

Scout Network DEVELOPMENT PLANNING TOOLKIT

This Network Unit 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 page 3
- RAG analysis pages 4 – 8
- Planning matrix page 9
- Blank development plan page 11

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

This toolkit is yours to use to help you plan the continued success of your unit. 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 district network chair	
S	We will recruit a new chair for the network unit
M	When they accept the role and are approved at the Network AGM the objective is reached
A	This task is linked to the movement's national objective to grow the number of youth members
R	The new chair will help ensure that youth members of Network are leading the programme
T	We will run this task for six months, with a deadline of xx/xx/xxxx (the AGM)

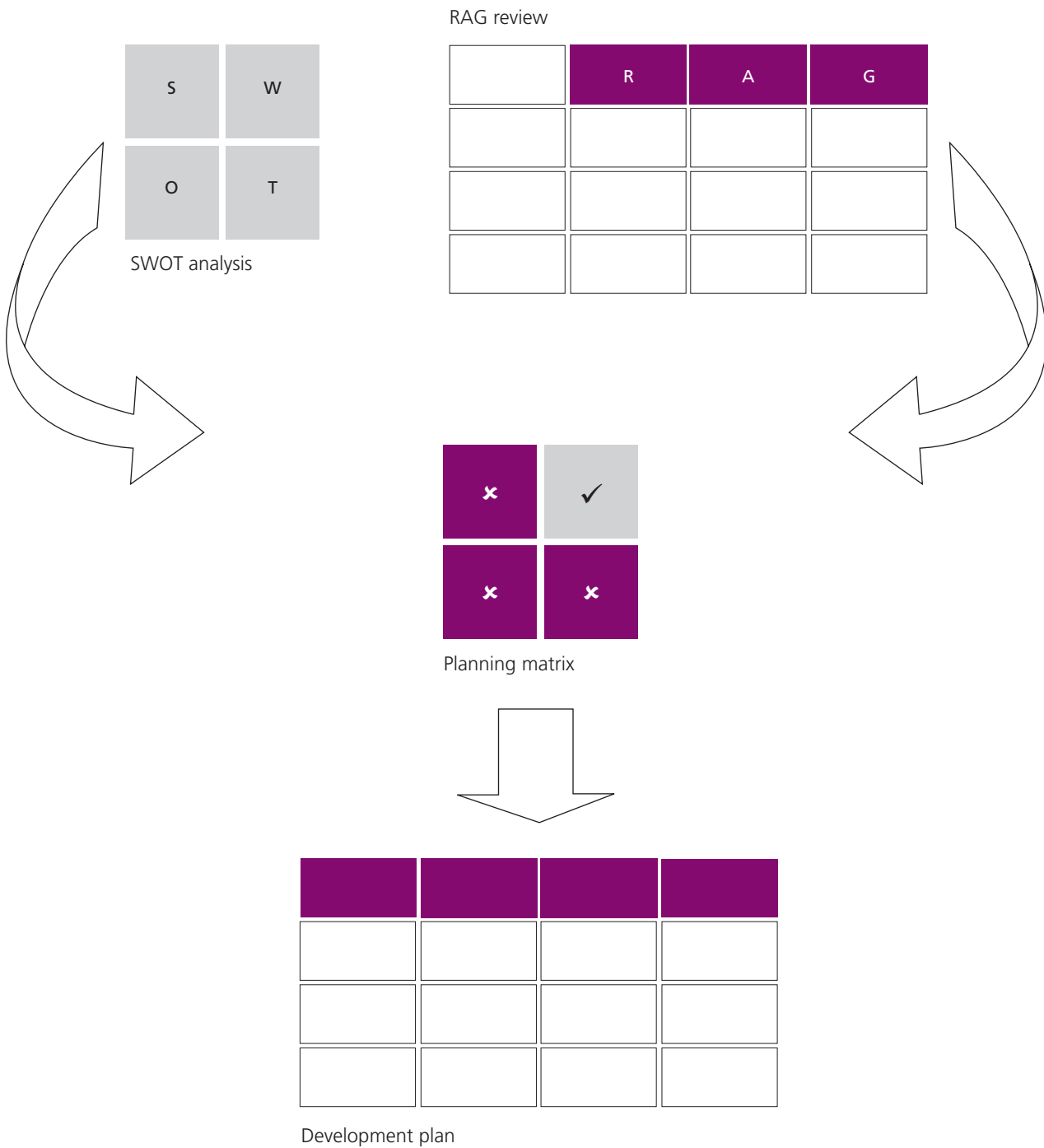
If you use this system for setting targets, you are far more likely to succeed. Because you have clearly identified when the target is reached, you know exactly when to close the task and will not waste extra resources by keeping it open for longer than needed. By making it time-bound you also know when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

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

Please note that this is a generic set of criteria and your unit's particular circumstances may slightly alter the results for one or two elements. For example, if you are in a rural area, your unit size and rate of growth may well be different to that of an inner-city unit, but not always! If you can't decide which statement is the closest match for your unit, 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 unit 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 unit and its members. This includes members, 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
People / Team	The district has a limited scout network team including the role of DSNL being vacant	The district has an effective network team with only one or two positions vacant	The district has a full and effective scout network team of DSNL, network administrator, and network executive	
Growth	Against the last census data, a growth of 3% or less in the network	Against the last census data, a growth of 3-5% in the network	Against the last census data, a growth of 5% or more in the network	
Training for roles	The DSNL and DSNA have not completed the training relevant to their roles and no training plan is in place	The DSNL and DSNA have not completed the training relevant to their roles but a training plan is in place	The DSNL and DSNA have completed the training relevant to their roles	
Structure of Provision	There is no district provision on offer	The district delivers a basic scout network provision. Some members attend national events but no activities are organised for district members. No development plan is in place	The district network meets all the local demands for scout network provision. A clear and realistic development plan is in place and is monitored frequently	
Communication	No communication between the scout network and explorer scouts within the district	Limited links are in place between the scout network and the explorer scout section. There is communication with other networks but on an irregular basis	Effective links are in place between the scout network and the explorer scout section. District scout networks share their programmes at regional level	

KEY	RED	AMBER	GREEN	OUR RESULT
Moving In	Very low or limited numbers move into scout network	Recruiting scout network members from explorer scouts proves hit-and-miss. No effective method exists	Effective strategy in place for explorer scouts integrating into scout network. Excellent retention ratio. Provides links for scout network beyond home	
Moving On	Network members often don't follow up their scouting post 25	Dedicated network members stay on in scouting beyond 25	Scout network members effectively retained in scouting on reaching 25	
Moving Away	No assistance provided to members who move to a new district	Members who are moving are provided with contact details for network in their new district	Members introduced to new unit and opportunities for linked activities before and after move are taken up	
Representation	No Network Executive	Members are aware of the network executive but are not encouraged to participate	Members are given the opportunity to serve on the network executive. Members not on the executive are familiar with the representatives and communicate with them to have issues raised and discussed	
Representation	Members are not aware of the SSNC	Members are aware of the SSNC but are not encouraged to participate	Members are given the opportunity to serve on the SSNC. Members not on the SSNC are familiar with the representatives and communicate with them to have issues raised and discussed	

KEY	RED	AMBER	GREEN	OUR RESULT
Finance	District executive ignores its responsibilities with regard to scout network provision	District executive provides limited support and guidance in the operation of the scout network provision	District executive recognises its responsibilities and provides active support and guidance in the operation of the scout network provision. Funds are available to scout network to support/aid development and district events	
Equipment / property	Equipment is not adequately maintained. Resources may not be in place to support. Risk assessments are non-existent. No insurance in place	Equipment is in place to support programme. Little consideration has been given to ongoing risk assessment. Equipment has adequate insurance in place	Equipment in place to support the operation of the scout network provision. Appropriate risk assessments conducted. No outstanding health and safety or security issues. Equipment has adequate insurance in place	
Management of the provision responsibilities	The DSNL does not attend the district executive	The DSNL occasionally attends the district executive. Has limited opportunity for reporting	The DSNL regularly attends the district executive and provides a management overview of the section to the executive	
Administration of membership	Registration of scout network members is haphazard or unavailable. Less than 50% of members are registered on the membership services system	The district network provision has a basic limited method for registration of scout network members. Limited support is given by district executive and DC. Between 50-80% of scout network members are registered on the membership services system	The district network provision has a clear method for registration of scout network members. This is supported and enforced by district executive and DC. More than 80% of scout network members are registered on the membership services system	
Publicity	None or very limited publicity in place	Publicity for scout network provision happens on an ad-hoc basis	The district scout network has an effective publicity strategy both internally and externally	

KEY	RED	AMBER	GREEN	OUR RESULT
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%	
Top Awards	Less than 50% of members complete or have the opportunity to complete the top awards	50-75% of members complete or have the opportunity to complete the top awards	More than 75% of members complete or have the opportunity to complete the top awards	
Overall score				

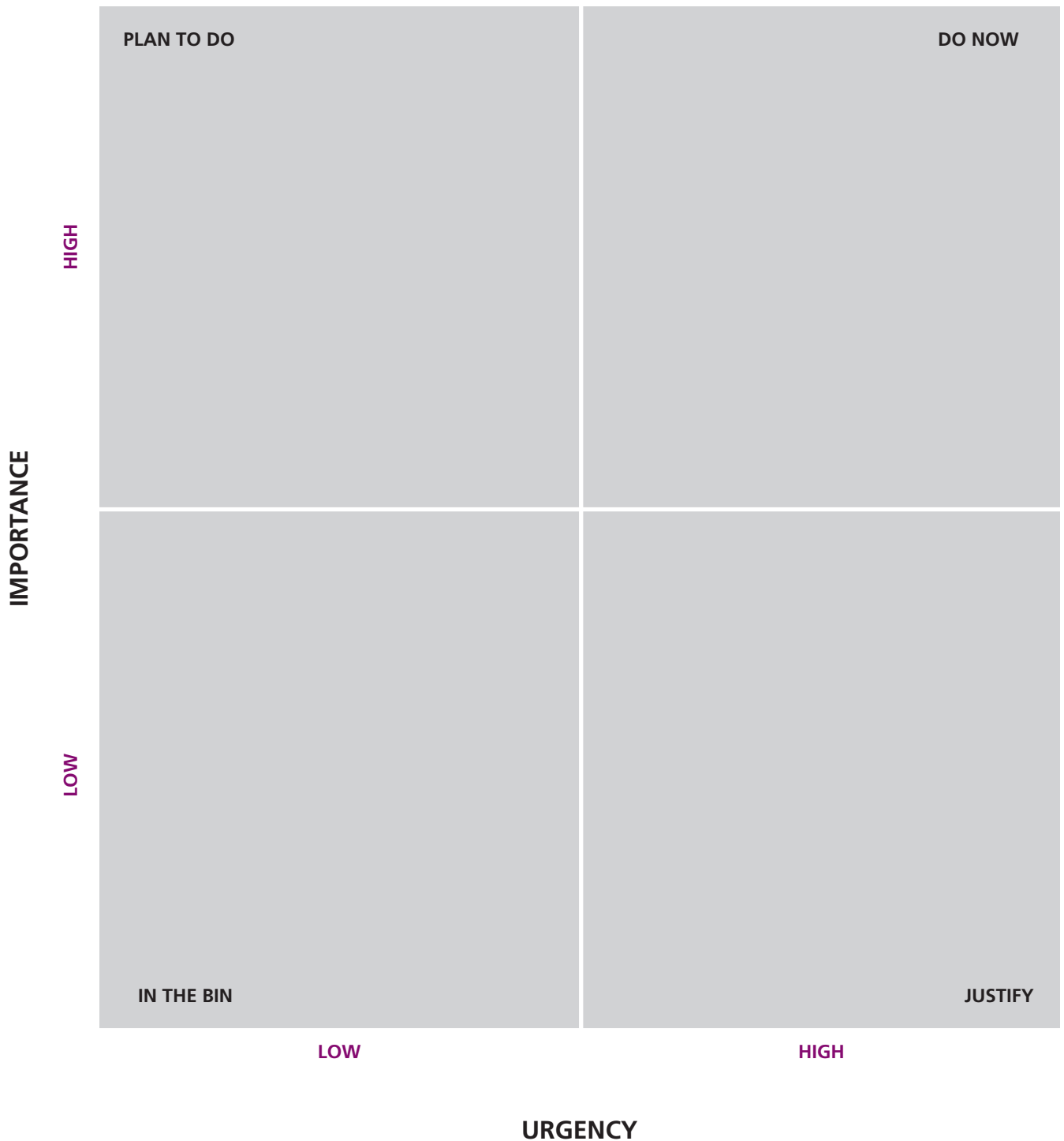
PLANNING MATRIX

(Factsheet FS310607)

Now that you've analysed the unit, 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 unit 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 unit 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:

NETWORK 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