SCOUT NETWORK
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 Network's future, you need simple and realistic targets to ensure the Network doesn't eventually shrink and close. This toolkit is yours to use, to help you plan and review the quality of your programme and to plan the continued success of your Network. There is also help available in your area and from the Scout NI Team.

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 Network Leader	
S	We will recruit one new adult for the Explorer Unit
M	When their Access NI is returned and they have received their appointment, the target is reached
A	The task is linked to one of the Movement's National Objectives
R	The new adult will help us meet the future 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 a SWOT analysis of your Network and the other is the RAG review. Elements are taken from both, prioritised, and then some
items are placed on your development plan.

SWOT Analysis

RAG Review

Planning Matrix

Development Plan
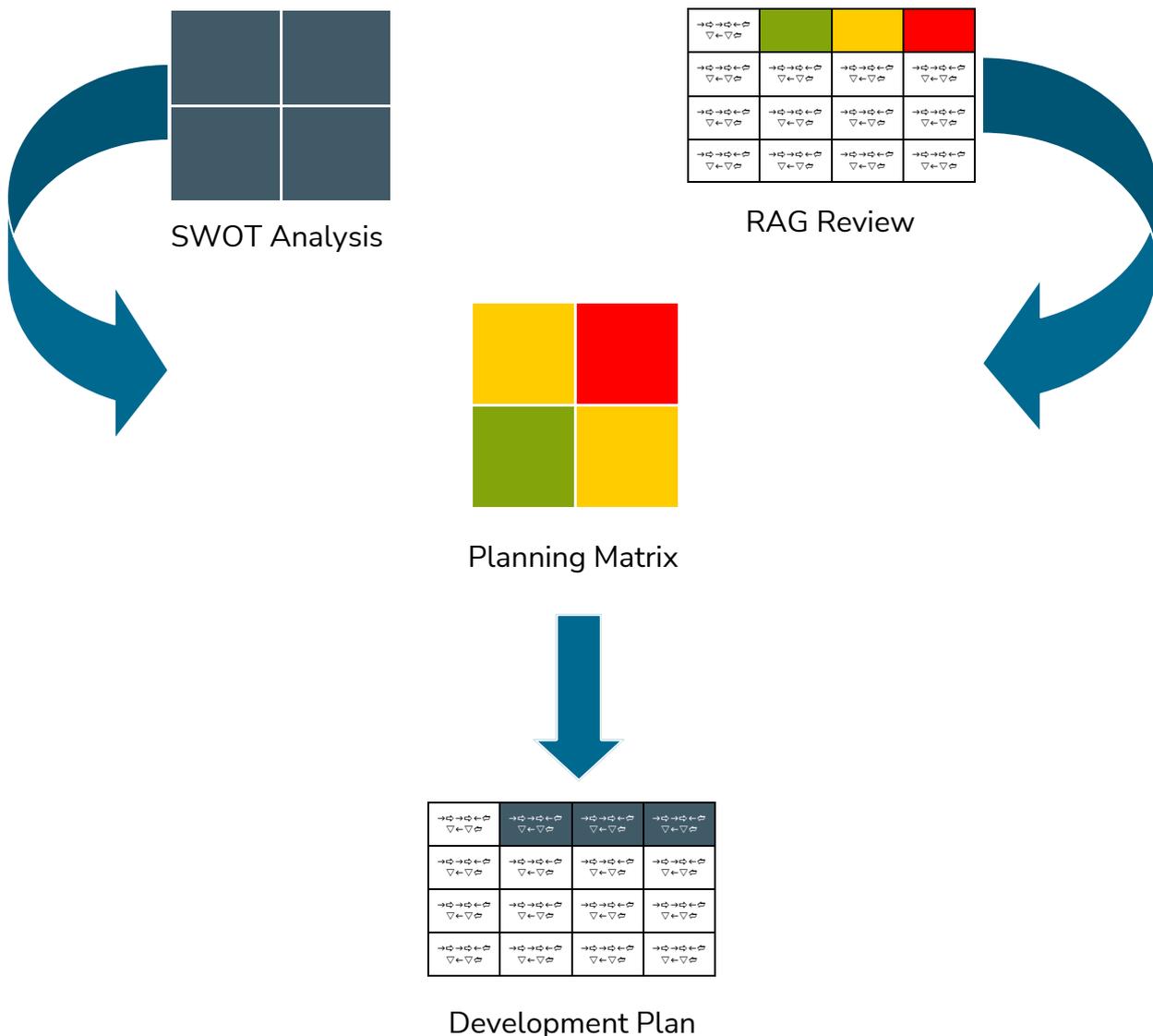
SWOT ANALYSIS

The SWOT analysis helps you analyse the Strengths, Weaknesses, Opportunities and Threats to your
Network. Strengths and Weaknesses are internal factors - things you have some control over, whereas Opportunities and Threats are external factors - things happening outside your Network. All of these can influence the future of your Network.

For a SWOT analysis to be effective you need to include your entire team of leaders and occasional helpers. Set aside 5 - 10 minutes and give everyone some post it notes to jot down their ideas. This prevents group thinking and ensures everyones voice is heard. You can then assign each of these to its corresponding quadrant.

STRENGTHS
(Things you are good at now, and need to be maintained and built upon)

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 upon 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 tool designed to help you plan and review the quality of your programme, making sure you are delivering quality Scouting for the young people you work with.

A Quality Programme is Challenging, Relevant and Rewarding for every young person.

What we mean by challenging

- More opportunities for outdoor and adventurous activities in safe environments
- Gaining confidence by participating in new or less familiar activities and stepping out of their comfort zones
- All young people regardless of their abilities, can enjoy and achieve

What we mean by Relevant

- Young people shape the programme based on what they want to learn and explore
- Ensure the needs of every young person are met
- Responding to what young people are currently inquisitive about and reflecting this in the programme

What we mean by Rewarding

- Developing skills for life, including teamwork and leadership
- Supporting young people with their progression through the sections
- Young people are excited about Scouting, having fun and increasing in confidence

Read the statements in each of the three categories and decide which one is the closest match to your Network. 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 Network. The last row is for your overall score; this is simply the RAG colour your Network got the most of. This is not an indication of how 'good' you are as Network; it is simply a way for Districts & Counties to co-ordinate where they should support development. Your District Commissioner or County 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 is a generic set of criteria and your Network's particular circumstances may alter slightly after the results for one or two elements. If you can't decide which statement is the closest match for your Network 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 Scouts NI Team.
- Always err on the side of caution, only choose a statement if your Network 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
People / Team	The County has a full and effective Scout Network team of CSNC, Network Administrator, Network Leaders/Advisers and each local Network has an Executive Committee	The County has an effective Network team, however with one or two positions vacant	The County has a limited Scout Network Team including the position of CSNC being vacant	
Coverage of People	The County Network Provision has adequate Network Leaders/ Advisers in post to cover Local Networks	The Network provision has limited Local Networks which have a Network Leader/ Adviser	No Network Leaders/Advisers in Place	
Training for Roles	70% of Network team members have completed or are working towards the appropriate training for their role (Wood Badge or specified Modules)	50% of Network team members have completed or are working towards the appropriate training for their role (Wood Badge or specified Modules)	Less than 30% of Network team members have completed or are working towards the appropriate training for their role (Wood Badge or specified Modules)	
Structure of Provision	The Local Networks meet all the local demands for Scout Network Provision and a County programme is in place which all Local Networks participate in.. A clear, realistic development plan is in place and is monitored frequently	County delivers Scout Network Provision across the critical areas only. Limited opportunity for smaller demand areas and a County programme is in place but has limited participation. A development plan is in place but is not used or monitored	Scout Network provision is in place in local areas but membership is limited and there is no County programme on offer. A development plan is not in place	

KEY	GREEN	AMBER	RED	OUR RESULT
Communication	Effective links are in place between the Scout Network and the Explorer Scout section across the County. Local Networks share their programmes at all levels	Effective links are in place in certain areas between the Scout Network and the Explorer Scout section across the County. Local Networks communicate to each other but on an irregular basis	No communicaton between the Scout Network and Explorer Scouts. Each Local Network operates on its own	
Moving In	Effective strategy in place for Explorer Scouts integrating into Scout Network, excellent retention ratio. Provides links for Scout Network beyond home county	Recruiting Scout Network members from Explorer Scouts proves hit and miss. No effective method exists	Very low or limited numbers move into Scout Network	
Moving On	Scout Network members effectively retained in scouting on reaching 25+	Dedicated Network members stay on in scouting beyond 25+	Network members often don't follow up theiur scouting post 25+	
Joining Lists (Eligible to join now)	Instant joining opportunities; joining list shared across the District/County No one on the joining list	Joining list shared across the District/County 5 or less on the joining list	No management of joining lists 6 or more on the joining list	

KEY	GREEN	AMBER	RED	OUR RESULT
Representation	The Network Provision has a County Network Committee, which has a representation system in place supporting Local Networks. Good effective meetings with adequate frequency. A representative from each Local Network sits on the District Committee where it is situated	Limited coverage for representation with a patchy County Network Committee and representation on District Committees. No or poor links to individual Local Networks. Management of meetings erratic	No or very limited representation structures in place for the County Network Provsion	
Equipment / Property	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	Equipment is in place to support programme, Little consideration has been given to ongoing risk assessment. Equipment has adequate insurance in place	Equipment is not adequately maintained. resources may not be in place to support. Risk assessments are non existent. No insurance in place	
Finance	County/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 County events	County Executive provides limited support and guidance in the operation of the Scout Network Provision	County Executive occasionally realises or ignores its responsibilities in regards to Scout Network Provision	
Programme	Programme is always well planned; run by a range of appropriately skilled Scout network members/adults and uses a variety of methods. Feedback gathered is positive	Programme is normally well planned; run by appropriately skilled Scout network members/adults and uses a variety of methods. Feedback gathered is normally positive	Programme is occasionally well planned; not always run by appropriately skilled Scout network members/ adults and uses a limited variety of methods. Feedback gathered is mixed	

KEY	GREEN	AMBER	RED	OUR RESULT
International	Scout Network members have the opportunity to undertake an international trip once each year	Scout Network members have the opportunity to undertake an international trip most years	Scout Network members rarely have the opportunity to undertake an international trip each year	
Awards	More than 25% of Scout Network members are gaining 2 or more Top Awards	10% - 25% of Scout Network members are gaining 2 or more Top Awards	More than 10% of Scout Network members are gaining 2 or more Top Awards	
Nights Away	Scout Network members are given the opportunity to have three or more nights away a year	Scout Network members are given the opportunity to have one or more nights away a year	Scout Network members are not given the opportunity to have any nights away a year	
Forums	Regular District Scout Network Forums. Regular opportunity to influence District decision making and feedback is acted upon	Irregular District Scout Network Forums. Some opportunity to influence District decision making and feedback is sometimes acted upon	No District Scout Network Forums. Rare opportunity to influence District decision making and feedback is occasionally acted upon	

KEY	GREEN	AMBER	RED	OUR RESULT
Management of the Provision Responsibilities	The CSNC regularly attends the County Executive and provides a management overview of the section to the Executive	The CSNC occasionally attends the County Executive. Has limited opportunity for reporting	The CSNC does not attend the County Executive	
Administration of Membership	The County Network Provision has a clear method for registration of Scout Network members. This is supported and enforced by County Executive and CC. At least 80% of Scout Network members are registered on the Membership Services System	The County Network Provision has a basic method for registration of Scout Network members. Limited support is given by County Executive and CC. At least 65% of Scout Network members are registered on the Membership Services System	Registration of Scout Network members is hap-hazard. Less than 50% of members are registered on the Membership Services System	
Female Membership	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%	
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 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 it is. 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.

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

IMPORTANCE

LOW   **HIGH**

URGENCY

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 Scouts NI who can be contacted by telephone or by email:

t: 028 9049 2829
e: info@scoutsni.org

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.

DEVELOPMENT PLAN   NETWORK:_____ DATE:_____

AIM (WHAT WE NEED TO DO)	ACTION (HOW WE ARE GOING TO GET THERE)	WHO IS RESPONSIBLE?	REVIEW DATE	ACHIEVEMENT DATE	OUTCOMES