

Report to the European Scout Committee

EMBRACING CHANGE Working Group

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.

Academy 2012 – Embracing Change, the Working and Core Groups provided their sessions description on time and 28 sessions were selected. Overture Network and EEUdf will provide each one session during the Academy 2012.

ECWG provided sessions on 1) Change Management: How to work in difficult circumstances; 2) Tackling diversity from different angles; 3) Succession Planning; 4) Innovative Training Methods; 5) Social Rights: reaching out & diversity. One session is presented by Overture Network on Diversity in Scouting: how to design a diversity driven discourse.

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:
 - The Questionnaire including info on membership systems, new media and strategy is developed
- **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:
 - Contributions to the planning of the ICT workshop in November 2012
- **AC 3.1.3 – IN PROGRESS**
Collate dynamic data from NSOs / NSAs and provide a European analysis on membership evolution, emerging trends and forecasts
Progress:
 - Session on societal changes and social trends in Europe was presented at the Educational Methods Scout Forum.
- **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:
 - The joint planned "Embracing Diversity" workshop was delivered in 3 days to more than 500 Rovers.
 - Session on societal changes and social trends in Europe was presented at the Educational Methods Scout Forum.
- **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:
 - Academy 2012: sessions on "Tackling diversity from different angles", "Social Rights: reaching out & diversity" and "Diversity in Scouting: how to design a diversity driven discourse" presented by Overture Network.

- **AC 3.2.3 – 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:

- Academy 2012: sessions on “Tackling diversity from different angles”, “Social Rights: reaching out & diversity” and “Diversity in Scouting: how to design a diversity driven discourse” presented by Overture Network. Session on societal changes and social trends in Europe was presented at the Educational Methods Scout Forum.

- **AC 3.3.4 – IN PROGRESS**

Support NSOs/NSAs seeking guidance on how to identify communications technologies solutions that are relevant for their needs

Progress:

- Contributing to the Roundtable on ICT and membership systems in Belgium (November 2012)
- session presented at the Academy on Innovative Training Methods

- **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

- **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

- **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 on all 3 above:

- Academy 2012: session on Change Management: How to work in difficult circumstances
- 3 tailored support requests in fields of National Management Board, financial governance, human resource management

- **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
- Social Inclusion Event: Minorities + Youth Organisations = Inclusion? How to reach out to young people from minority communities through non-formal education.

- **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
- Social Inclusion Event: Minorities + Youth Organisations = Inclusion? How to reach out to young people from minority communities through non-formal education.

- **AC 3.5.3 – IN PROGRESS**

Identify barriers that impede the review, development and implementation of equality and diversity policies and provide guidance to NSOs

Progress:

- Social Inclusion Event: Minorities + Youth Organisations = Inclusion? How to reach out to young people from minority communities through non-formal education. Successful funding application for event in February 2013.

- **AC 3.5.4 – IN PROGRESS**

Assist NSOs/NSAs in their efforts to balance their membership composition and maintain cohesion by reaching out to under-represented groups

Progress:

- Social Inclusion Event: Minorities + Youth Organisations = Inclusion? How to reach out to young people from minority communities through non-formal education. Funding application made and accepted.

- **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:

- No further progress made

- **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:

- No further progress made

- **AC 3.6.3 – IN PROGRESS**

Provide training for NSOs/NSAs seeking to work with or manage change in difficult circumstances including with limited financial or professional human resources

Progress:

- Academy 2012 : session on "Change Management: How to work in difficult circumstances"

- **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:

- No further progress made

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

- Distribution of the questionnaire on membership systems, new media and strategy
- *To prepare an article including link between membership systems and strategy; the article will tackle new data format and social media.*

- **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

- Evaluation and feedback on the Roundtable on ICT and Membership systems

- **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 3.3.1**

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

Next Steps

- Prepare a report including case studies and publish 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

- Follow-up on the Roundtable on ICT and Membership systems

• **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
- Finishing the mapping NSOs / NSAs having equality and diversity policies
- Provision of Consultancy Services
- Distribution of the Questionnaire about diversity and equality to NSO/NSA

• **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:

- Promote exchange of best practices via events and open call

• **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:

- To finalise the SWOT analysis from collected information

4. Successes

The work of the members of the Working Group is ongoing according to the plans with no major difficulties. Different sessions were developed jointly in order to be delivered at different events such as EM Forum, Academy, IC meeting, other by ECWG volunteers.

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. Preparation for the Social Inclusion Event: Minorities + Youth Organisations = Inclusion? How to reach out to young people from minority communities through non formal education.

6. Issues for the consideration of the European Scout Committee

None

25 October 2012