

Scout Group DEVELOPMENT PLANNING TOOLKIT

This Scout Group Development Planning Toolkit is one of nine planning aids for use across the movement, to help members analyse the past and plan for the future. These documents comprise and replace all previous red, amber, green (RAG) packs. While anyone may use these documents, it may be helpful to enlist the support of the SHQ Programme and Development staff.

Completing electronically

The SWOT analysis, RAG reviews, planning matrix and development plan are set up so that you can complete them on your computer using Adobe Reader. Simply click in the box you wish to complete and start typing. To download this for free click [here](#).

Printing

If you would prefer to print the whole document and complete it on paper, we recommend you print to A4. You may wish to print and use only certain parts of this document. You can specify what pages you want to print from the print menu, and the relevant parts can be found on the following pages:

- SWOT analysis page 3
- RAG analysis pages 4 – 11
- Planning matrix page 12
- Blank development plan page 14

“Those who never make any plans, never make any progress either.”

– Lord Baden-Powell

To put B-P's words another way, 'Those who fail to plan, plan to fail.' It's an old adage, but very true, especially in Scouting. Whether planning a programme, a camp or your group's future, you need simple and realistic targets to ensure the group doesn't eventually shrink and close.

This toolkit is yours to use to help you plan the continued success of your group. There is also help available in your region and from the SHQ Programme and Development staff.

BE SMART

Before we look at how to put a development plan together, let's ensure the targets we set are as realistic as possible; this makes the whole process much easier in the long term. Make your targets specific, measurable, achievable, relevant and time-bound (SMART). For example:

We need a new assistant group scout leader	
S	We will recruit one new adult for the scout group
M	When their PVG is returned and they have received their appointment, the target is reached
A	This task is linked to the movement's national objective to grow the number of adults
R	The new adult will help us meet the future demand of young people, identified by the waiting list
T	We will run this task for eight weeks, with a deadline of xx/xx/xxxx

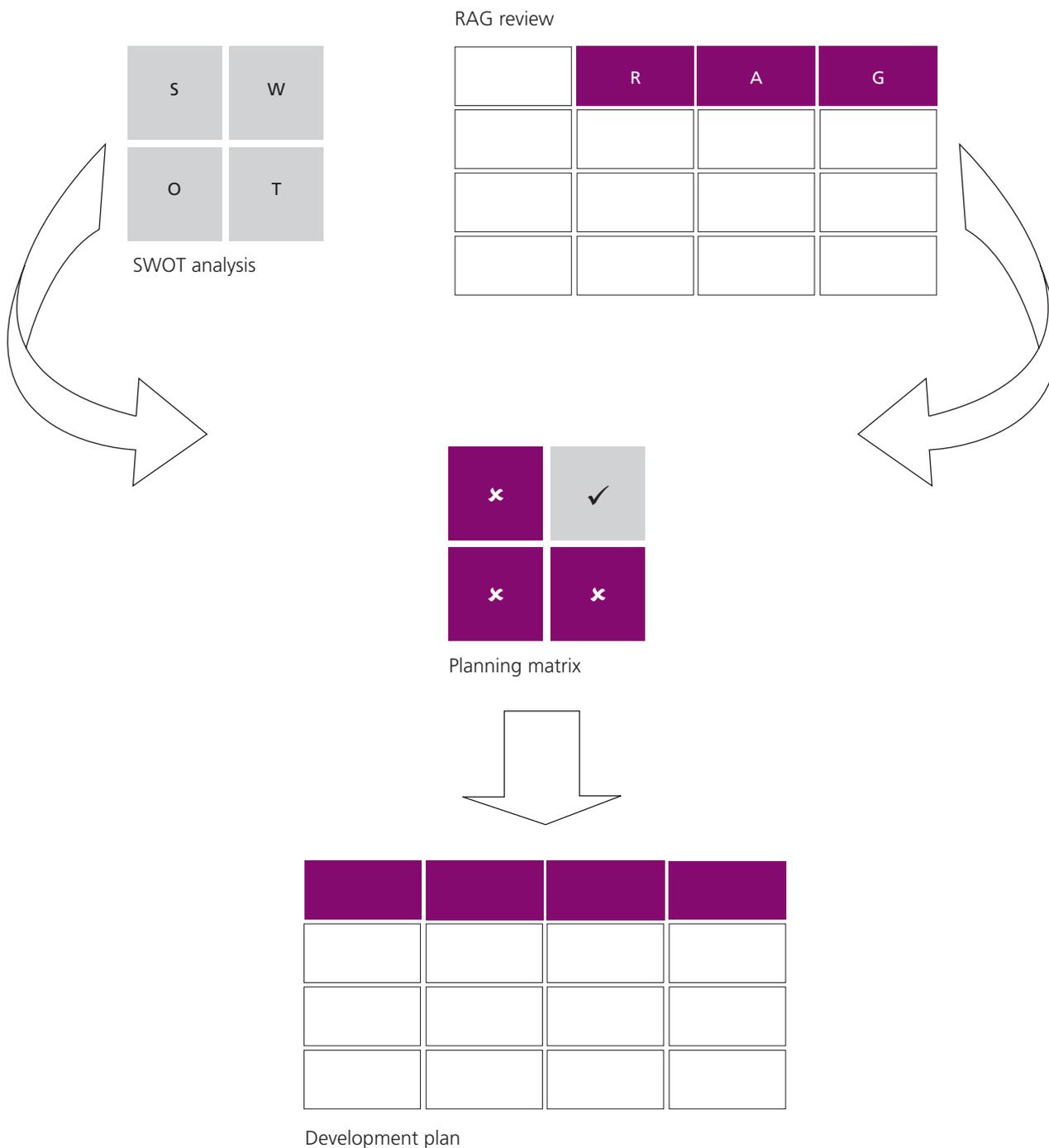
If you use this system for setting targets, you are far more likely to succeed. Because you have clearly identified when the target is reached, you know exactly when to close the task and will not waste extra resources by keeping it open for longer than needed. By making it time-bound you also know when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

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 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 SWOT analysis, and the other is a RAG review of your group. Elements are taken from both, prioritised, and then some items are placed on your development plan.



SWOT ANALYSIS

This analysis helps you assess the strengths, weaknesses, opportunities and threats (SWOT) to your group. Strengths and weaknesses are internal factors. Opportunities and threats are external factors that can all influence the future of your group.

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 will be good for the future that need to be prioritised. 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.

For some questions you may need to access census data. A link to the census site and a user guide can be found at www.scouts.org.uk/census – if you are unsure you may need to speak to the group secretary or the scout information centre.

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 scored most often. This is not an indication of how 'good' you are as a scout group; it is simply a way to co-ordinate where you should be supported. This could help you build the group development plan, or just make you aware of local issues.

Please note that this is a generic set of criteria and your group's particular circumstances may slightly alter the results for one or two elements. For example, if you are in a rural area, your group size and rate of growth may well be different to that of an inner-city group, but not always! 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 of people, and find out what the consensus of opinion is.
- Speak to one or more of your districts or within your region for their perspective.
- 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.

Glossary and definitions

- **Stakeholders**
Any adult who benefits from, or contributes to the group and its members. This includes parents, executive members, local sponsors, members from groups inside and outside Scouting you are partnered with and other local community leaders.
- **Moving in**
Joining Scouting from outside, regardless of whether a beaver, cub, scout, explorer, young leader or network member.
- **Moving on**
Moving from one section in Scouting to the next section due to age.
- **Register of interest**
A list of young people who are interested in joining Scouting, but are not yet old enough for the youngest section that operates locally.
- **Waiting list**
A list of young people who want to join Scouting and who are the right age, but are unable to join as the section is at capacity.
- **Youth forum**
A meeting of young people specifically to take their views on a particular subject or range of subjects.

KEY	RED	AMBER	GREEN	OUR RESULT
Group Scout Leader	No group scout leader in post		An effective group scout leader leads the group and has a good working relationship with leaders	
Group Leaders Meetings	Meetings are not held	Meetings are held less than once per school term (three months)	Meetings are held once per school term (three months)	
Executive Committee	Chair, treasurer, and/or secretary not in office. No meetings held. The Executive Committee is unaware of its role and responsibilities	Minimum of two officers in post with a minimum of two other executive members. Irregular meetings held. The Executive Committee has some awareness of its role and responsibilities	Chair, treasurer, and/or secretary all in post with minimum of four other executive members. Regular planned meetings. The Executive Committee is aware of its role and responsibilities and carries them out effectively	
Equipment	Inadequate equipment to support a balanced and progressive programme. Disorganised stores and no maintenance or inspection scheme	Adequate equipment to support balanced and progressive programme, with some items in need of repair/replacement. Well maintained and tidy stores	Good equipment to support balanced and progressive programme. Well maintained and tidy stores	
Finance	Little or no financial reporting given to the group executive. Invoices outstanding and no reserves or reserves policy	Appropriately signed off annual accounts submitted to district on time. Regular financial reports given to group executive. Some outstanding invoices to leaders. Little in the way of reserves	Appropriately signed off annual accounts submitted to district on time. Up-to-date financial reports given to group executive. No outstanding invoices to leaders. Agreed operating reserves for twelve months	

KEY	RED	AMBER	GREEN	OUR RESULT
Fundraising	No fundraising committee in place. Leaders have to be responsible for fundraising events	Fundraising committee in place with some annual events and initiatives. Leaders are occasionally responsible for fundraising	Fundraising committee in place with regular annual events and initiatives. Leaders are not responsible for fundraising	
Gift Aid	Group not claiming Gift Aid	Group is applying for Gift Aid	Group claims Gift Aid and all claims are up-to-date	
Communication with stakeholders	Communication with parents is poor. There is neither a website, nor a newsletter. The group does not publish an annual programme of events	Communication with parents could be better. Newsletters and information are infrequent and any website is out of date and largely unused. Infrequent published programme of events	Communication is good, with regular newsletter and/or website updates. The group publishes a programme of events	
Stakeholder support (any adult who supports or benefits from the scout group, eg parents)	Support from stakeholders for the group is very limited	Stakeholder support is inconsistent	All events are well supported by stakeholders	
Group events	No group events. No parent camps or evenings	One event or social activity per year	One family group event plus two other events or social activities	

KEY	RED	AMBER	GREEN	OUR RESULT
Venue	The group have use of a building which is in poor condition and in need of major repair or renewal	The group makes best use of the building, which may impose limitations on programme, group size, and is in some need of repair/modernisation	The group have use of an excellent building, adequate in size for their needs, which is in a good state of repair	
Guidelines for Managing Register of Interests and Waiting Lists	No management of waiting lists. Six or more on the waiting list	Waiting list shared across the district. Five or fewer on the waiting list	Instant joining opportunities. Waiting list shared across the district. No-one on the waiting list	
Moving on (see sectional RAGs)	No movement between sections. No moving on awards	Some movement, either with or without moving on award	All members complete moving on award, moving into sections when mutually agreed	
Group Scout Active Support	No service agreement in place. No membership of scout active support	Actively recruiting new membership. Service agreement in place	Actively supporting group activities and events. Scout active support managers and co-ordinators in place as applicable	
Young people leaving membership	Six or more per section in the last 12 months	Five or fewer per section in the last 12 months	None within the last 12 months	

KEY	RED	AMBER	GREEN	OUR RESULT
Adults leaving membership	Three or more unplanned departures in the last 12 months. No exit reviews take place with any volunteers	Up to two unplanned departures in the last 12 months. Exit reviews have been held with adults, although nothing has changed as a result	No unplanned departures within the last 12 months	
Review Process	Annual leader reviews outstanding	Occasional reviews are held, but things rarely change after these have taken place	All leaders annually reviewed as per the review process	
Nights Away Permits	One or no permit holders within the group	Two permit holders within the group	One or more permit holders within each section	
Royal Navy Recognition (Sea Scout Groups)	No Royal Navy recognition	Actively working towards Royal Navy recognition	Recognition achieved	
Royal Air Force Recognition (Air Scout Groups)	No Royal Air Force recognition	Actively working towards Royal Air Force recognition	Recognition achieved	

KEY	RED	AMBER	GREEN	OUR RESULT
AGM	There is no AGM	There is a form of AGM with limited reporting; attendance is patchy	AGM is comprehensive with full reports from all sections, group scout leader and treasurer. Well attended by stakeholders	
Female membership	A growth against last year's census of less than 3%	A growth against last year's census of 3–5%	A growth against last year's census of over 5%	
Co-education	Not all sections in the group are open to both males and females equally		All sections in the group are open to both males and females equally	
Growth – Adults	Against the last census data, a growth of 3% or less in adult volunteers in the group	Against the last census data, a growth of 3–5% in adult volunteers in the group	Against the last census data, a growth of over 5% in adult volunteers in the group	
Growth – Young People	Against the last census data, a growth of 3% or less in young people across the youth sections	Against the last census data, a growth of 3–5% in young people across the youth sections	Against the last census data, a growth of over 5% in young people across the youth sections	

KEY	RED	AMBER	GREEN	OUR RESULT
Involving Parents	Group scout leader rarely engages with young people or their parents. GSL doesn't encourage section leaders to engage with parents. Parent pack is not given out when young people join	Group scout leader meets young people and their parents when they join the group. GSL makes sure section leaders speak to parents when young people join. There is no parent rota. Parent pack is given out when young people join but without personalised inserts	Group scout leader actively engages with young people and their parents upon joining and throughout their Scouting life. GSL encourages section leaders to engage with parents and find out their interests/hobbies, so they can join the existing, effective parent rota. Parent pack always given out with full set of personalised inserts	
Beaver RAG Scores				
Cub RAG scores				
Scout RAG scores				
Flexible volunteering	Limited number of leaders and no opportunities to volunteer outside of the traditional leadership model. Advice has not been sought on how to adapt volunteering to people's time availability, skills and interests	Limited number of leaders. Prospective volunteers are not aware of roles available to them, outside of the traditional leadership model	Flexible solutions are actively and easily implemented. A flexible approach is key to the section. Leaders are actively talking to members about how they can volunteer to support Scouting in a way that fits around their availability, skills and interests	

KEY	RED	AMBER	GREEN	OUR RESULT
Training	None of the adults involved have completed appropriate training and no adults have training adviser support. No training opportunities are planned	Some leaders are trained, but new appointed adults have no training adviser support and are not completing training	All appointed adults have a wood badge or are in training. Adults have a training plan and a training adviser. Training is up-to-date	
Overall score				

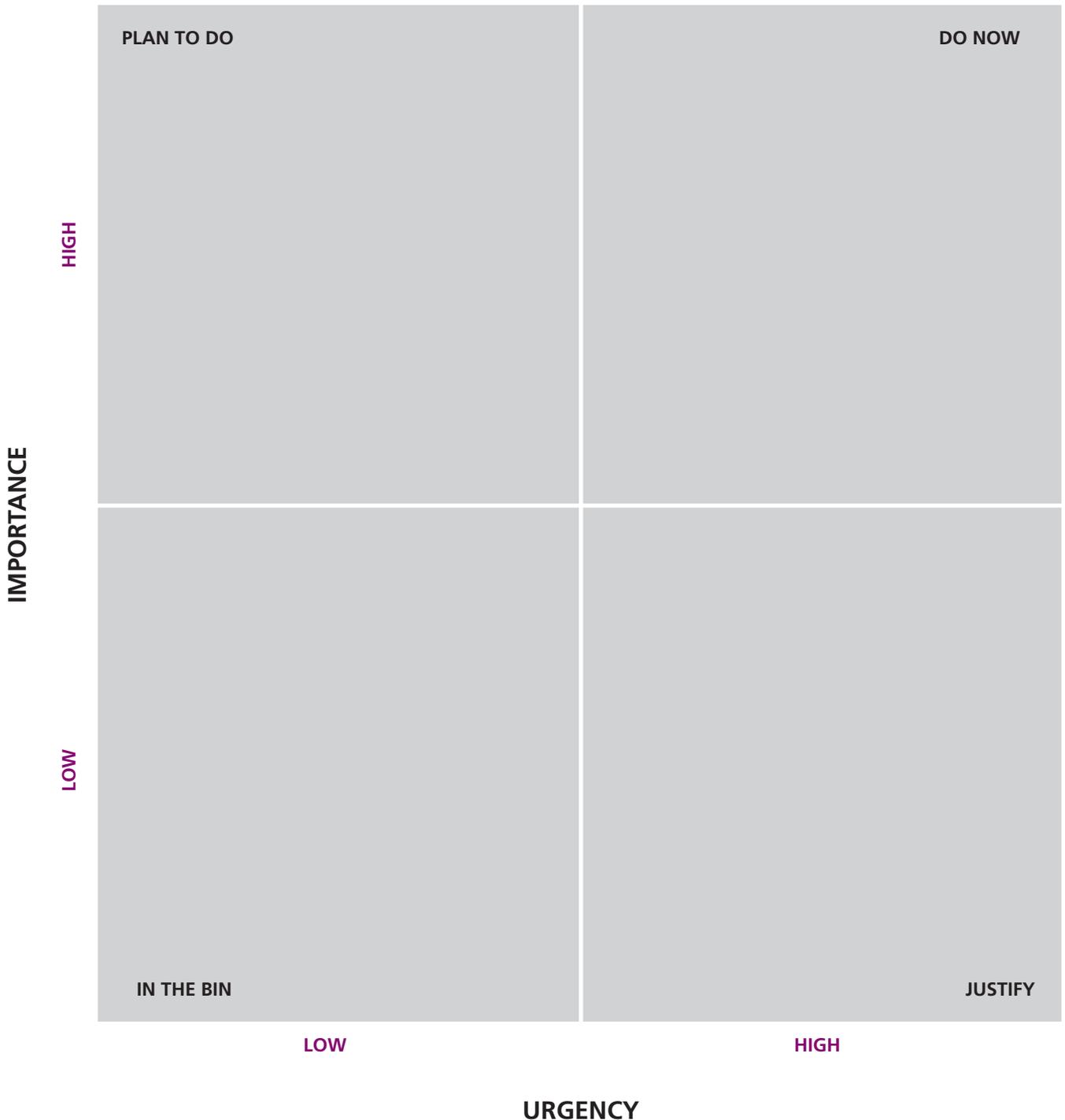
PLANNING MATRIX

(Factsheet FS310607)

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 matrix 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 everything is. Make sure there is a consensus over where items have been placed and that everyone's view has been discussed and not ignored.

Some of the items in the top, right-hand box (high importance, high urgency) will be carried forward into the development plan.



DEVELOPMENT PLAN

As mentioned before, development plans do not need to be huge, but they do need to be simple. Most group development plans should not have more than four or five targets, which you can perhaps review 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', that is, items you can progress across the RAG chart from red to amber or amber to green quite quickly. By doing this, your overall development plan gets smaller and you can see that 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 Programme and Development staff at SHQ, who can be contacted at:

Tel: 01383 419 073

Email: shq@scouts-scotland.org.uk

My local development contacts are:

GROUP DEVELOPMENT PLAN CREATED ON _____

AIM (What we need to do)	ACTION (How we are going to get there)	WHO IS RESPONSIBLE	REVIEW DATE	ACHIEVEMENT DATE	REQUIRED OUTCOMES