

Development Planning Toolkit - User Guide

Version 3 - Feb 2023

This Scout District Development Planning Toolkit is one of a series of aids for use across the movement, to help members analyse the past and plan for the future. Contact your local support team for help with development planning.

[Local Support](#)

"Those who never make any plans, never make any progress either." - Lord Baden-Powell

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).

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?

[Development Planning](#)

What goes into a Development Plan?

There are various sources that can contribute to a development plan. The SWOT and RAG review are two of those:

SWOT Analysis

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

Strengths and weaknesses are internal factors.

Opportunities and threats are external factors that can influence the future of your District.

RAG Review

The RAG review is a simple set of criteria which you can check your District 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 group. Put the corresponding colour in your 'score' 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 the link below, if you are unsure you may need to speak to the group secretary or the Scout Information Centre.

[Census](#)

Please note that this a generic set of criteria and your district's particular circumstances may slightly alter the results for one or two elements.

For example, if you are in a rural area, your district size and rate of growth may well be different to that of an inner-city district, but not always!

If you can't decide which statement is the closest match for your district, 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 county team or the regional services team for their perspective.
- Always err on the side of caution. Only choose a statement if your district 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 group and its members. This includes parents, executive 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.

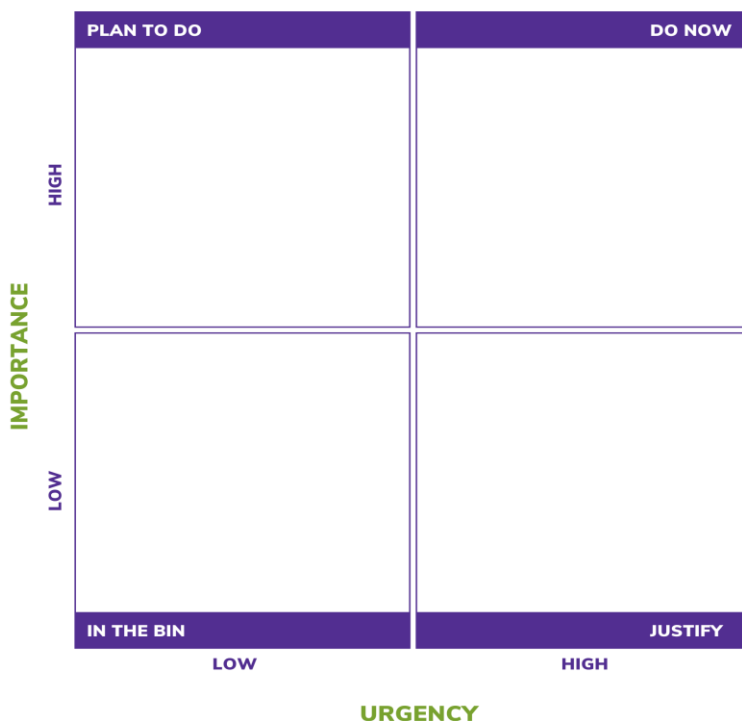
WAITING LIST - A list of young people who want to join Scouting and who are the right age, but are unable to join as the section is at capacity.

YOUTH FORUM - A meeting of young people specifically to take their views on a particular subject or range of subjects.

Planning Matrix

Now that you've analysed the group, 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 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 District 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 development plan template is on sheet 5, see 'Development Plan' tab.

Note: 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.

District Name:

RAG Criteria		Score	Notes	Red	Amber	Green	Link to resource
Leadership & Management	Adult Review Process			There are no reviews carries out	We only have formal reviews every 5 years (or less where appropriate)	We have formal or informal reviews every year with all appointed adults. No reviews are overdue	Review process
	Adult Review Outcomes			If we have reviews, no outcomes are identified	Outcomes are identified but rarely put into practice	Outcomes are clearly identified and put into practice	After the review
	Waiting & Joining List 'Overview'			The District has no information on Group waiting and joining lists	The District has a rough idea on Group waiting and joining lists	Waiting and joining lists are managed at District level.	Waiting Lists
	ADC Meeting of Sectional Adults - Planning			No leaders meeting planned	Meetings happen less than once per school term	Meeting diarised at least once per school term (minimum 3 per year)	
	ADC Meeting of Sectional Adults - Attendance			Some Sections/Groups are never represented	Ocasionally some Sections/Groups are absent	Meetings well attended by leaders of all sections and Groups	
	DC Meetings of GSLs - Planning			No meetings planned	Meetings happen less than once per school term	Meetings diarised at least once per school term (3 per year)	
	DC Meetings of GSLs - Attendance			Some Groups are never represented	Ocasionally some Groups are absent	Meetings well attended by all GSLs	
	Group Scout Leaders in Post			2 or more GSL posts vacant	1 GSL post vacant	All GSL posts filled	Recruiting managers
	District Team Structure			No District Team	Vacancies exist within the District Team	A complete District team whose structure is appropriate to the needs of the District.	District roles
	District Team Meetings			No meetings planned	Meetings happen less than once per school term	Meetings diarised at least once per school term (3 per year)	
	Appointments Committee - Frequency of Meeting			No appointments committee meetings take place	Appointment Committee meetings take place once per 3 months	Appointment committee meetings take place every month.	
	Appointments Committee - Membership			Less than 3 committee members in the District	Chair, Secretary and 1 other committee member	Chair, Secretary and 2 or more committee members	Appointments Panels
	Appointments Committee - Adult Review Process			Appointment committee have no input to adult reviews, they simply extend appointments	Appointment Committee send out form AR buy do not follow up or action	Appointment Committee follow the adult review process in full.	Review process
	Youth Commissioner (DYC)			No youth commissioner in post	Acting DYC or other arrangement	DYC in post with full training	Youth Commissioners
	Groups attending District activities and events			Less than half of Groups usually attend	Half or more of Groups usually attend	All Groups usually attend	
	Supporting Groups to deliver a quality programme			No programme support is offered to sections by the District team	Not all sections receive support to develop their programme	All sections are supported to develop their programme	Quality programme checker
	Small sections			There are sections in the District with 6 or less youth members	There are section in the District with 7-12 youth members	All sections have 12 or more members	Recruiting more young people
	Incomplete Groups			Groups are missing two sections (Colony, Pack, Troop)	Groups are missing one section (Colony, Pack, Troop)	All Groups have atleast one Beaver Colony, Cub Pack and Scout Troop	Starting a new section
	District Explorer Scout Commissioner (DESC)			No DESC in post	Acting DESC or other arrangement	DESC in post with full training	DESC role description
	District Explorer Scout Administrator (DESA)			No DESA in post	Acting DESA or other arrangement	DESA in post with full training	DESA role description

RAG Criteria		Score	Notes	Red	Amber	Green	Link to resource
	Explorer Scout Leader - Young Leaders			No Explorer Scout Leader (Young Leader) in post	Explorer Scout Leader (Young Leader) in post but no Young Leader meetings / training happens	Explorer Scout Leader (Young Leader) in post running dedicated Young Leader meetings / training	District roles Scouts
	Regular internal communication			We rely on email to communicate internally	We use email and a website/ newsletter to communicate internally	We use a good mix of email, web, conference and telephone calls and face to face meetings to communicate internally	Member communications
	Knowledge of flexible volunteering			We have no flexible volunteering	Limited understanding of flexible volunteering and limited information available	Good understanding of flexible volunteering, with lots of information available.	
	Flexible volunteering options			No roles in the District are open to flexible volunteering	Only certain roles like assistant leaders are open to flexible options	All roles in the District are fully open to flexible options, job shares, deputies and so on	
Membership	District culture			Behaviours, attitudes and language that is exclusionary or offensive go unchallenged	Behaviours, attitudes and language that is exclusionary or offensive is sometimes challenged	Behaviours, attitudes or language that is exclusionary or offensive is always challenged	
	Diversity of volunteers			District team lacks diversity regarding gender, ethnicity, disability, age, faith, sexual orientation and socio-economic status	District team is diverse in one or two areas e.g. age and gender	District team provides diverse role models regarding gender, ethnicity, disability, age, faith, sexual orientation and socio-economic status which reflects the local community	Inclusion and diversity
	Scout Network Unit			There is no Scout Network Unit in the District	There is an inactive Scout Network Unit	There is an active Scout Network Unit	Scout Network
	Scout Network - Opportunities for existing members			Existing eligible adults do not know about Scout Network	Existing eligible adults know about Scout Network but are not encouraged to join	Existing eligible adults know about Scout Network and are encouraged to join	
	Registration of Young Leaders			No young leaders are registered with the District	Registration of Young Leaders in the District is patchy	All young leaders are registered with the District (inc those undertaking DofE volunteering)	
	Registration of Young Leaders from outside Scouting (DofE or GGUK)			We didn't know we had to register them	We know we need to register them but haven't got around to it	All of our young leaders are registered with the District	
	Adults leaving the District Team			2 or more unplanned departures in the last 12 months	1 unplanned departure in the last 12 months	0 unplanned departures in the last 12 months	Re-engaging existing volunteers
	Growth in adults			Less volunteers than this time last year	Same number of volunteers at this time last year	More volunteers than this time last year	Ready to Recruit
	Growth in young people			Less young people than this time last year	Same number of young people than this time last year	More young people than this time last year	Recruiting, retaining and re-engaging young people
Volunteer recruitment			No plans to recruit, only react when people leave	Some recruitment plans, inconsistently organised. Looking in the usual places	Actively recruiting, aiming to make the volunteer team representative of the local community	Recruitment toolkit	

RAG Criteria		Score	Notes	Red	Amber	Green	Link to resource
Learning	Core learning - Essential Info, Safety, Safeguarding, GDPR, Trustee Introduction			No adults have completed their core learning	Some adults have completed their core learning	All adults have completed their core learning	Learning modules
	Ongoing learning			Adults complete no ongoing learning	Adults will complete less than 5 hours ongoing learning this year	Each adult will complete 5 or more hours ongoing learning this year	
	Training Advisor			Adults with no training advisor appointed	Adults have training advisor appointed but there is poor / no communication	All adults have training advisor, and are working well through their modules or have completed relevant training	
	Personal Learning Plan			Leaders with no PLP in place	Some adults have PLP in place	All adults have PLP or have completed all relevant training	
	Wood Badge			Adults with an appointment over 3 years do not have the correct Wood Badge	Adults are working towards their Wood Badge but there are delays in training / validation	All adults have correct Wood Badge for their role or should achieve it within 3 years of appointment	
	Access to training			No or limited access to adult training	Access to training can be inflexible at times	Easy access to adult training with flexible options	
	Specialist Training (Scout Permits & External Training)			There is demand for specialist training or permits but no opportunity to get them	There is no demand for specialist training or permits, but they are available	There is demand and opportunities to work towards specialist training / permits	Activity permit scheme
	Permits - Recording			No recording of permits on Compass	Incomplete / out of date records of permits	Full record of all permit holders across the District. Compass fully up to date	
	Permits - Renewal			No renewal process	Permits are only renewed after expiration	Permits are renewed before expiration	
	Nights Away Process			There is no process in the District for submission of Nights Away Notification	Not all Groups / Sections submit Nights Away Notifications	Nights Away Notification are submitted and checked in plenty of time	Nights Away Notification form
	Nights Away Advisors			The District has no access to a Nights Away Advisor	The District shares a Nights Away Advisor with another District	The District has one or more Nights Away Advisor	Nights away permit scheme
Safety	Risk Assessments - District activities and events			No risk assessments are done or shared	Risk assessments have been carried out and are shared	Risk assessments have been carried out and are reviewed regularly	Risk assessments
	Safeguarding information for leaders			Adults know of the yellow card but have never had it explained or discussed the contents or have not seen the yellow card	Adults know about the yellow card and its advice and procedures and have had it explained to them	The yellow card, it's advice and procedures are known by all adults and is regularly reviewed	Young people first - yellow card
	Emergency procedures			Adults are not aware of The Scout Association's emergency procedures	Adults are aware of the procedure but are unsure of what it is	Adults are aware of the emergency procedure and both national and local procedures are reviewed regularly	Emergency procedures
	Staying Safe - safety checklists			The Scout Association's safety checklists have not been distributed and are not referred to	The safety checklists have been received and read by adults	The safety checklists have been received and reviewed by all adults and frequent reference is made to them	Safety Checklist
	First Aid Provision			The District do not provide or coordinate any first aid training courses	The District provides or coordinates occasional first aid training courses	The District provides or coordinates regular first aid training courses	
	In Touch System			We do not know about the 'in touch' system	We only use home contact or 'in touch' system for nights away	We have an 'in touch' system in place for all meeting and activities	InTouch

RAG Criteria		Score	Notes	Red	Amber	Green	Link to resource
District Trustee Board	Officers (Chair, Secretary and Treasurer)			There is no District Chair, Secretary or Treasurer	One of the officer roles is currently vacant	All three officer roles are in post	Recruiting new trustees
	Board Members			There are only officers and Commissioners on the board	The make up between commissioners and other board members in unbalance	There is a good balance between commissioners and other board members	Trustee board members
	District Board Meetings			No meetings planned	Meetings happen less than once per school term. No agenda or minutes are circulated	Meeting diarised at least once per school term (minimum 3 per year) with agenda and minutes circulated in timely manner	Preparing for trustee meetings
	Gift Aid			District is not claiming Gift Aid	District is registered but claims are not up to date	District claims Gift Aid every year	Gift Aid
	Finance - Communication			No report from treasurer on income, expenditure and balance	Report created for AGM only	Regular finance updates shared and opportunities to discuss	Group treasurer guide
	Finance - Budgeting (Income & Expenditure)			No annual budget agreed	Annual budget agreed, but no one monitors this during the year	Annual budget agreed and monitored	
	Income generation & fundraising			Insufficient funds raised annually	Annual subscriptions covers most expenditure but occasionally extra fundraising is required	Annual subscriptions or other regular income is sufficient for the District to operate	Fundraising support
	District AGM			There is no AGM	AGM is poorly attended	AGM is well attended and is good celebration of the District's achievements	Annual general meetings
	AGM - Reporting			There is no reporting at the AGM	Basic written report is presented to the AGM	Full report shared prior to AGM, with highlights presented at meeting	
	District Owned/Managed Venue(s) - Suitability			Our venue(s) is not fit for purpose	Our venue(s) are in need of some work / undergoing improvements	Our venue(s) is fit for purpose and well managed	Your Scout building
	District Owned/Managed Venue(s) - Condition			Our venue(s) is in poor condition and in need of major repair or renewal	Our venue(s) is in good condition inside but the outside isn't inviting	Our venue(s) is in really good condition inside and out	
	District Owned/Managed Venue(s) - Accessibility			Our venue(s) are not accessible to all	Our venue(s) are accessible for some people but not all	Our venue(s) are fully accessible and useable by all	Reasonable adjustments
	District Owned/Managed Venue(s) - Risk Assessment			No risk assessments are done or shared	Risk assessments have been carried out and are shared	Risk assessments have been carried out and are reviewed at least annually	Venue risk assessment help
	District Equipment - Storage			No central storage, most equipment stored at individual's homes	Central storage but too small, untidy, unsuitable	Good central well organised storage	Equipment
	District Equipment - State of repair			We only discover equipment is damaged when we go to use it	Most equipment is tired and in need of repair / replacement	Equipment is well maintained and fit for purpose	
	District Equipment - Management			There is no inventory and no individual takes responsibility for managing equipment	There is an out of date inventory with ad-hoc responsibility for equipment used	Managed inventory and a person or team responsible	
	GDPR - Data Protection			No understanding of GDPR requirements	Started to complete the GDPR framework but actions outstanding	GDPR framework and resulting actions completed, a member of the board has been designated to monitor compliance	GDPR toolkit
	GDPR - Privacy Notice			No District Privacy Notice	There is a draft/unapproved or out of date District Privacy Notice	District Privacy Notice is published online and reviewed annually	Privacy notice

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