

SCOUT TROOP

development planning toolkit



'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 your Troop's future, you need simple and realistic targets to ensure the Troop doesn't eventually shrink and close. This toolkit is yours to use, to help you plan the continued success of your Troop. There is also help available in your area and from the HQ Development Service.

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 Scout Leader	
S	We will recruit one new adult for the Scout Troop
M	When their CRB is returned and they have received their appointment the target is reached
A	This task is linked to one of the Movement's National Objectives
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.

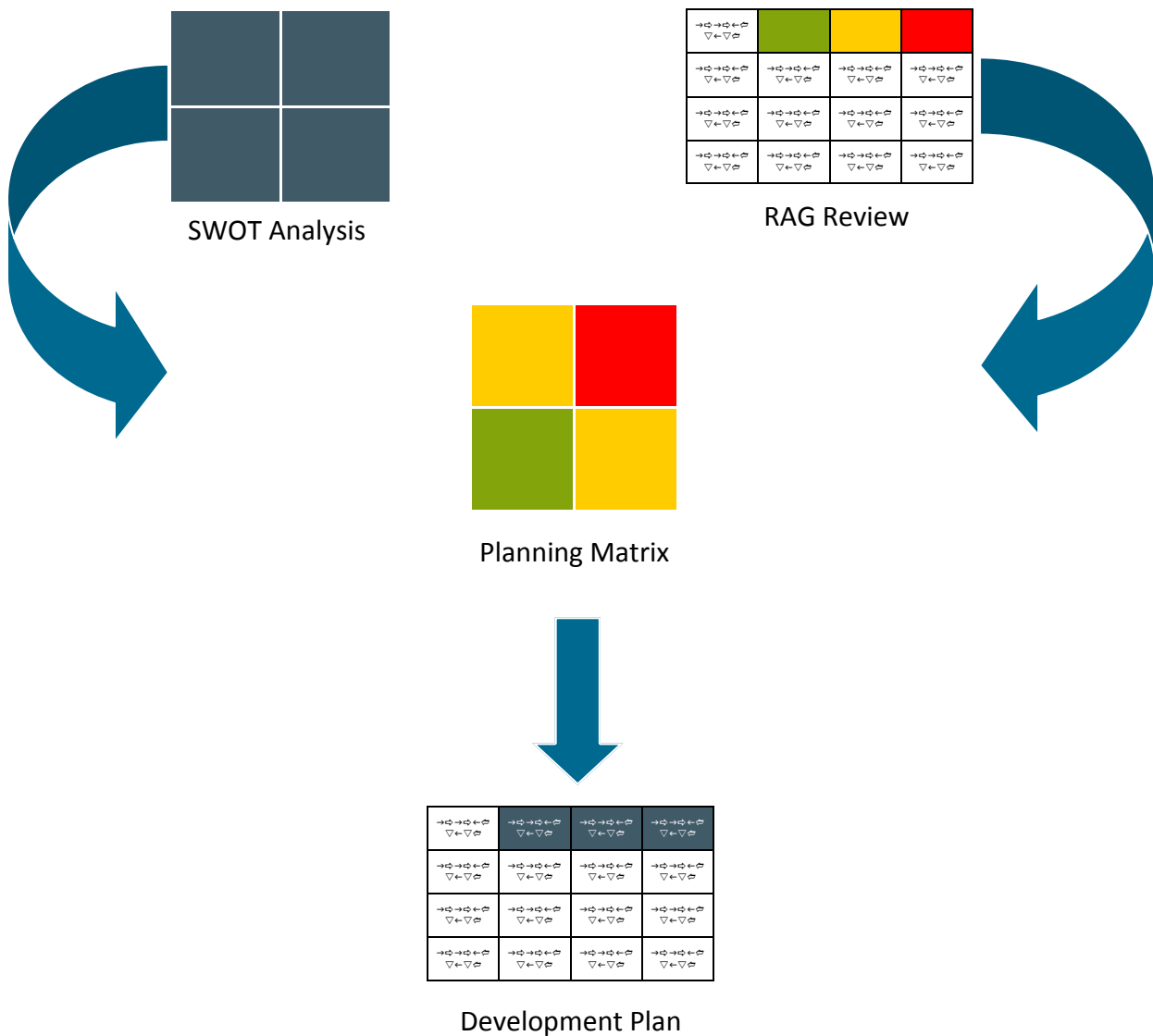
(We use this SMART mnemonic in a development context - to encourage the linking of objectives across the whole of Scouting)

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 Troop. 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 Troop. Strengths and Weaknesses are internal factors. Opportunities and Threats are external factors that can all influence the future of your Troop.

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 Troop 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 Troop. 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 Troop. The last row is for your overall score; this is simply the RAG colour your Troop got the most of. This is not an indication of how 'good' you are as a Scout Troop; it is simply a way of Groups, Districts & Counties to co-ordinate where they should support development. Your Group Scout Leader, and possibly your District Commissioner, may ask for your overall score, or a copy of your completed development pack. This will help them build the Group & District development plans, or just to make them aware of local issues.

PLEASE NOTE that this a generic set of criteria and your Troop'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 a member of the local or HQ Development Service.
- Always err on the side of caution, only choose a statement if your groups 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.

KEY	GREEN	AMBER	RED	OUR RESULT
<p>Troop Size</p> <p>(although allow for demographics / geography)</p>	18 – 24 plus	12 - 17	Less than 12	
<p>Female Membership</p>	A growth against last year's census of over 5%	A growth against last year's census of between 3 and 5%	A growth against last year's census of less than 3%	
<p>Stakeholder Support</p> <p>[Any adult who supports or benefits from the Group]</p>	All events are well supported by stakeholders	Stakeholder support is inconsistent	Support from stakeholders for the Group is very limited	
<p>Programme</p> <p>(Factsheet FS315096)</p>	Always well planned balanced programmes that explore all the Programme Zones	Balanced programme, normally well planned that explore most Programme Zones	Poor programmes rarely planned and covering few Programme Zones	
<p>Chief Scout's Gold Award</p>	90% of Scouts gain the Chief Scout's Gold Award before moving on	50% of Scouts achieve the Chief Scout's Gold Award before moving on	Less than 50% of Scouts achieve the Chief Scout's Gold Award before moving on	

KEY	GREEN	AMBER	RED	OUR RESULT
Activity and Challenge Badges	Most Scouts achieve 30 or more badges before moving on	Most Scouts achieve between 25 and 29 badges before moving on	Most Scouts achieve 24 or less badges before moving on	
Forums	Scouts have the opportunity at least once a term to take part in Troop Forums	Scouts sometimes have the opportunity to take part in Troop Forums	Scouts don't have the opportunity to take part in Troop Forums	
Nights Away	Scouts are encouraged to have two or more nights away per year	Scouts are encouraged to have one night away per year	Scouts are not encouraged to have any nights away	
Leader Training	Scout Leader holds Wood Badge. All other appointed adults are in training, have a training plan and a Training Adviser for support, training is up to date	Some Leaders are trained, but new appointed adults have no Training Adviser support and are not completing training	None of the adults involved have completed appropriate training and no adults have Training Adviser support. No training opportunities are planned	
Young Leaders Scheme (Factsheets FS315092, FS315093)	All Young Leaders in the Troop are included in planning and delivery of the programme and are progressing through the Modules and Missions	Young Leaders not involved in planning and only supervise games. Young Leaders have only completed Module A and no Missions	What is the Young Leader scheme?	

KEY	GREEN	AMBER	RED	OUR RESULT
<p>Moving In (Factsheet FS155058)</p>	<p>Instant access to Membership</p>	<p>Delayed access of up to one school term (Up to three months)</p>	<p>Delayed access of longer than one school term (More than three months)</p>	
<p>Moving On (Factsheet FS315019)</p>	<p>All members complete Moving-on Award, moving into Scouts when mutually agreed</p>	<p>Movement into Scouts, either with or without Moving-on Award</p>	<p>No movement into Scouts, no Moving-on Awards</p>	
<p>Joining Lists (Eligible to join now)</p>	<p>Instant joining opportunities; joining list shared across the District No-one on the joining list</p>	<p>Joining list shared across the District Five or less on the joining list</p>	<p>No management of joining lists Six or more on the joining list</p>	
<p>Adult Leaders</p>	<p>An appointed Leader plus one other appointed assistant and some parental help</p>	<p>An appointed Leader plus one other appointed assistant</p>	<p>An appointed Leader and other non-uniformed assistants</p>	
<p>Adult Ratios</p>	<p>One adult to five young people</p>	<p>One adult to seven young people</p>	<p>One adult to eight or more young people</p>	

KEY	GREEN	AMBER	RED	OUR RESULT
Section Links	One link activity per school term	Less than one link activity per school term	No link activities	
Programme Planning Meetings	Minimum of one planning meeting per school term, involving all Troop leaders to create and review terms programmes	Less than one planning meeting per school term, involving some Troop leaders to create and review terms programmes	Planning not shared with leadership team	
AGM	The Scout Leader has the opportunity to make a full report at the AGM	The Troop is represented at the AGM, but is not given the opportunity to make a full report	There is no AGM, or it is not attended by a representative of the Troop	
Parental Engagement (Factsheet FS140049)	Parents are actively involved in, and informed about section activities		Parents are not involved in section activities in any way	
Growth - Young People (Factsheet FS391003)	Against the last census data, a growth of over 5% in young people across the section	Against the last census data, a growth of between 3 and 5% in young people across the section	Against the last census data, a growth of 3% or less in young people across the section	

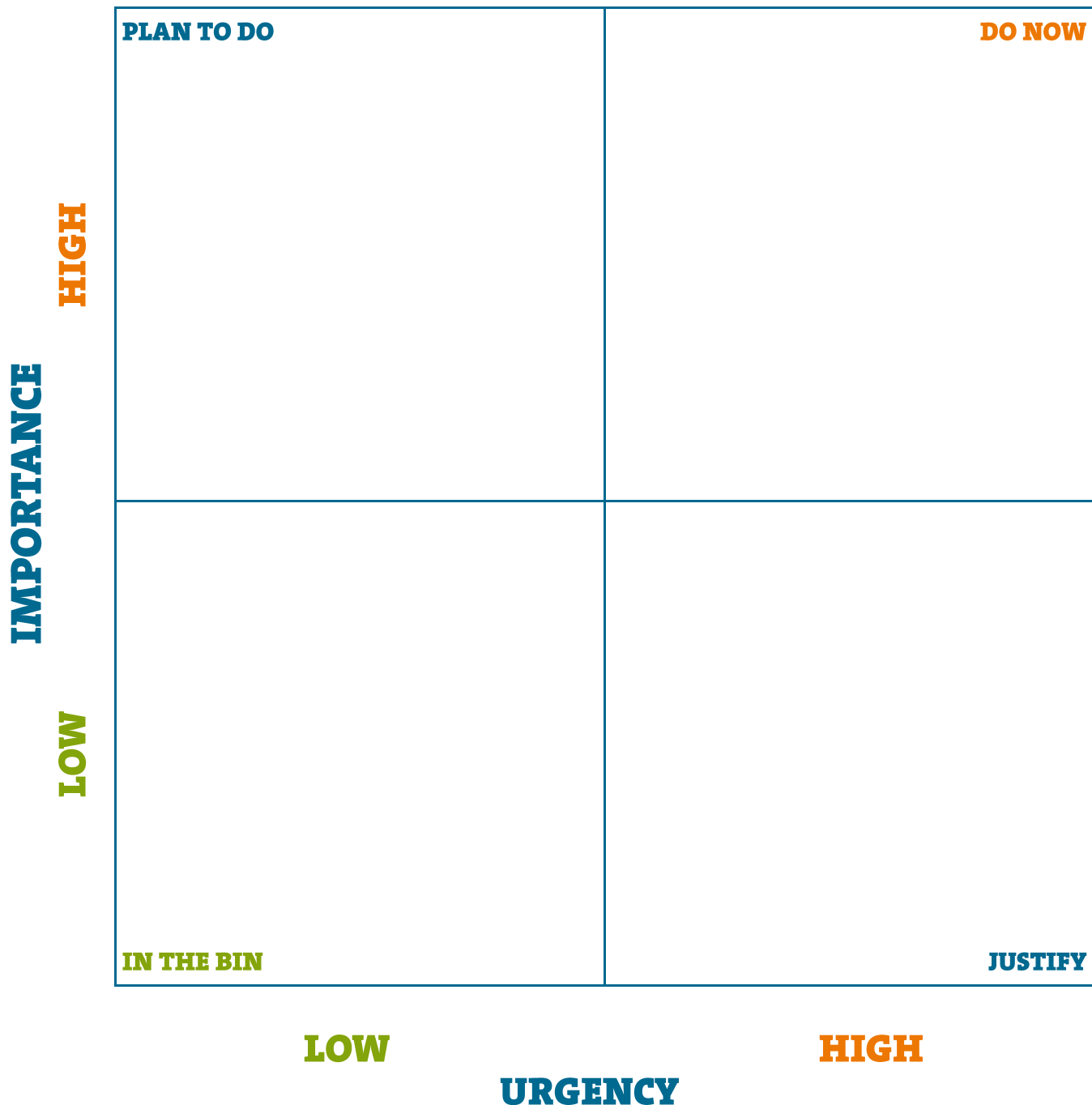
KEY	GREEN	AMBER	RED	OUR RESULT
Flexible Volunteering	Flexible solutions are actively and easily implemented. There is a flexible or shared leadership team with parent/helper rotas and volunteer pools being key to the section	Limited number of leaders but there is a parent/helper rota in place. Parents/ helpers support by running games or supervising activities	Limited number of leaders and there are no flexible volunteering opportunities. Advice has not been sought on how to implement such a system	
Overall Score				

PLANNING MATRIX (factsheet fs310607)

Now that you've analysed the Troop, 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 it 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 is it. 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 Service (England), who can be contacted through the Information Centre or by email:

t: 0845 300 1818

e: rds@scouts.org.uk

In Northern Ireland, Scotland and Wales contact the Country Headquarters at:

e: info@scoutsni.com

e: shq@scouts-scotland.org.uk

e: admin@scoutswales.org.uk

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, whilst others lie with Scottish Districts. The focus of responsibility is outlined in Scottish Variations from POR.

