**
Monitor European data about general trends relating to young people and adults from different backgrounds and summarise the findings for NSOs/NSAs
Progress:
 - Effective collection of datas started in September 2011
- **AC 3.2.2 – IN PROGRESS**
Support NSOs/NSAs in the process of identifying and responding to societal changes and trends that positively impact on the development of Scouting
Progress:
 - Very first discussions started among the WG concerned persons in order to prepare the nexts steps
 - This point is very much related to AC 3.2.2.
- **AC 3.2.4 – IN PROGRESS**
Support NSOs/NSAs in using existing tools on strategic planning, organisational development and external relations, in order to adapt to societal changes
Progress:

- Coordination with the other Working and Core Groups implemented, mainly through tailored support requests.

- **AC 3.3.1 – IN PROGRESS**

With the growth of communications technologies, identify how NSOs/NSAs are using them to become leaner, more flexible and more responsive

Progress:

- Ongoing survey

- **AC 3.3.2 – IN PROGRESS**

Identify how NSOs/NSAs are using communications technologies strategically to communicate and engage directly with young people and adult volunteers

Progress:

- The questionnaire was sent out through the Committee

- **AC 3.3.3 – IN PROGRESS**

Initiate a discussion between NSOs/NSAs on the use of communications technologies for management, 'customer' relationships and decision-making

Progress:

- Idem above

- **AC 3.4.1 – IN PROGRESS**

Encourage NSOs/NSAs to review their strategic resource requirements, and take action to acquire, consolidate or protect their resources

Progress:

- 3 tailored support requests in fields of National Management Board, financial governance, human resource management
No information available

- **AC 3.4.2 – IN PROGRESS**

Encourage NSOs/NSAs to mitigate the growth of non-recognised Scout associations by exploring opportunities for collaboration and consolidation

Progress:

- Very first discussions and idea sharing among the WG members.

- **AC 3.4.3 –**

Encourage NSOs/NSAs to resolve outstanding legal and financial issues that present a threat to the implementation of strategy and to Scouting

Progress:

- No information available

- **AC 3.5.1 - IN PROGRESS**

Support NSOs/NSAs with the review, development and implementation of their equality and diversity policies

Progress:

- Collection, consultation and review of reference documentation ongoing (diversity, social inclusion, human capital)
- 1 tailored support request on equality and diversity policies
- Participation and exchange at Milano EM CG and collate ideas and doubts

- **AC 3.5.2 – IN PROGRESS**

Initiate an exchange of best practices on how to mainstream equality and diversity in the day-to-day operations of NSOs/NSAs

Progress:

- Initiation started
- Open call in preparation

- **AC 3.6.4 – NOT STARTED**
Request NSOs/NSAs to share examples of processes and methods that drive continual positive change in their strategic development

Progress:

- Not started due to overload and other obligations

3. Next steps in implementing Objectives, Actions and achieving KPIs

Until next meeting of the European Scout Committee

- **AC 3.1.1**
Support NSOs/NSAs with the collection and analysis of dynamic membership data in order to inform strategic

Next Steps

- *Membership data study*
- *Executive summary on linking membership data with the strategic planning*

- **AC 3.1.2**
Support NSOs/NSAs in establishing and improving the quality of membership data collection and management of membership management systems

Next Steps

- Co-organisation of the Second Round Table on Internet System will be discussed and defined.

- **AC 3.2.1**
Monitor European data about general trends relating to young people and adults from different backgrounds and summarise the findings for NSOs/NSAs

Next Steps

- *Report on analysis and trends available for NSOs/NSAs*

- **AC 3.2.2**
Support NSOs/NSAs in the process of identifying and responding to societal changes and trends that positively impact on the development of Scouting

Next Steps

- Direct contact with identified NSOs NSAs to be made

- **AC 3.2.4**
Support NSOs/NSAs in using existing tools on strategic planning, organisational development and external relations, in order to adapt to societal changes

Next Steps

- To strengthen coordination and cooperation with other Working and Core Groups

- **AC 3.3.1**
With the growth of communications technologies, identify how NSOs/NSAs are using them to become leaner, more flexible and more responsive

- **AC 3.3.2**
Identify how NSOs/NSAs are using communications technologies strategically to communicate and engage directly with young people and adult volunteers

- **AC 3.3.3**
Initiate a discussion between NSOs/NSAs on the use of communications technologies for management, 'customer' relationships and decision-making

Next Steps

- Suggestions made during the Academy 2011 session should be analysed and proceeded whenever possible

- **AC 3.5.1**
Support NSOs/NSAs with the review, development and implementation of their equality and diversity policies

Next Steps:

- Open call to NSOs/NSAs for their participation in sharing best practices
- Active cooperation with Overture Network to achieve the joint Objectives of the Embracing Change Working Group

• **AC 3.5.2**

Initiate an exchange of best practices on how to mainstream equality and diversity in the day-to-day operations of NSOs/NSAs

Next Steps:

- We will continue contact with additional NSOs/NSAs
- Provision of Tailored Support on equality and diversity management

4. Successes

Despite the fact that the Working Group has no coordinator, all members are now informed and agreed upon their responsibilities and tasks within the working group. All members provided their tasks and priority lists and are working on. Different opportunities were taken to improve the coordination and cooperation among the Working and Core groups.

Participation to the Academy 2011 in Paris and delivery of the session on "The Impact of modern communications on Scouting and Guiding".

5. Challenges

A demanding (deep) review on equality and diversity policies as well as best practices is required in order to be able to identify the main barriers faced in implementing them. It is foreseen to use the SWOT analysis to better understand the internal and external obstacles and to be able to make propositions.

6. Issues for the consideration of the European Scout Committee

Nomination of a new Embracing Change Working Group coordinator still under procedure

25th October 2011