

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.

In January 2012, the members of the Embracing Change Working Group met in Geneva and two representatives of WAGGGS joint the event during the second day. The meeting was fruitful and action plans from the members shared and agreed upon.

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:

- Questionnaire is developed in electronic form including info on membership systems, new media and strategy.

- **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 progression
- Contact and discussion established for promoting and co-financing the initiative of the Second Round Table on Internet System. Event to be set Q4 2012

- **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:

- Already collected data to be shared in March 2012

- **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:

- Committee member to ask ESC about implementation of the action plan through Consultancy Services
- Objective 3.2 to be part of the Forum 2012 in Romania – coordination with EMWG

- **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:

- Report on the questionnaire sent out to NSO / NSA through the Committee
- Preparation of 2 or 3 case studies (UK Campaign, Jamboree event, Academy 2011, other)

• **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:

- Preliminary discussions took place

• **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 in pipeline

• **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 – IN PROGRESS**

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

Progress:

- Discussions within WG on procedure

• **AC 3.5.1 – IN PROGRESS**

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

Progress:

- Preparation of the Consultancy Service request on equality and diversity
- Questionnaire about diversity and equality ready for distribution to NSO/NSA

• **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 3.6.1 – IN PROGRESS**

Initiate an exchange of ideas amongst NSOs/NSAs on continually adapting to change without sacrificing performance and impact

Progress:

- Coordination tasks with the Educational Method Core Group
- Preparation of the presentation for EM Scout Forum in Romania

- **AC 3.6.2 – IN PROGRESS**

Encourage NSOs/NSAs to make use of strategic insight from their own young people and adult volunteers as well as from competitor and partner organisations

Progress:

- Coordination tasks with the Educational Method Core Group
- Preparation of the presentation for EM Scout Forum in Romania

- **AC 3.6.4 - IN PROGRESS**

Request NSOs/NSAs to share examples of processes and methods that drive continual positive change in their strategic development

Progress:

- Coordination tasks with the Educational Method Core Group
- Preparation of the presentation for EM Scout Forum in Romania

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

- Collection and analysis of questionnaires
- 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

- Support to the co-organisation of the Second Round Table on Internet System

- **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
- Implementation of ESC recommendations (consultancy services)

- **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

- This action plan to be part of the Forum 2012 in Romania – active coordination with EMCG

- **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

- Implementation of ESC recommendations (consultancy services)

• **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

Next Steps

- Preparation of 2 or 3 case studies to be circulated and presented as showcase on EuroScoutInfo

• **AC 3.3.2**

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

Next Steps

- Co-organisation of the IT Roundtable with the Belgium Scout Association.
- Forming the planning team and setting communication process

• **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 3.4.1**

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

Next steps:

- Committee Member to take the action points back to the ESC and Consultancy Services group. According to the feedback, an action plan will be elaborated.

• **AC 3.4.2**

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

Next steps:

- Idem 3.4.1

• **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

Next steps:

- Idem 3.4.1

• **AC 3.5.1**

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

Next Steps:

- Active cooperation with Overture Network to achieve the joint Objectives of the Embracing Change Working Group
- Mapping NSOs / NSAs having equality and diversity policies
- Provision of Consultancy Services

• **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

- Starting collection of best practices
- **AC 3.5.3**
Identify barriers that impede the review, development and implementation of equality and diversity policies and provide guidance to NSOs / NSAs

Next Steps:

- SWOT analysis from collected information
 - **AC 3.6.1**
Initiate an exchange of ideas amongst NSOs/NSAs on continually adapting to change without sacrificing performance and impact
- Next Steps:**
- Presentation of the trends at the EM Scout Forum 2012 in Romania
- **AC 3.6.2**
Encourage NSOs/NSAs to make use of strategic insight from their own young people and adult volunteers as well as from competitor and partner organisations
- Next Steps:**
- Presentation of the trends at the EM Scout Forum 2012 in Romania
- **AC 3.6.3**
Provide training for NSOs/NSAs seeking to work with or manage change in difficult circumstances including with limited financial or professional human resources.

Next Steps:

- Planning a session at the Academy 2012 in Kandersteg
 - **AC 3.6.4 -**
Request NSOs/NSAs to share examples of processes and methods that drive continual positive change in their strategic development
- Next Steps:**
- Provision of a platform for Best / Worst practices at the EM Scout Forum 2012 in Romania

4. Successes

Despite the fact that the Working Group had no coordinator, all members provided their tasks and priority lists and are working on. No major delay is to be reported. The ECWG meeting in Geneva (20-22.01.2012) provided the opportunity to the members to express their concerns and requests towards the group. A simple reporting system was agreed upon mainly for internal exchange and information sharing (teambuilding)

5. Challenges

Preparation of different joint presentations WAGGGS / WOSM (succession planning, innovative training methods, working with different target groups, organisational development disciplines) for the Academy 2012, Chief Executive Meeting 2012, IC Forum 2012, Chief Volunteers, other.

6. Issues for the consideration of the European Scout Committee

None

7 March 2012