Scout Troop
DEVELOPMENT PLANNING TOOLKIT

This Scout Troop 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 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 analysis   page 3
- RAG reviews   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 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 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 scout leader	
S	We will recruit one new adult for the scout troop
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 troop. Elements are taken from both, prioritised, and then some items are placed on your development plan.

RAG review

	R	A	G

S	W
O	T

SWOT analysis

✖	✔
✖	✖

Planning matrix

Development plan
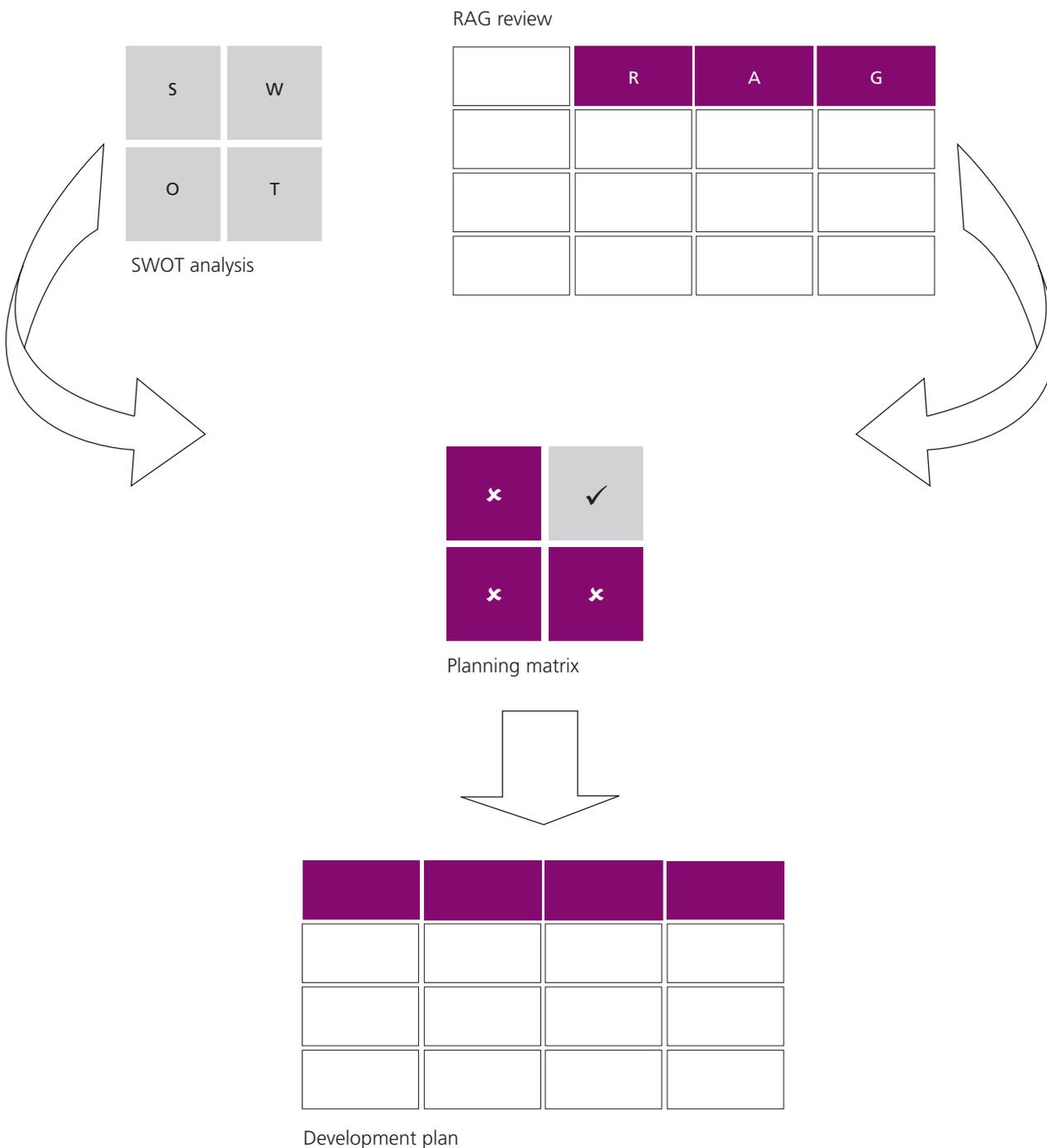
SWOT ANALYSIS

This analysis helps you assess the strengths, weaknesses, opportunities and threats (SWOT) 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 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 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.

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 troop. The last row is for your overall score; this is simply the RAG colour your troop scored most often. This is not an indication of how 'good' you are as a scout troop; it is simply a way to co-ordinate where you should be supported. This could help you build the troop development plan, or just make you aware of local issues.

Please note that this a generic set of criteria and your troops particular circumstances may slightly alter the results for one or two elements. For example, if you are in a rural area, your troop size and rate of growth may well be different to that of an inner-city troop, but not always! If you can't decide which statement is the closest match for your troop, 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 troop 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 troop and its members. This includes parents, group executive committee 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
Troop size	Fewer than 12	12 to 17	18 or more	
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%	
Stakeholder support (Any adult who supports or benefits from the scout troop, eg parents)	Support from stakeholders for the troop is very limited	Stakeholder support is inconsistent	All events are well supported by stakeholders	
Programme	Poor programmes rarely planned and covering few programme zones	Balanced programme, normally well planned that explore most programme zones	Always well-planned balanced programmes that explore all the programme zones	
Chief scout's gold award	Less than 50% of scouts achieve the chief scout's gold award before moving on	50-90% of scouts achieve the chief scout's gold award before moving on	More than 90% of scouts gain the chief scout's gold award before moving on	

KEY	RED	AMBER	GREEN	OUR RESULT
Challenges and activity badges	Most scouts achieve 24 or fewer badges before moving on	Most scouts achieve between 25 and 29 badges before moving on	Most scouts achieve 30 or more badges before moving on	
Forums	Scouts don't have the opportunity to take part in troop forums	Scouts sometimes have the opportunity to take part in troop forums	Scouts have the opportunity at least once a term to take part in troop forums and the information gained is actively used in section planning	
Nights Away	Scouts are not encouraged to have any nights away	Scouts are encouraged to have one night away per year	Scouts are encouraged to have two or more nights away per year	
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	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	
Young Leaders' Scheme	What is the young leaders' scheme?	Young leaders not involved in planning and only supervise games. Young leaders have completed no missions	All young leaders in the troop are included in planning and delivery of the programme and are progressing through the missions	

KEY	RED	AMBER	GREEN	OUR RESULT
Moving In	Prospective members wait longer than one school term (more than three months)	Prospective members wait up to one school term (up to three months)	Prospective members can join straight away	
Moving On	No moving on to explorers. No moving on awards	Moving on to explorers happens, either with or without moving on award	All members complete moving on award, moving into explorers when mutually agreed	
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	
Adult Leaders	An appointed leader and other helpers. No parent rota in place	An appointed leader plus one other appointed assistant. Parent rota in place although not running effectively or at all	An appointed leader plus one other appointed assistant. Full and active parent rota in place	
Adult ratios	One adult to eight or more young people	One adult to seven young people	One adult to five young people	

KEY	RED	AMBER	GREEN	OUR RESULT
Section links	No link activities	Less than one link activity per school term	One link activity per school term	
Programme Planning Meetings	Planning not shared with leadership team	Less than one planning meeting per school term, involving some of the sectional leadership team to create and review terms programmes	Minimum of one planning meeting per school term, involving all of the sectional leadership team to create and review terms programmes	
AGM	There is no AGM, or it is not attended by a representative of the troop	The troop is represented at the AGM, but is not given the opportunity to make a full report	The scout leader has the opportunity to make a full report at the AGM	
Involving parents	Parents are not involved in section activities in any way	Leaders engage with parents and they are occasionally involved in section activities. Parent pack is given out when young people join but without personalised inserts	Section leaders engage with parents and find out their interests and hobbies, so they can join the existing, effective parent rota. Parent pack is always given out with full set of personalised inserts	
Growth – Young People	Against the last census data, a growth of 3% or less in young people across the section	Against the last census data, a growth of 3–5% in young people across the section	Against the last census data, a growth of over 5% in young people across the section	

| KEY	RED	AMBER	GREEN	OUR RESULT
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 time availability, skills and interests	
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 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.

PLAN TO DO		**DO NOW**
IN THE BIN		**JUSTIFY**

IMPORTANCE — HIGH / LOW

URGENCY — LOW / HIGH
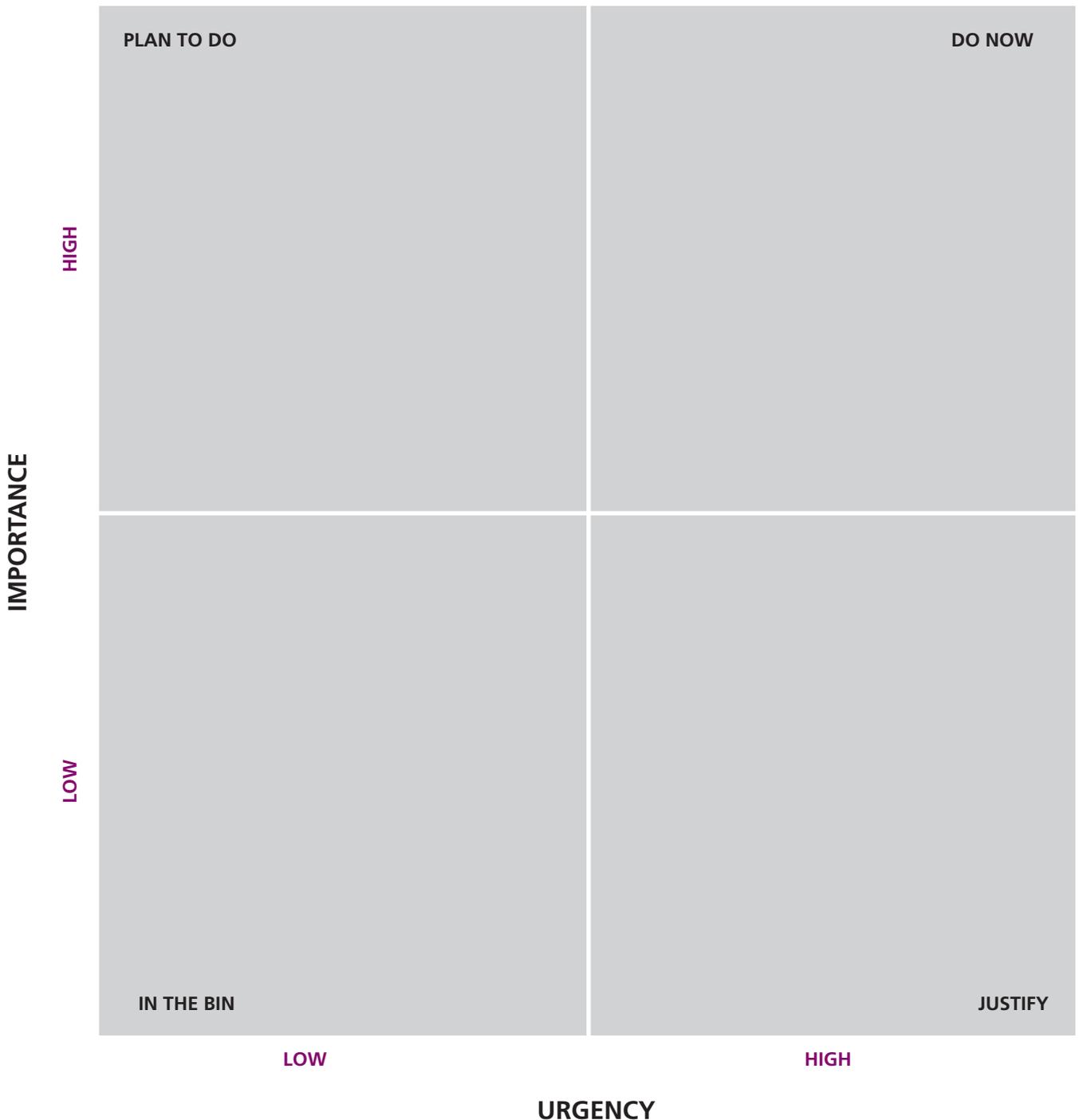
DEVELOPMENT PLAN

As mentioned before, development plans do not need to be huge, but they do need to be simple. Most troop development plans should not have more than four to 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 troop 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:

TROOP 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