

SCOUT Group

development planning tool kit

'Those who never make any plans never make any progress either'

Baden-Powell

Or to put it another way, 'Those who fail to plan, plan to fail.' It is an old adage, but very true, especially in Scouting. Whether planning a programme, a camp or the Group's future, we need simple and realistic targets to ensure the Group doesn't eventually shrink and merge. This toolkit is to help plan the continued success of the Group. There is also help available in your Regional Development Centre.

BE SMART

Before we look at how to put a development plan together, let's ensure the targets we reach for are as realistic as possible; this makes the whole process much easier in the long term. Make your targets:

- Specific
- Measurable
- Aligned
- Relevant
- Time-bound

We need a new Assistant Kea Leader

S

We will recruit one new adult for the Kea Section

M When their warrant is returned and they have received their appointment the target is reached

A

This task is linked to one of the Movement's Strategic Priorities

R

The new adult will help us meet the future demand of young people, identified by the joining list

T

We will run this task for eight weeks, with a deadline of XX/XX/XXXX

If you use this system for setting targets, you are far more likely to succeed. Because you have clearly identified when the target is reached, you know exactly when to close the task and not waste extra resources by keeping it open for longer than normal. By making it time-bound you also know when to stop if you are not having any success, so the task can be reviewed and a new approach taken. Crucially, you are not pressing on with something that might never work, and wasting your time.

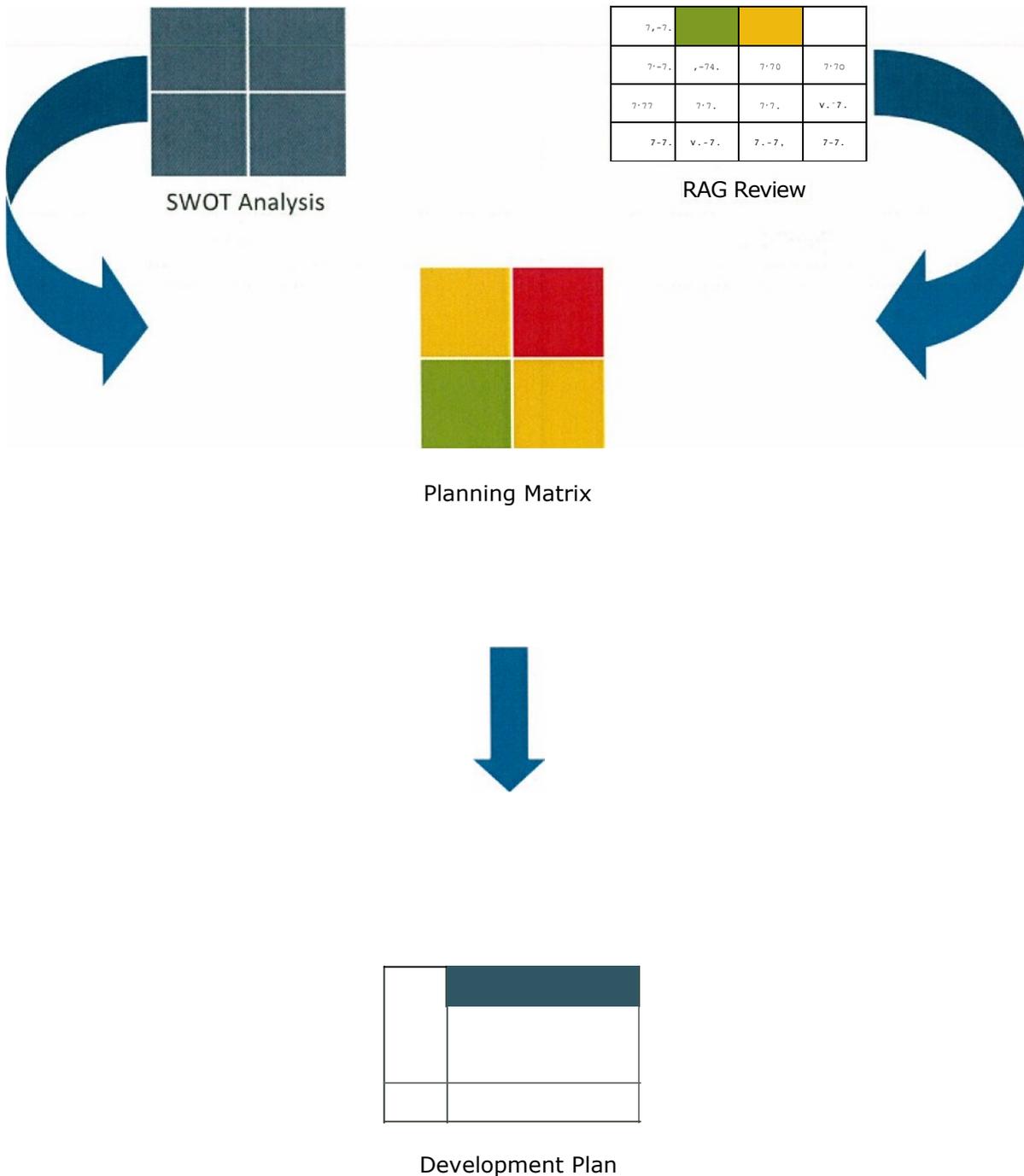
We use this SMART mnemonic in a development context - to encourage the linking of objectives across the whole of Scouting)

DEVELOPMENT PLANNING

Development plans do not need to be long, complicated documents that go on for pages and pages. Some of the best and most effective plans are the short and simple ones. Be realistic; what can you achieve this year?

WHAT GOES INTO A DEVELOPMENT PLAN?

There are two main sources that can contribute to a development plan, one is the RAG review, and the other is a SWOT analysis of your Group. Elements are taken from both, prioritised, and then some items are placed on your development plan.



SWOT ANALYSIS

The SWOT analysis helps you Analyse the Strengths, Weaknesses, Opportunities and Threats to your Group. Strengths and Weaknesses are internal factors. Opportunities and Threats are external factors that can all influence the future of your Zone.

STRENGTHS

(Things you are good at now, and need to be maintained and built on)

WEAKNESSES

(Things that are not good right now, that need to be remedied, changed, or stopped altogether)

OPPORTUNITIES

(Things that are good for the future that need prioritising. They need to be identified, built on and optimised)

THREATS

(Things that are not good for the future that need to be planned for and countered)

RAG REVIEW

The RAG review is a simple set of criteria which you can check your Group against. There are a number of categories down the left hand side, and each one has three statements next to it. Each statement corresponds to either Red, Amber or Green. Read all three and decide which one is the closest match to your Group. Put the corresponding colour in your result column.

At the end there are some blank areas, giving you the flexibility to add in local, specific issues that may affect your Group. The last row is for your overall score; this is simply the RAG colour your Group got the most of. This is not an indication of how 'good' you are as a Group; it is simply a way to co-ordinate where they should be supported. Your RDM may ask for your overall score, or a copy of your completed development pack. This will help them build the Regional development plan or just to make them aware of local issues.

PLEASE NOTE that this a generic set of criteria and your Group's particular circumstances may slightly alter the results for one or two elements. If you can't decide which statement is the closest match for your Group try one of the following:

- Repeat the exercise, either independently or as a group, and find out what the consensus of opinion is.
- Speak to your Regional Development Centre.
- Always err on the side of caution, only choose a statement if your Group meets it entirely, or you could meet it quite quickly.
- Remember—Red isn't a sign of failure, merely an honest opinion of where you are now, and a good opportunity for development.

Please Note: This template is to be used by Zone and Group Leaders as a means of reviewing the Group against a list of different aspects of the operation of the Group. The main purpose of this exercise is to understand the needs and requirements of each Group. It is understood that each Group will have different requirements, based on its unique geographical location and demographics. It is not intended that all Scout Groups will operate exactly the same, but more that we understand the need to pass on and observe Best Practice. This template should be used as a tool for both the Zone and Group to identify areas where the Group is working well and areas that might need improvement.

The Action column is to list any comments or notes that result from the discussion that may be required by the Group or Zone Team to help the Group.

Please complete one Template for each Group in the Zone.

| KEY | GREEN | AMBER | RED | OUR RESULT |
|--------------------------|--|--|---|-------------------|
| Group Leader (GL) | An effective GL leads the Group and has a good working relationship with leaders | Ineffective GL who needs assistance to up-skill | No GL | |
| Group Council | Meetings are held at least once per term | Meetings are held less than once per school term | Meetings are not held | |
| Group Committee | Chairman / Treasurer and or Secretary with 3 or 4 other executive members. Regular planned meetings | Minimum of 2 officers filled with a minimum of 2 other executive members. Irregular meetings held | Chairman / Treasurer and or Secretary not filled. No meetings held | |
| Equipment | Good equipment to support balanced and progressive programme. Well maintained and tidy store, QM appointed | Adequate equipment to support balanced and progressive programme, With some items in need of replacement. Well maintained and tidy store | Inadequate equipment to support balanced and progressive programme. Disorganised stores and no maintenance or inspection scheme | |
| Finance | Appropriate audited / reviewed annual accounts submitted to Zone on time. Up to date financial reports given to Group Committee. No outstanding invoices to leaders. Agreed operating reserves for twelve months | Appropriate audited / reviewed annual accounts submitted to Zone on time. Up to date financial reports given to Group Committee. Some outstanding invoices to leaders. Little in the way of reserves | Little or no financial reporting given to the Group Committee. Invoices outstanding and no reserves or reserves policy | |

| KEY | GREEN | AMBER | RED | OUR RESULT |
|---|--|--|--|-------------------|
| Fundraising | Group committee involved with regular annual events and in fundraising initiatives. Leaders are not responsible for fundraising | Parents committee fundraising with some annual events and initiatives. Leaders are occasionally responsible for fundraising | No fundraising arm of the committee in place. Leaders have to be responsible for fundraising events. | |
| Communication with Group membership | Communication is good, with regular newsletter and /or website updates. | Communication with parents could be better. Newsletters and information is spasmodic and any website is out of date and largely unused. Infrequent published programme of events. | Communication with parents is poor. There is neither a website, nor a newsletter. The Group does not publish a Term programme of events. | |
| Membership Support (any adult who supports or benefits from the Scout Group) | All events are well supported by families and youth | Family / Youth support is inconsistent | Support from families / membership for the Group is very limited | |
| Group Events | One family group events plus 2 other events or social activities per year | One event or social activity per year | No group events, no parent camps or evenings per year | |
| Finance | Appropriate audited / reviewed annual accounts submitted to Zone on time. Up to date financial reports given to Group Committee. No outstanding invoices to leaders. Agreed operating reserves for twelve months | Appropriate audited / reviewed annual accounts submitted to Zone on time. Up to date financial reports given to Group Committee. Some outstanding invoices to leaders. Little in the way of reserves | Little or no financial reporting given to the Group Committee. Invoices outstanding and no reserves or reserves policy | |

| KEY | GREEN | AMBER | RED | OUR RESULT |
|--------------------------------|---|---|--|-------------------|
| Succession Planning | For each leader who leaves the Group a replacement is in place. No unplanned departures within the last 12 months | Some succession planning in place. Up to 2 unplanned departures in the last 12 months | No succession Planning set up. 3 or more unplanned departures in the last 12 months | |
| Naval / Air Recognition | Recognition achieved | Actively working towards recognition | No recognition | |
| AGM | AGM is comprehensive with full reports from Chairperson, Group Leader and Treasurer, well attended by membership (as per the Rule Book) | There is a form of an AGM with limited reporting; attendance is patchy | There is no AGM | |
| Co-education | All sections in the Group are open to both males and females equally | | Not all sections in the Group are open to both males and females equally | |
| Growth – Adults | Against the last census data, a growth of over 10% in adult volunteers | Against the last census data, a growth of 10-5 % in adult volunteers | Against the last census data, a growth of no adult volunteers | |
| Growth – Youth | Against the last census data, a growth of over 6% in youth across all sections | Against the last census data, a growth of over 3-5 % in youth across all sections | Against the last census data, a growth of less than 3% or less youth across all sections | |

| KEY | GREEN | AMBER | RED | OUR RESULT |
|---|---|---|---|-------------------|
| Insurance | Building and contents insurance is reviewed annually and discussed with Zone / Regional Staff | Insurance cover is in place. No annual review or update | No insurance | |
| Building Maintenance | Group has a good building maintenance programme and adequate funding streams for repair and maintenance | Group has a maintenance programme that is ad hoc and finance applied for spasmodically | No ongoing planning for maintenance & repairs. Building needs repair | |
| Activity Intention Forms (AIF's) and Risk Analysis and Management (RAMs) | AIF's and RAMs always completed fully, passed on to GL and to ZL for action | AIF's and RAMs completed for high risk activities and sent to GL only | AIF's and RAMs spasmodically completed and little or no co-ordination with GL or Zone | |
| Venue | The Group use of an excellent building, adequate in size for the special needs and is in good repair with storage | The Group makes best use of the building, which may impose limitation on programme, group size, and is in some need of repair / modernisation | The Group have use of a building which is in poor condition and in need of major repair or renewal, or is inadequate in some aspect | |
| Waiting Lists | Instant joining opportunities. No-one on the waiting list | 5 or less on the waiting list | No management of waiting lists. Six or more on the waiting list | |
| Transition | All members moving into sections at the beginning of Term 4 | Most members move across section when mutually agreed | Few members move to higher sections | |

| KEY | GREEN | AMBER | RED | OUR RESULT |
|-----------------------------|--|--|---|-------------------|
| Leaders | Minimum of 2 Warranted and experienced Leaders per section. Parent Help roster well organised as required | 2 Warranted Leaders in each section but not very experienced | Less than 2 Warranted Leaders per section | |
| Leader Training | All Leaders have completed training to Gilwell Woggle level with a good percentage of leaders having completed their Wood Beads. GL has full and detailed records of Leaders training. | Some Leaders have completed their training, but still a number to do so. Records are incomplete. | Few Leaders have attended training and records are poor | |
| Group Size | Group has at least 3 sections and more than 50 youth recorded on last census | Group has 2 sections and between 30 and 50 youth recorded on last census | Group only has 1 section | |
| Programme and Awards | All sections running a comprehensive programme and all youth are actively working on the Award scheme and Personal Challenge Badges. The Group is regularly producing Chief Scouts (Scout section) and Queens Scouts (Venturer section as appropriate) | Programme planning could be improved and only some youth working on the Award scheme and Personal Challenge Badges | No real programme being run and youth are not actively working on the Award scheme or Personal Challenge Badges | |

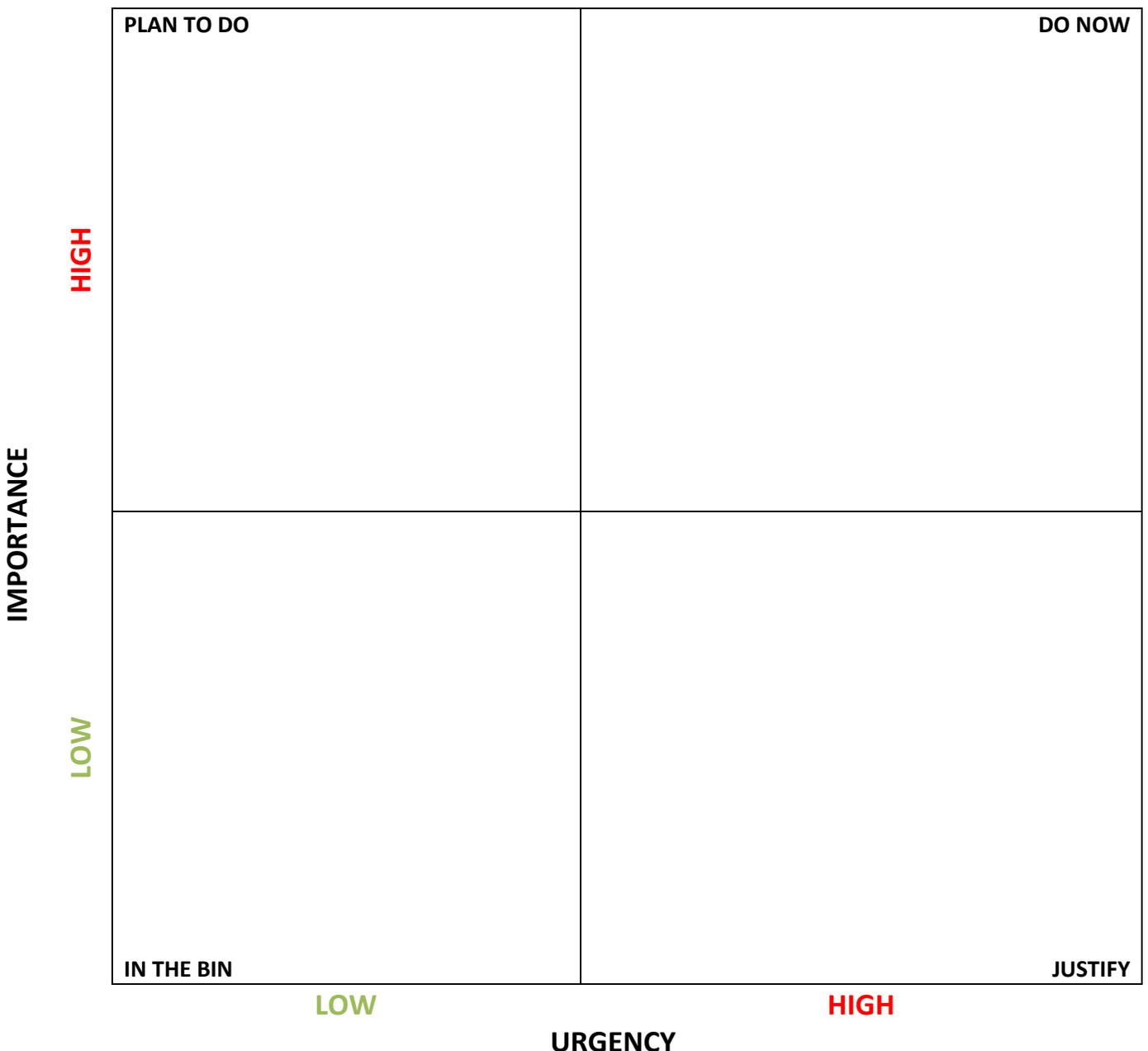
| KEY | GREEN | AMBER | RED | OUR RESULT |
|--------------------------|--------------|--------------|------------|-------------------|
| | | | | |
| | | | | |
| | | | | |
| OVERALL SCORE | | | | |

PLANNING MATRIX

Now that you've analysed the Group, you will have a better understanding of which elements could do with some support, but which ones do you prioritise? You can use a 'Planning Matrix' to chart where you should focus your efforts. It may be worth putting the elements that you are going to work on from the RAG and SWOT analysis onto small sticky notes as they are likely to be moved around the windows until everyone is happy. You may also want to draw the matrix on a bigger piece of paper.

Discuss with your team where they think items should be placed in the matrix, and how urgent and important it is. Make sure there is a consensus over where items have been placed and that everyone's view has been discussed and not ignored.

It is SOME of the items in top right hand box, the high importance, high urgency box, that will be carried forward into the development plan.



DEVELOPMENT PLAN

As mentioned before, development plans do not need to be huge, they need to be simple. Most Group development plans should not have more than four to five targets, although you can review these targets, perhaps annually. Take some of the elements from the high importance, high urgency box in the Planning Matrix, and as a team decide which ones you could work towards this year. If this is your first development plan go for the 'quick wins'. You can progress across the RAG chart from say red to amber and amber to green quite quickly, therefore your overall development plan gets smaller and you can see good progress is being made.

Also remember to make any targets SMART! A blank Group development plan template is at the back of this document. You may wish to photocopy it a couple of times as it might take one or two attempts to put together a SMART development plan.

Support is always available from the Regional Development Centre, who can be contacted through 0800SCOUTS or by email:

t: 0800 SCOUTS or

e:

DEVELOPMENT PLAN: Group: _____ Date: _____

| Aim: (What we need to do) | Action: (How we are going to get there) | Who is Responsible: | Review Date: | Achievement Date: | Outcomes: |
|--------------------------------------|--|----------------------------|---------------------|--------------------------|------------------|
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