

Scottish Region DEVELOPMENT PLANNING TOOLKIT

This Scout Region 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 Programme and Development staff at Scottish headquarters.

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 only use 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 page 3
- RAG analysis pages 4 – 10
- Planning matrix page 11
- Blank development plan page 13

“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 region's future, you need simple and realistic targets to ensure the region doesn't eventually shrink and close.

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

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 Region Commissioner	
S	We will recruit one new adult for the region
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

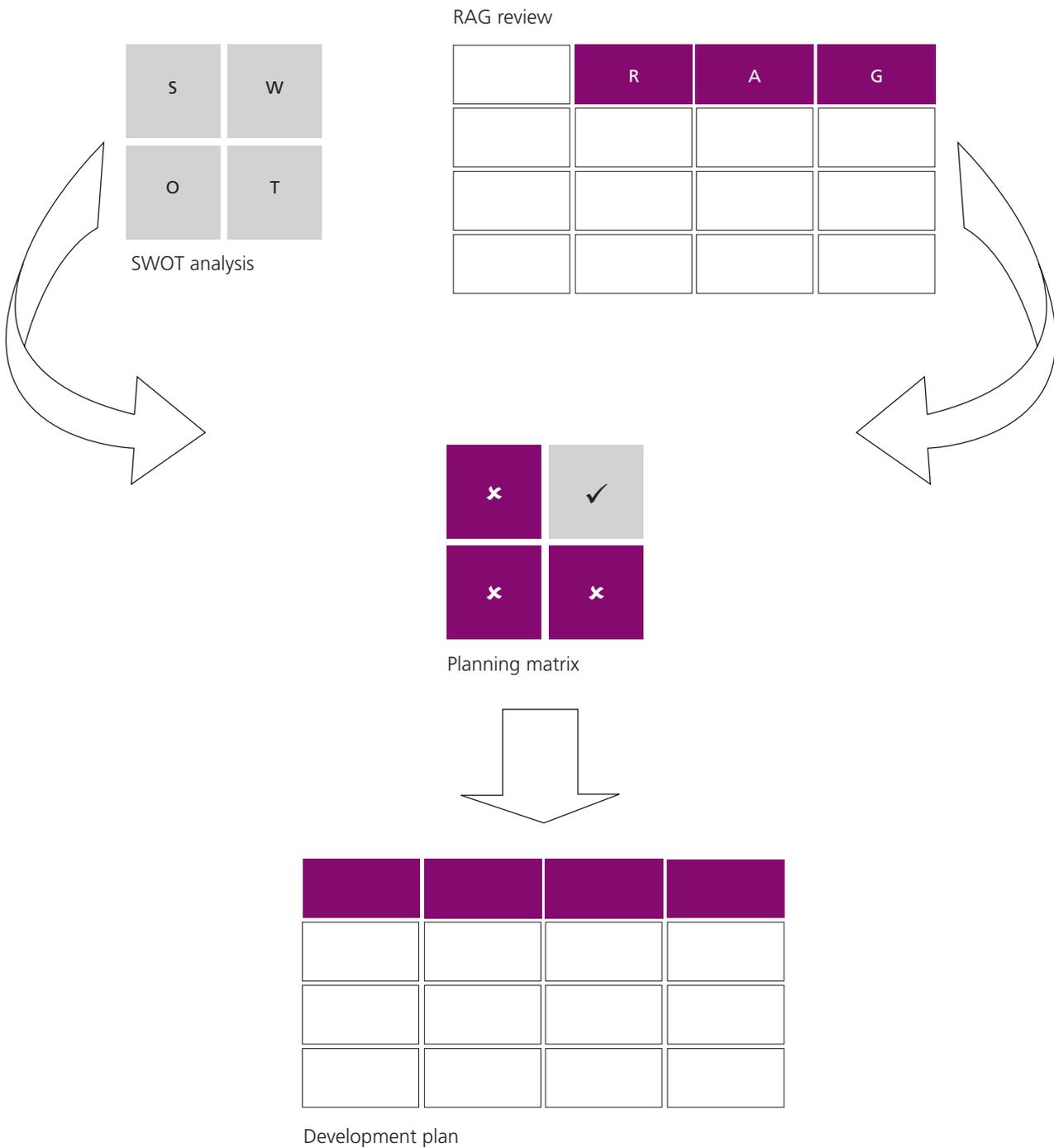
If you use this system for setting targets, you are far more likely to succeed. Because you have clearly identified when the target is reached, you know exactly when to close the task and will not waste extra resources by keeping it open for longer than needed. By making it time-bound you also know when 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 Region 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 region. Strengths and weaknesses are internal factors. Opportunities and threats are external factors that can all influence the future of your region.

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 region 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 region. 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 Regional secretary or the Scottish Headquarters.

At the end there are some blank areas, giving you the flexibility to add in local, specific issues that may affect your region. The last row is for your overall score; this is simply the RAG colour your region scored most often. This is not an indication of how 'good' you are as a scout region; it is simply a way to co-ordinate where you should be supported. This could help you build the region development plan, or just make you aware of local issues.

Please note that this a generic set of criteria and your regions particular circumstances may slightly alter the results for one or two elements. For example, if you are in a rural area, your region size and rate of growth may well be different to that of an inner-city region, but not always! If you can't decide which statement is the closest match for your region, 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 Scottish headquarters for their perspective.
- Always err on the side of caution. Only choose a statement if your region meets it entirely or 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 region 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 of Scouting, 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
Adults	Regional team has several vacancies and/or district commissioners missing	Regional team almost complete with one or two vacancies in team and/or district commissioners missing	Regional team complete with no vacancies and all districts with a district commissioner	
Districts	Three or more districts do not have a full team or executive committee	One or two districts do not have a full team or executive committee	All districts have a full district team and executive committee	
Training	No assistant regional commissioner (adult training) appointed. No training modules offered. Less than 20% of adult appointments in region and district commissioners hold the correct wood badge for their role or are working towards their completion within stated timeframe	Assistant regional commissioner (adult training) appointed. Most training modules (module 5 onwards) offered. 40% of adult appointments in region and district commissioners hold the correct wood badge for their role or are working towards their completion within stated timeframe	Assistant regional commissioner (adult training) appointed. All training modules (module 5 onwards) offered. 60% of adult appointments in region and district commissioners hold the correct wood badge for their role or are working towards their completion within stated timeframe	
Safeguarding	There is no safeguarding awareness co-ordinator appointed	A safeguarding awareness co-ordinator is appointed but is inactive. Training and resource needs are not being met	An active safeguarding awareness co-ordinator is appointed and is providing training and resources where needed	
Co-education	Less than 50% of districts are open to both male and female members and growth of female membership less than 3% against last year's census	Less than 75% of districts are open to both male and female members and growth of female membership 3–5% against last year's census	100% of districts are open to both male and female members and 5% growth of female membership against last year's census	

KEY	RED	AMBER	GREEN	OUR RESULT
Diversity	Region is not, and is not working towards being representative of the diversity of the local community	Region is actively working towards being representative of the diversity of the local community	Region is fully representative of the diversity of the local community	
Waiting lists	Less than 50% of districts with centrally managed waiting lists	50% or more districts with centrally managed waiting lists	Waiting lists managed by 100% of districts that link in some way to group waiting lists	
Advisers	Region has more than two adviser vacancies for international, special needs, faith and beliefs, activities and DofE. Advisers are not engaged with regional team and rarely if ever used by districts	Region has no more than two adviser vacancies for international, special needs, faith and beliefs, activities and DofE. Advisers are occasionally engaged with regional team and being used infrequently by districts	Region has a full complement of advisers for international, special needs, faith and beliefs, activities and DofE. Advisers are fully engaged with regional team and being used effectively by districts	
Moving on (explorers – network) (young leaders – adult leaders)	There are no lines of communication between sections. Young people are assumed to only be in one section	Some lines of communication exist between relevant sections. Young people have an idea of the options open to them but usually all end up in just one section	Good communication links exists between relevant sections. Moving on is planned before 18th birthdays. Young people fully informed of the options open to them	
Explorer scouts and scout network	No assistant regional commissioners for explorer scouts or scout network	Either assistant regional commissioners for explorer scouts or scout network appointed and meeting occasionally with district explorer scout commissioner or district scout network leader	Assistant regional commissioners for explorer scouts and scout network appointed and meeting regularly with district explorer scout commissioner or district scout network leader	

KEY	RED	AMBER	GREEN	OUR RESULT
Development	No assistant regional commissioner (development) appointed	Assistant regional commissioner (development) appointed but inactive. Region has some form of development plan and is working with some districts to ensure that they also do	Assistant regional commissioner (development) appointed. Region has an embedded development plan and is working with all districts to ensure that they also do	
Scout Active Support (factsheet FS330097)	Unit either doesn't exist or has little or no contact with the region. Many positions need filling. Little or no growth in membership. No recruitment initiative and no support to the region or districts	Only recruiting retiring scouts, etc, from within the region. Low level of support for region and/or district events and activities	Actively supporting region and/or district activities and events. Actively recruiting new membership	
District engagement with region (attending and participating in meetings, activities and events)	Less than 50% of districts engage with the region	50% or more of districts engage with the region	100% of districts engage with the region	
Activities	Little or no opportunity to assess or issue permits	No regional activity adviser appointed but most districts have access to activity permit assessment	Regional activity adviser and team of activity permit assessors appointed	
Flexible volunteering	Region doesn't encourage flexible volunteering for uniformed roles and Executive Committee		Region encourages flexible volunteering for uniformed roles and Executive Committee	

KEY	RED	AMBER	GREEN	OUR RESULT
Communication	No assistant regional commissioner (communication) appointed	Assistant regional commissioner (communication) appointed. No communications strategy in place and engaging with internal and external audiences only occasionally	Assistant regional commissioner (communication) appointed. Effective communications strategy in place and engaging with internal and external audiences	
Executive committee	No executive committee. Functions accomplished by ex-officio members. Young people available but not used. No governance support is cascaded to districts	Executive committee is in place but not representative of the wider region. Young people available but not used. Some governance support is cascaded to districts	Executive committee working as per POR and regional constitution. Meeting regularly and fully attended. Contains young person representation. Governance support is fully cascaded to districts	
Safety and assets	Equipment/property is not adequately maintained. Resources may not be in place. Risk assessments are non-existent. No appointed safety adviser	Equipment is in place, but little consideration has been given to ongoing risk assessment Property may have issues. Appointed but inactive safety adviser	Equipment and property in place to support the operations of the region. Appropriate risk assessments conducted. No outstanding health and safety or security issues. Appointed and active safety adviser	
Finance	No certified annual accounts. Little or no financial report to executive committee and issues with collection of membership fees	Certified annual accounts. Periodic financial reports to executive committee. Membership fees collected	OSCR registered charity. Certified annual accounts and financial reports to executive committee. Membership fees collected	
Fundraising	Income from levy/membership fee does not meet current requirements and there is no other funding in place	Modest fundraising in place, only by levy/membership fee. Limited opportunities for additional funding sources	Plan and policy in place to cover the required income to maintain the operation of the region. Reserves managed appropriately	

KEY	RED	AMBER	GREEN	OUR RESULT
AGM	There is no AGM	There is a form of AGM with limited reporting; attendance is patchy	There are comprehensive AGMs with full reports from all assistant regional commissioners, regional advisers, regional commissioner and regional treasurer. Well attended by stakeholders	
Appointments process	Process not in place. No meetings held and a lack of training advisers	Chair and secretary in place. Mixed level of commitment. Meetings are irregular and training advisers not assigned	Appointments advisory committee and effective chair and secretary. Process is smooth and efficient. Supports new adults throughout the process. Training advisers available	
Growth – Adults (factsheet FS391003)	Against the last census data, a growth of 3% or less in adult volunteers	Against the last census data, a growth of 3-5% in adult volunteers	Against the last census data, a growth of over 5% in adult volunteers	
Growth – Young People (factsheet FS391003)	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	
Young Leader Section Growth (factsheet FS391003)	Against the last census data, a growth in young leaders of less than 15%	Against the last census data, a growth in young leaders of 15%	Against the last census data, a growth in young leaders of over 15%	

KEY	RED	AMBER	GREEN	OUR RESULT
Youth forums	No youth forums operating across the region	Youth forums planned but there is no direct feedback	Planned and well attended youth forums across the region	
Overall score				

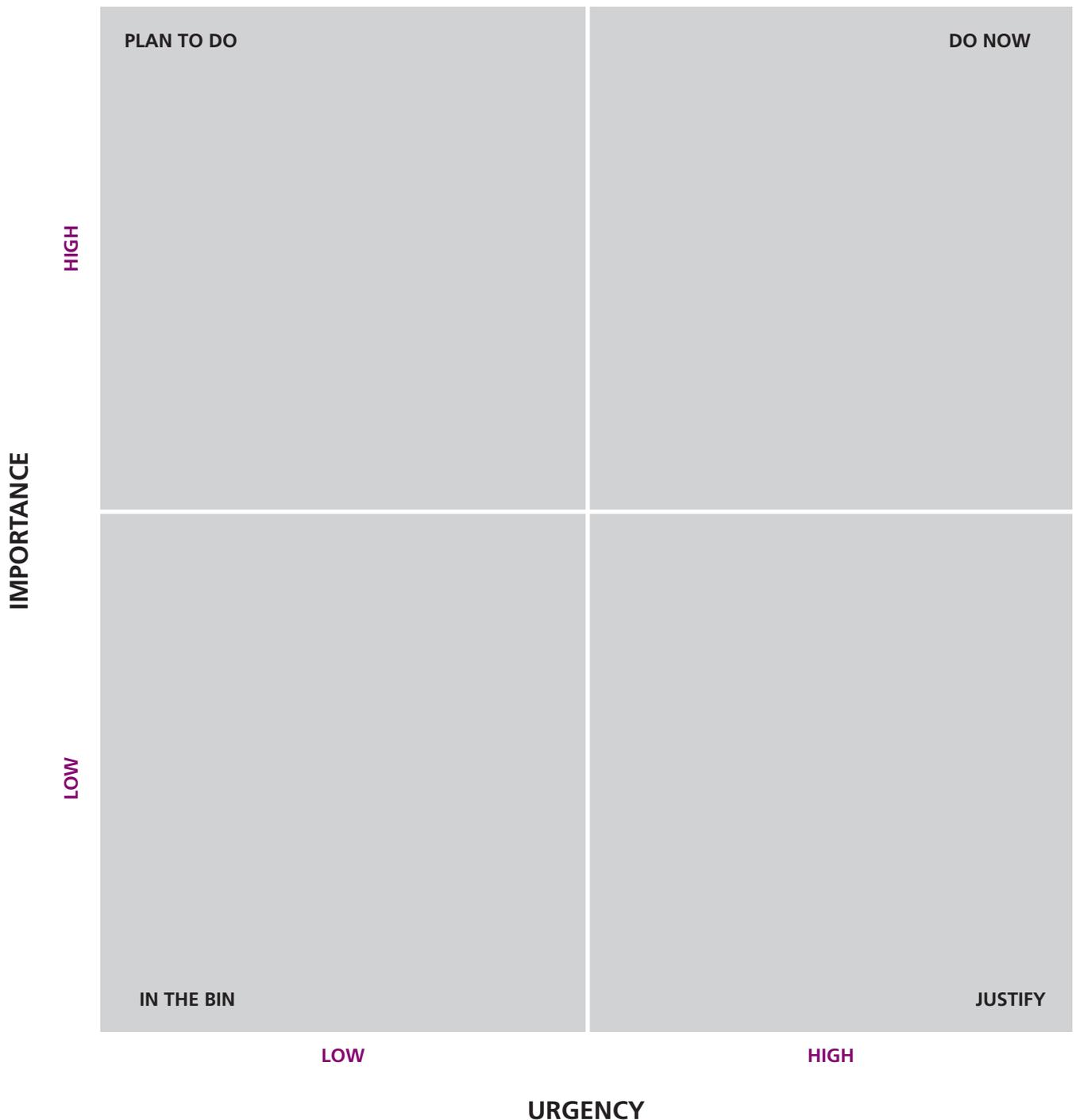
PLANNING MATRIX

(Factsheet FS310607)

Now that you've analysed the region, 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 region 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 region 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 available from Scottish headquarters who can be contacted by e mail shq@scouts-scotland.org.uk or by telephone on 01383 419073

My local development contacts are:



Although in some parts of the British Isles, scout counties are known as areas or islands – and, in one case, bailiwick – for ease of reading this resource simply refers to county/counties. In Scotland there is no direct equivalent to county or area. In Scotland scouting is organised into districts and regions, each with distinct responsibilities. Some 'county' functions are the responsibility of Scottish regions, while others lie with Scottish districts. The focus of responsibility is outlined in Scottish variations from POR.

REGION 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