

# PLANNING FOR GROWTH

Learning Guide



[scouts.org.uk/training](https://scouts.org.uk/training)

January 2017 edition

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**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 publication 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.

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# Planning For Growth Learning Guide

## Who is this learning guide for?

This learning guide is aimed at managers and supporters in Scouting. The purpose of this learning guide is to build on the information given in the video **Planning for Growth**. As well as providing extra details of some of the tools outlined in the video, it also seeks to help you reflect on how to use them in your Scouting role.

The total learning time for this resource is approximately 30 minutes.

## How to complete this learning guide

Before completing this learning guide you should watch the video **Planning for Growth**.

Read through the chapters in this learning guide for a more detailed explanation of some of the models outlined in the video and complete the tasks to help you reflect on how to apply them to your role in Scouting. If you are unsure of a theory or task, revisit the video and discuss it with your Training Adviser or line manager. Then go back and complete the learning guide.

**While using the workbook you will see the following symbol:**



**Task:** activities, discussions or reflections for learners to undertake

Throughout this learning guide you will be undertaking practical activities, making notes and reflecting on relevant examples from your Scouting experiences. We hope that the video and learning guide will provide you with useful knowledge to aid you in your role in Scouting.

## What resources do I need to accompany this learning guide?

- **Planning for Growth** (video)
- **The Scout Association's Vision** (video)

## Associated reading

Further resources are available from the Member Resources section of **scouts.org.uk**

- **A systematic approach to planning** (factsheet)

Additional resources:

- Building Effective Teams – **video and learning guide**
- Enabling Change – **video and learning guide**
- Dealing With Difficult Situations – **video and learning guide**
- Keeping, Developing and Managing Volunteers - **video and learning guide**
- **Quality of Programme Checker**
- **Delivering a Quality Programme e-learning (Module 12A)**
- Census and population data (DCs and CCs)
- Growth opportunities list from Regional Service Team induction materials (DCs and CCs)

# Time to Grow

Growth is a key part of our vision to allow more young people and adults to get involved in Scouting. Scouting's Strategy is our commitment to what we want to be and where we want to go.

## The Scout Association's Strategic Objectives:

### ■ Growth

To increase the number of youth members and adult volunteers.

### ■ Inclusivity

To be as diverse as our communities.

### ■ Youth shaped

To ensure Scouting is shaped by young people in partnership with adults.

### ■ Community Impact

To make a positive impact in our communities.

As well as the four strategic objectives we have to deliver excellent programme to our young people as this is the basis of everything we do and should be the main focus.



## Task: The current vision for Scouting

Watch the video below which explains the current vision for Scouting, how it was devised, and what it means.

### The Scout Association's Vision (video)

It is everyone's responsibility to ensure that we meet our goals. Growth is not just about expanding sections but also about retaining members and supporting their transition between sections. As a manager or supporter in Scouting it is your role to help identify areas for growth and development locally and ensure that there is a relevant County, District or Group plan in place to make the most of these opportunities.

# Why is Growth Important?

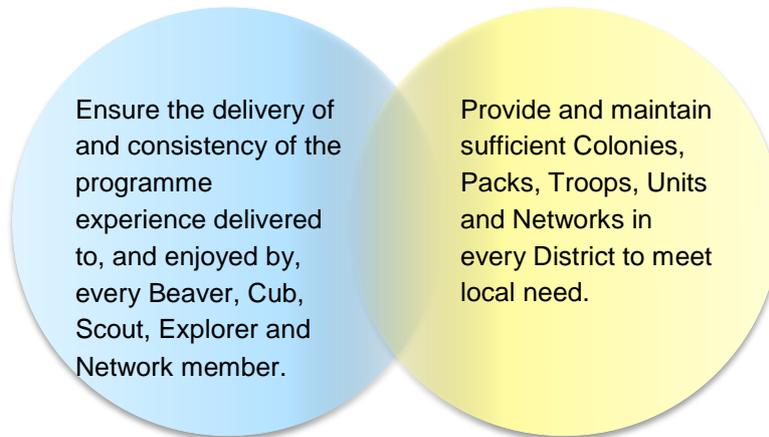
Scouting's aspiration is that 'We want to reach every child; our movement is open to all regardless of faith, colour or social background'

After watching the Planning for Growth video, it's worth remembering and focussing your thoughts on some actions as to what you in your role and as a Manager or Supporter in Scouting should now do in order to achieve growth.

Fundamentally, we need to ensure the delivery of two things:

- Provide as many sections as are necessary to meet local need/demand.
- Each section (existing or new) to deliver a great quality programme experience so that young people purposefully enjoy themselves, develop themselves and tell others about the great time that they are having.

## As Managers and Supporters our purpose is to...



**Everything** else that we do in the Group, District, County/Area or Scottish Region or nationally should underpin and enhance our ability to start new sections, and deliver quality programme.

So what does this mean to Managers and Supporters?

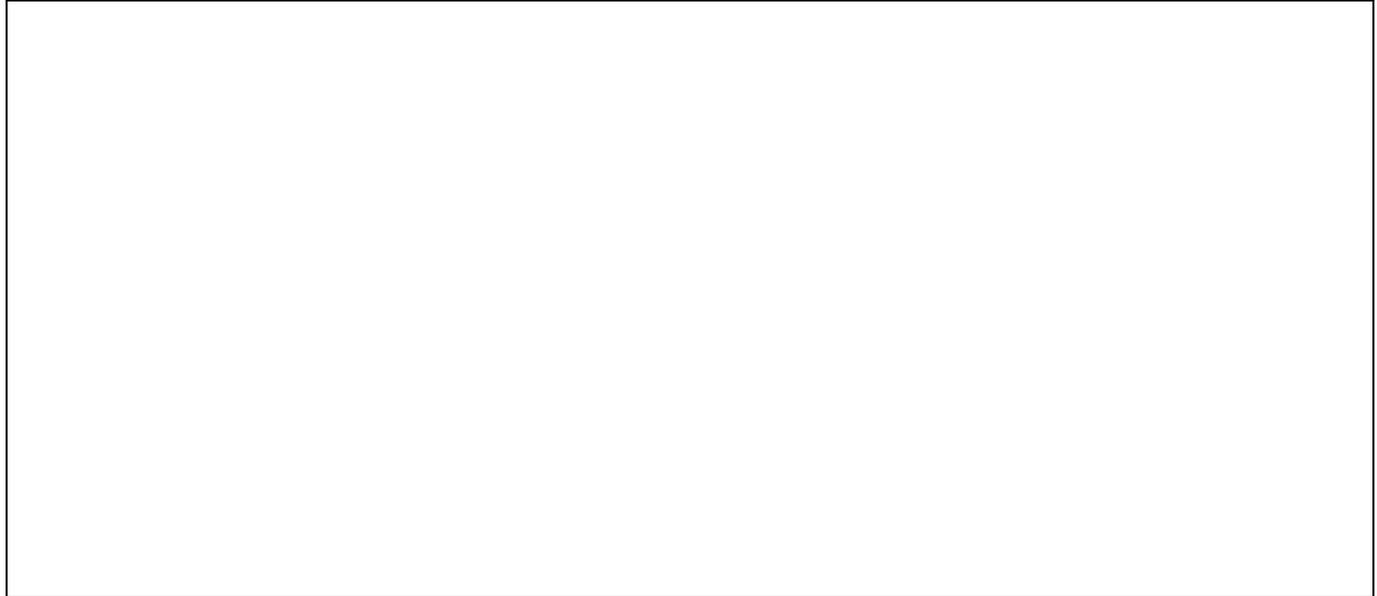
We need to focus on the following:

- Sections with small numbers. Use the Quality Programme Checker to review the quality of programme with each Section team (each Colony, each Pack, each Troop, and each Unit). By driving all aspects of the Checker to GREEN, you will retain existing members and attract new members to these sections with.
- Open new provision where a Scout Group is missing a section. E.g. If a Group has a Cub and Scout Section, we need to open a Beaver section.
- Open new Scouting provision in areas of the community where there are young people but no or only limited opportunities for them to take part. These may be socially deprived areas, faith groups, special schools, or simply villages or suburbs with little or no Scouting provision.



### Task: Growth Strategy

Reflect on your Group, District, County/Area or Scottish Region and identify three actions which can contribute to our Growth strategy?



## Top tips

### For a Group (coordinated by the GSL)

You should be considering the following on an annual basis:

- Are there sections with small numbers, (particularly less than 12 members) and if so why? What support can be given to improve this?
  - Do these sections need support with programme quality?
  - Are the Section leader teams using the Quality Programme Checker, and acting on it?
  - Is there a fear of increasing numbers and either dealing with larger numbers or managing the behaviour of young people?
  - Do you need to consider a new venue to increase membership and facilities?
- Are any of your Sections regularly losing members within the Section at successive ages?
- Is the linking between Sections within the Group effective so a young person progresses through the Group Sections and onto Explorer Scouting?
- Does your Group have at least one of all the three sections (Beavers, Cubs and Scouts) and does a young person have access to an Explorer Scout unit?
- Are you managing your waiting list so that there are no young people on the list that could already be members? And, if there are, does resolution of that form part of your Group Plan?
- Are you utilising parents/guardians on a regular basis and adopting a culture that welcomes them to be involved. Check out [members.scouts.org.uk/involvingparents](https://members.scouts.org.uk/involvingparents).
- Have you used the **Quality Programme Checker** and the development tool kit for a Scout Group to assess your Groups key indicators? This can be accessed by emailing [development@scouts.org.uk](mailto:development@scouts.org.uk).
- Have you agreed a development plan with your District Commissioner?
- Have you sought support from the Regional Services Team or country headquarters? Support can be accessed through [scouts.org.uk](https://scouts.org.uk).

### For a District Explorer Scout provision (coordinated by the DESC)

You should be considering the following on an annual basis:

- Do you have Units located in all the correct places within your District to attract the maximum numbers of Scouts to join Explorers?

- Do your Explorer Units attract and retain 100% of all Scouts to join? And does every Unit also have several members who were never Scouts?
- Are there Units with small numbers, (particularly less than 12 members) and if so why? What support can be given to improve this?
  - Do these Units need support with programme quality?
  - Do you need to consider a new venue to increase membership and facilities?
- Does each of your Units have active links with one or more Troops across the District?
- Are you utilising parents/guardians on a regular basis and adopting a culture that welcomes them to be involved. Check out [members.scouts.org.uk/involvingparents](https://members.scouts.org.uk/involvingparents).
- Have you used the **Quality Programme Checker** and development tool kit for a Scout Group to assess your Groups key indicators? This can be accessed by emailing [development@scouts.org.uk](mailto:development@scouts.org.uk).
- Have you agreed a development plan with your District Commissioner?  
Have you sought support from the Regional Services Team (England) or Country headquarters?

### **For a District (coordinated by the District Commissioner)**

You should be considering the following on an annual review basis:

- Do you have Groups / Sections with small numbers, (particularly less than 12 members) and if so why? What support can be given to improve this?
  - Do these sections need support with programme quality?
  - Is there a fear of increasing numbers and either dealing with larger numbers or managing the behaviour of young people?
  - Do you need to consider a new venue to increase membership and facilities?
- Do your Groups have all the sections (Beavers, Cubs and Scouts) and do they have access to an Explorer Scout unit and Scout Network?
- Have you a GSL in every Group. Try recruiting for vacant roles by using the **GSL Search Pack**.
- Can additional new sections be opened as satellite sections of existing Groups?
- Can the District act as the Group and open additional sections perhaps running at a local campsite or school?
- Is the District team focussed on growth (through programme quality, and creation of new provision)? Who is the growth lead on the District team?
- Have some local growth facilitators been appointed so that the workload is shared?
- Have you developed a District plan and agreed it with your County Commissioner?

### **For a County/ Area or Scottish Region (coordinated by the County Commissioner/Area Commissioner/Regional Commissioner in Scotland)**

- Does your County have a person appointed to lead Growth in the County with clear objectives??
- Does your County Growth lead produce/update an annual plan to improve programme quality and to create new Sections?

You should be aiming to review the following with every District Commissioner on a regular basis:

- Who in the District team is leading development of new Scouting provision?
- Who in the District team promotes the development of high quality programme delivery?
- Which Groups have sections with small numbers and why? What support is in place or can be given to improve this? Do all the Groups have at least one of all the three sections (Beavers, Cubs and Scouts)?
- Does the District have sufficient Explorer Scout and Scout Network provision that is accessible for every young person?

- Can additional new sections be opened (perhaps as satellite sections) to existing Groups or run by the District?

At a County level, you should consider:

- Have you a DC in every District? Try recruiting for vacant roles by using the **DC Search Pack**.
- Have you agreed an annual development plan with every District, and do you have a County development plan?
- What focus does the County team have on supporting growth? This should include the County Executive Committee ensuring that the necessary resources are available.
- Have you asked your Assistant Regional Commissioner (Growth) to appoint local Growth Facilitators to support the delivery of actions required?

Access to grants can be viewed at [scouts.org.uk/grants](https://scouts.org.uk/grants).

# Planning for Development

## The key principles of development planning

Importance of the planning process:

- Helps to avoid problems and identify opportunities
- Clarifies expectations
- Enables managers to understand more clearly what they want to achieve and how and when they can do it
- Gives everyone a common goal to work towards.

Purpose of planning:

- Helps management to clarify, focus and research a Group, District, or County/Area's development prospects
- Offers a benchmark against which actual performance can be measured and reviewed.

What a plan should be:

- Simple
- A realistic view of the expectations
- A mixture of long term, medium term and short term goals
- Different for each Group, District or County/Area's plans.

## How to begin

To begin the process of development planning, you must first ascertain where you currently are; then, look at where you want to be, followed by how you are going to get there.

You may already be familiar with some of the tools used in development planning. It is important not to dwell on the negatives, but to focus on how to make them better. Tools that can be used include:

- SWOT analysis
- Traffic light toolkit.

Together, SWOT analysis and the traffic light toolkit make up the national Development Planning Toolkit. Support on how to use the Development Planning Toolkit is available from your local Development Service

## SWOT analysis



The SWOT analysis headings provide a good framework for reviewing strategy, position and direction of a Group, District, County/Area or Region.

- Strengths: What are we good at?
- Weaknesses: Where can we improve?
- Opportunities: External factors that we can utilise.
- Threats: External issues that may hinder us.

## Top tips

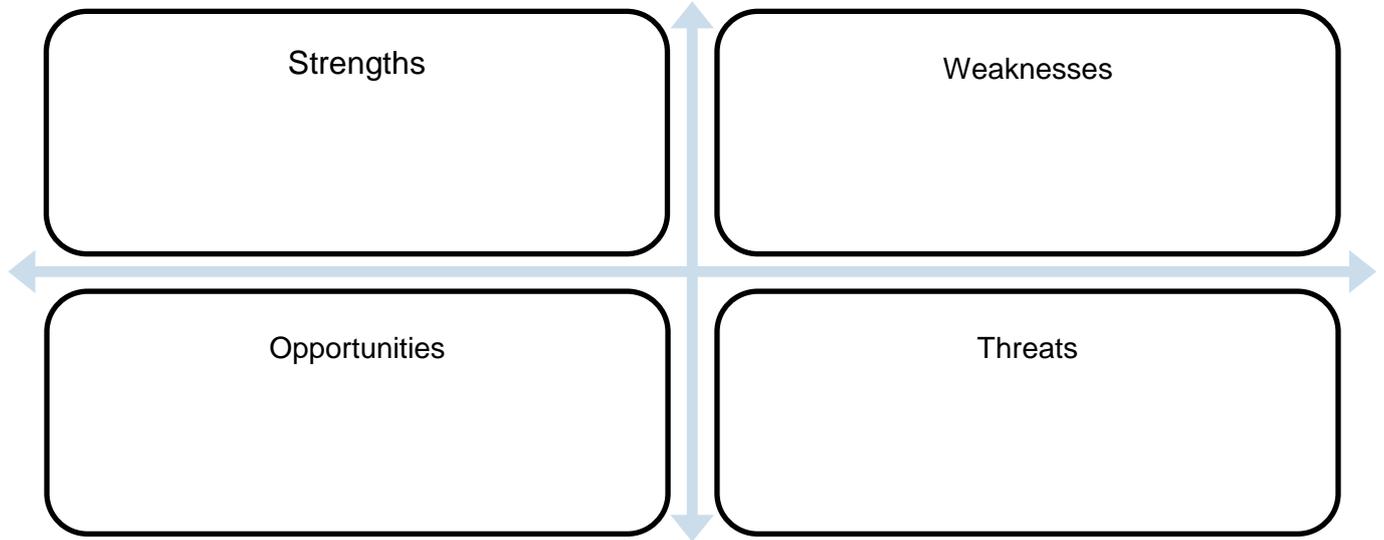
How to carry out a successful SWOT analysis:

- Be realistic and honest about the strengths and weaknesses
- Be realistic and honest about the opportunities (and threats)
- Distinguish between where your group is today, and where it could be in the future
- Always be specific and avoid grey areas
- Keep your SWOT short and simple



### Task: SWOT analysis

Briefly reflect on your Group, District, County/Area or Region and identify one strength, weakness, opportunity and threat. Write them in the table below.



### The Development Planning Toolkit

You may know the Development Planning Toolkit by another name, such as RAG, traffic light checks or health checks. These all work on the same three-colour premise:

-  Concern – Action required
-  Okay – Improvements to make
-  Working well

It is important to remember that if an area is graded as red this does not mean that it is bad; it just means that it is an area for improvement. Similarly, green does not mean there is no more work to do; sometimes it's as tough to keep an area green as it is to get it green in the first place.

#### Benefits

- everyone has their say
- informs the District, County/Area or Region of where to focus their support, as more than one group of people may need help
- provides key areas of focus for your Development Plan but leaves the approach up to you.

Once a RAG assessment has been completed, you can start to see where to take action to improve. All aspects can be improved, even if they are marked as green, but it might be easiest to start with red and amber.



### Task: RAG analysis

As appropriate for your manager role, identify one aspect that you would classify as green, amber and red and list what action could be taken to improve these areas.

RAG	Area of improvement	What action can be taken?
		
		
		

### Prioritising changes

By using the Development Planning Toolkit you should have a picture of where your Group, District, County/Area or Region is currently. It is important to remember that it is only a snapshot; but it is now your benchmark and this is what you will use to measure your progress.

Having established your current strengths and weaknesses, you need to plan how to implement the changes you want to make. It is important that everyone is involved in the growth and development of each Group, District, County/Area or Region and you will have a leading role in driving this forward.

You may have a lot of changes that you want to make but it is important to prioritise. Ask yourself:

- Where are our red areas? What can we do to turn them into greens?
- What will give us a quick win? I.e. the greatest gain for the smallest effort.
- Who is available to help? You don't have to do everything yourself. It is important to spread the load and delegate.
- What resources are available to you?

### Finalising your plan

When writing up your plan, make sure to include who is doing what and by when. It is important to consider any known internal or external factors, for example you will need to take into account the dates that people will be away and will not be available help. It is a good idea to choose between 3 and 5 things to be working on at any one time in order to ensure that the workload is manageable, with clear ownership.

Remember, a plan is dynamic. Priorities may change and it will be necessary to be flexible. A plan is there to help and support you, to show that you have a vision and direction, and to show the District, County/Area or Region what your strengths are and where you need support.

# Putting it into Practice

## Implementing a development plan

Once a plan is in place for either your Group, District, County/Area/Region in Scotland, you can start to put it into practice. It is important to remember that your development plan does not exist in isolation and will have an impact on other local plans. Make sure that you communicate your ideas to everyone involved so that they are engaged in the plans and have a chance to ask questions and understand the decisions that have been made.

Remember to ask your District, County/Area or Region and Headquarters for advice and support if you need it. Asking for support, help and advice does not mean that you are failing. Sharing your ideas with others means that you can get feedback on what you are doing; they may identify other opportunities or areas for development that you had not considered.

## Review and Revisit

It is necessary to regularly review and revisit your plan to make sure that you are on track. It is important to set regular review dates and stick to them. Having the plan as an item on every agenda will help you to do this, and need not take all evening.

An easy way to make sure that you are sticking to your plan is to make sure that the objectives you set are SMART. This means that each objective must be:

**Specific** – What needs to be done? How? When?

**Measurable** – What does success look like? How will you know you have achieved your target?

**Achievable** – Does everyone understand and agree what needs to be done?

**Realistic** – Is this manageable with the resources available to us?

**Time bound** – What is the deadline and what are the key milestones for achieving this target?

By ensuring that you use SMART objectives, you will have built-in criteria by which to measure your progress towards achieving your target.

## Top tips

- Share your successes
- Remember that your plan can change over time
- Ask for advice and support when you need it

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You have now completed the independent learning guide for 'Planning for Growth'.

For more information on planning for growth and other training resources for Managers and Supporters in Scouting, please visit [scouts.org.uk](https://scouts.org.uk) or contact your local staff team.