

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 headquarters' regional development service.

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 area and from the regional development service.

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 CRB 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 colony. Elements are taken from both, prioritised, and then some items are placed on your development plan.

S	W
O	T

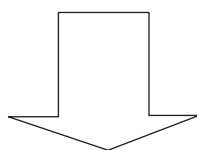
SWOT analysis

RAG review

	R	A	G

x	✓
x	x

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 is 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 the regional development service 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	
Growth – Young People (factsheet FS391003)	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	
Community Engagement	We do not take part in any community activities and do not make use of community facilities or people to help support our programme.	We have some visits from people in the community and use some community facilities but we don't actively seek opportunities for community activities or service projects in our programmes.	We encourage and develop programmes, activities and service projects which engage scouts in their local communities, including making good use of community facilities and visitors to the scout troop.	
Stakeholder support (any adult who supports or benefits from the scout group e.g. parents)	Support from stakeholders for the group is very limited	Stakeholder support is inconsistent	All events are well supported by stakeholders	
Programme (factsheet FS155062)	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	

Programme Planning Meetings (factsheet FS155064)	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 programme	Minimum of one planning meeting per school term, involving all of the sectional leadership team to create and review terms programmes	
Chief scout's gold award	Less than 50% of scouts achieve the chief scout's gold award before moving on	50% of scouts achieve the chief scout's gold award before moving on	90% of scouts gain the chief scout's gold award before moving on	
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	
Nights Away (factsheet FS155053)	Scouts do not get the opportunity to have any nights away	Scouts get the opportunity to have one night away per year	Scouts get the opportunity to have two or more nights away per year	
Partnerships with other organisations	We do not have partnerships with any organisations outside of scouting.	We partner with some local community groups, for example the Parish council by supporting their events and in return they provide a local grant.	We actively seek external partnerships, including the local schools where we frequently run open nights, the parish council and the local Lions. We work together on joint projects, support local events and have received some sponsorship and grants.	

<p>West Lancs Brand</p>	<p>We do not actively advertise and we do not understand what the West Lancs brand is.</p>	<p>We try to adhere to some brand standards and make use of the Scout Association Brand Centre in our limited advertising.</p>	<p>We advertise in the local schools, shops and community centres, both for new members and volunteers and to publicise recent opportunities and activities. All our advertising is in line with the West Lancs brand.</p>	
<p>Technology</p>	<p>We don't have an online presence.</p>	<p>We have a scout page on our group website which has joining information on and a sample programme.</p>	<p>We encourage the use of technology to help engage with the parents of scouts by publishing event updates on our public facebook page and make it easy for our leadership team to keep in touch via texts. We also link into our group and district twitter accounts.</p>	
<p>Citizenship</p>	<p>What is citizenship?</p>	<p>We consider citizenship when working through the scout programme zones.</p>	<p>We consider citizenship when working through the scout programme zones and actively seek out activities in the community that promote citizenship.</p>	
<p>Global Opportunities</p>	<p>We find it very difficult to deliver global opportunities for our scout troop.</p>	<p>We complete the global challenge badge and engage scouts in global activities such as JOTA/JOTI.</p>	<p>We complete the global challenge badge, attend JOTA/JOTI each year and take part in an international scout experience with our scout group every two years.</p>	
<p>Resources, facilities and skills</p>	<p>As a scout troop we don't have the resources or skills we required.</p>	<p>We have some of the resources, facilities and skills we need to deliver everyday adventure to our scouts but not all. There are lots of things we could benefit from having in order to accomplish all the dreams we have for our scouts.</p>	<p>We have some of the resources, facilities and skills we need but more importantly we know how to access additional skills and resources in order to deliver everyday adventure to our scouts. We don't ever feel as though we are held back.</p>	

Supported Adults	As adults we do not feel supported or valued. No adults have role descriptions and there are no opportunities to discuss future roles and training.	Some adults have job descriptions and some of those that have completed training have had that training validated.	All adults have role descriptions and have the opportunity to undertake new roles. They understand the concept of ongoing learning and understand where to find additional support and guidance.	
Adult Leaders (factsheet FS715501)	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 and a full and active parent rota in place.	
Adult Ratios	One adult per eight or more young people	One adult per seven young people	One adult per five young people	
Training	None of the adults involved have completed appropriate training and no adults have training advisor support. No training opportunities are planned.	Some leaders are trained, but new appointed adults have no training advisor support and are not completing training	Cub scout leader holds wood badge. All other appointed adults are in training, have a training plan and a training advisor for support. Training is up to date and validated.	
Flexible volunteering	Limited numbers 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 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.	

Young Leaders	We have no young leaders in our section.	We have one young leader in our section at most times, but they tend to come and go.	We have 2 to 3 young leaders at any one time, some come and go but many stay for the full 4 years.	
Young Leaders Scheme (factsheet FS103965)	What is the young leaders' scheme?	Young leaders are not involved in planning and only supervise games. Young leaders have not completed any training modules or missions.	All young leaders in the troop are including in planning and delivery of the programme, and are progressing through the training modules and missions.	
Patrol Leaders	We have Patrol Leaders but they don't have a role as such.	We have Patrol Leaders and they help new scouts settled in, they also control the patrol box and help with things like tuck shop.	Our Patrol Leaders are celebrated and recognize the important role they play. They attend Patrol Leaders Council (PLC) and the district PLC. They look after the patrol box, help with tuck shop and uniform inspection and help pass on skills to other scouts.	
Forums (factsheet FS155067)	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	
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%	

Diverse membership	With a growth against last year's census of less than 3% and no engagement of any local community groups, the diversity of my troop does not reflect the diversity of the community as a whole	With a growth against last year's census of 3 – 5% and some local community engagement, my troop is beginning to better represent the diversity of the local community.	With a growth against last year's census of over 5% and the building of some strong links within the local community, my troop is representative of the diversity in the local community.	
Moving In (factsheet FS155058)	Prospective members wait longer than one school term (more than 3 months)	Prospective members wait up to one school term (up to three months)	Prospective members can join straight away	
Moving On (factsheet FS170018)	No moving on to explorers, no moving on awards	Moving on into explorers, either with or without a moving on award	All members complete the moving on award, moving into explorers when mutually agreed	
Guidelines for Managing Register of Interests and Waiting Lists (factsheet FS155058)	No management of waiting lists. Six or more on the waiting list.	Waiting list shared across district. Five or less on the waiting list.	Instant joining opportunities. Waiting list shared across the district. No-one on the waiting list.	
Section links	No link activities	Less than one link activity per school term	One link activity per school term	

<p>Involving Parents (scouts.org.uk/involvingparents)</p>	<p>Parents are not involved in section activities in anyway. Parent pack not given out when a young person joins</p>	<p>Leaders engage with parents and they are occasionally involved in section activities. Parent pack is given out when young people join but without personalized inserts.</p>	<p>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 personalized inserts</p>	
<p><i>Overall Score</i></p>				

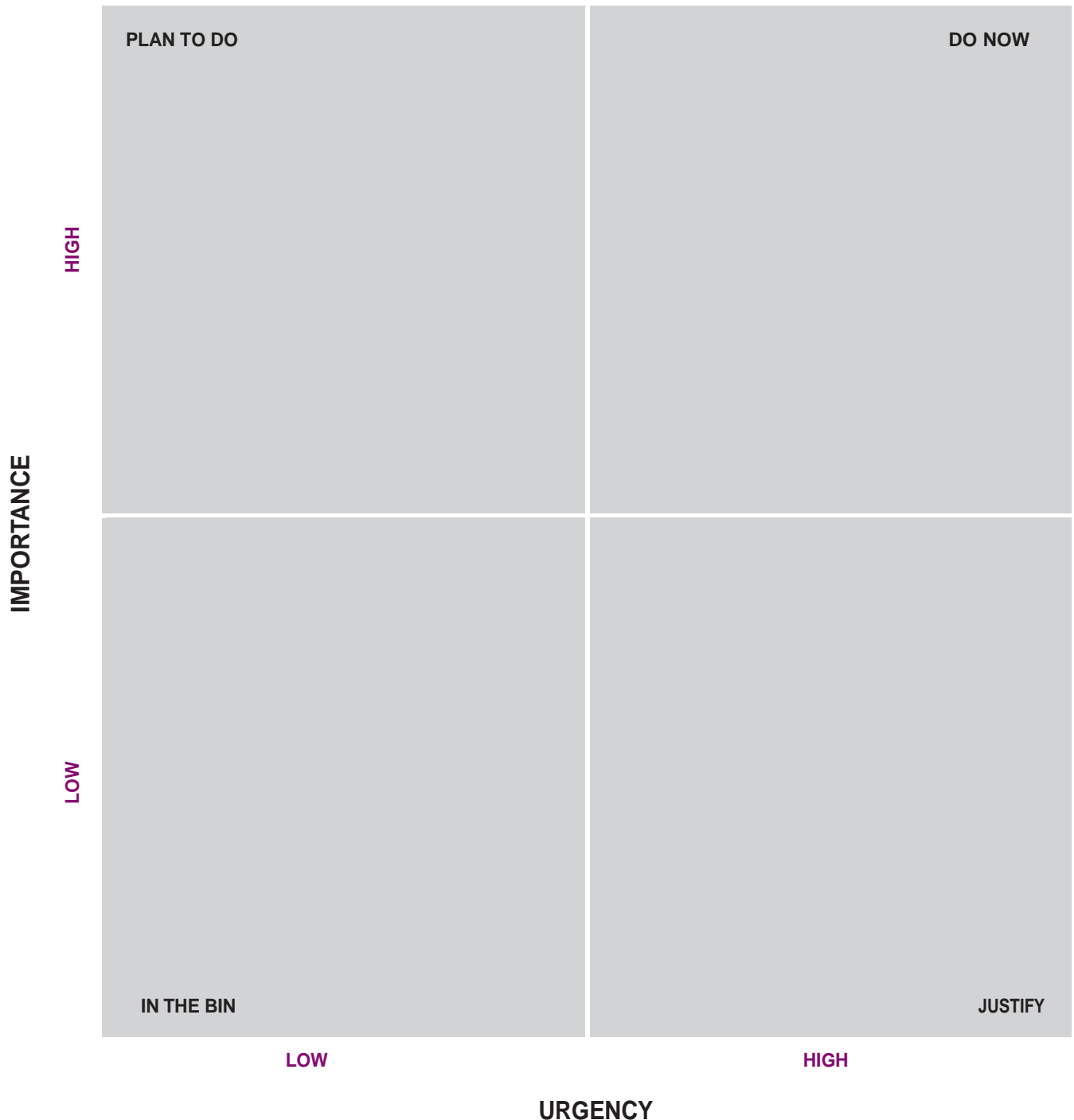
PLANNING MATRIX

(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.



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 regional development service (England), who can be contacted through the information centre or by email:

Tel: 0845 300 1818
Email: rds@scouts.org.uk

In Northern Ireland, Scotland and Wales contact your country headquarters at:

Northern Ireland: info@scoutsni.com
Scotland: shq@scouts-scotland.org.uk
Wales: 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, while others lie with Scottish districts. The focus of responsibility is outlined in Scottish variations from POR.

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