



Developing the Group

How to plan for Growth

Planning for Growth

Introduction

There are many advantages to having a clear plan to ensure the growth of your Group. Generally we are fire fighting and there are so many problems that face us Scouting that it is difficult to know where to start. A simple plan allows you to focus on a few key tasks that can make a big difference to your Group. When you have completed a task you can always add a new one on to the list, although it is recommended that you go through the process of identifying and prioritising tasks again.

The other advantage of a clear plan is that it helps keep the Group from reaching a crisis point. It allows you to change with the times and remain attractive to young people and it also allows you to keep the adults in the Group to remain excited with their Scouting.

- The Process – in brief we consider three steps to grow:
 - Step One – where are we now?
 - Step Two – Where do we want to be?
 - Step Three – How are we going to get there?
 - Step Four – Plan
 - Step Five – Implement

To achieve this we need to consider how to prioritise our needs to pick the most important and most urgent needs to focus on.

Step One – Where are we now?

This is where the process really starts, by looking at the Group and its priorities. It is important that everybody in the Group is involved in the completion of the plan – this ensures that everyone signs up to the plan and a balanced view is achieved through discussion.

The next worksheets are forms to fill in about your Group. Please involve as many members of your Group when completing them. If you involve everybody from stage one, everybody will believe in what you are trying to achieve. Doing it this way will also provide objective answers and may start helpful and constructive discussions.

Page 5 contains a Group Audit. Try filling it out

When you have completed your Group Audit, you will need to consider looking further a field. To do this we use a SWOT¹ analysis, there is a blank one on page 6, which you should attempt for your Group. Below is an example, which offers some questions you could ask yourself when filling in your SWOT.

With a SWOT analysis you list things that make your Group strong or weak and look at what opportunities or threats you face. Consider where you can get help, maybe local businesses or schools. Consider opportunities to expand into new housing developments and what grants are available. Also identify things that stop you achieving; demographic problems or accommodation issues.

<u>STRENGTHS</u> What works in your Group? What is successful? Other	<u>WEAKNESSES</u> What does the Group Lack? What never seems to go to plan? Other
<u>OPPORTUNITIES</u> Are there any organisations which can help? What new opportunities has the Group Got?	<u>THREATS</u> Does the Group have anything that stops it achieving?

¹ Strengths, Weaknesses, Opportunities & Threats

Having completed a Group audit and a SWOT analysis you should be in a good position to see where your Group currently sits, what is good about it and what is in need of support. The next stage is to identify where you want to be.

Step 2 – Where do you want to be?

Think widely. The future for your Group could be anything you want it to be so try and identify what it could be. Do you want more adults helping in the Group? Do you want more young people? Will the quality of the programme be better? You may also consider physical issues like fundraising or accommodation.

To help you to think about where you would like to be, page 7 has a development needs checklist for you to fill in for your Group.

When you have filled that in, you should move to the next worksheet. This is a blank sheet of paper for you to sketch out your vision of the future. You may like to list the key elements of your vision for the Group or draw a mind map. Either way list all the areas that you would like to see improved or developed.

Step 3 – How do you get there?

Now you should have a long list of all of the elements that will improve and develop your Group. Hopefully by implementing some or all of these your Group can grow and numbers can increase. That way more and more young people will get to experience Scouting.

However with such a long list it can be daunting and difficult to identify where to start. Hence the next step in the process is to prioritise your list of tasks to identify which are the most urgent and which are the most important. The next worksheet (on page 10) is a grid to help you to prioritise your lists.

Here is an example of the grid:

Prioritising work

100%	Urgent but not important	Urgent and important
Urgency	Not urgent and not important	Not urgent but important
0%	Importance	100%

Things that you consider need doing urgently need to be towards the top of the grid and things that are important need to be towards the right hand side. That way the top right box has elements that are urgent and important and so this gives you a place to start. Those elements in the bottom left box can probably be forgotten.

Try prioritising your list of tasks on the worksheet.

Ok so you've now got a clear view of where you intend to start and what you intend to achieve. The next step is to draw up a clear plan to facilitate growth.

Step 4 – Plan

The trick with putting together a growth plan is to make it specific to the most important needs you have identified and make it simple and achievable. Plans should be simple with four or five key targets to achieve. You need to be clear of the things you will have achieved in the next 6 and 12 months and who is going to take the lead in achieving them.

You can draw up two plans, the first, (worksheet on page 11) is designed to address the specific needs of each section. In each case, identify three or four specific needs that can be addressed within the section. Be clear about how you intend to achieve it and when by as well as who will be doing it. You may find that this is a document that is useful to discuss with section leaders at their review.

The next plan (Page 12) is a broader Group plan and may address wider issues like attracting leaders, a public relations plan or getting a Group minibus. Choose four or five of your most urgent and most important ideas to create your plan.

So now we need to look at what where we are, where we want to be and how we get there to draw together a plan.

Step 5 – Implement

If you want help, your District Commissioner should be able to offer you hands on practical support, either personally or with the District team. You can also get help and advice by contacting your Field Development Officer.

GROUP AUDIT – Where are we Now?

Group						HQ: Owned/Rented?		
No. of within Section	M	F	No. of	M	F	Training Completed?	No. on waiting list	Comments
Beaver Scouts			BSL ABSL Helper				Beavers:	
Cubs Scouts			CSL ACSL Helper				Cubs:	
Scouts			SL ASL Helper				Scouts:	
Authorisations Water Activities Hillwalking/Climbing Abseiling			GSL? Chairman? Secretary? Treasurer?			Are Executive meetings held? Frequency: Are Scouters meetings held? Frequency:		Group AGM? Month normally held:
Comments:								

Looking Further Afield – SWOT Analysis

This is an overall look at your Group, looking at it's strengths as well as weaknesses. Please think about all aspects of your Group from fundraising to programme.

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

DEVELOPMENT NEEDS LIST

Please fill in this questionnaire honestly. We are trying to analyse what are the needs of our Group. From these sheets we will try to identify some aims, objectives and, more importantly, some methods to help achieve them over the next year. For the Training Sections please tick in the appropriate section column.

- If you consider an item is good or very good in the Group, please tick the Very Good column
- If you consider an item to be a difficulty you recognise in your Group, please tick in the column.
- When you have completed the 'Difficulty' column, please mark the items you regard as a priority 1, 2, or 3 in the **Priority** column.
- Not all sections will be relevant, please complete as you see fit.

Name:

Group:

Appointment:

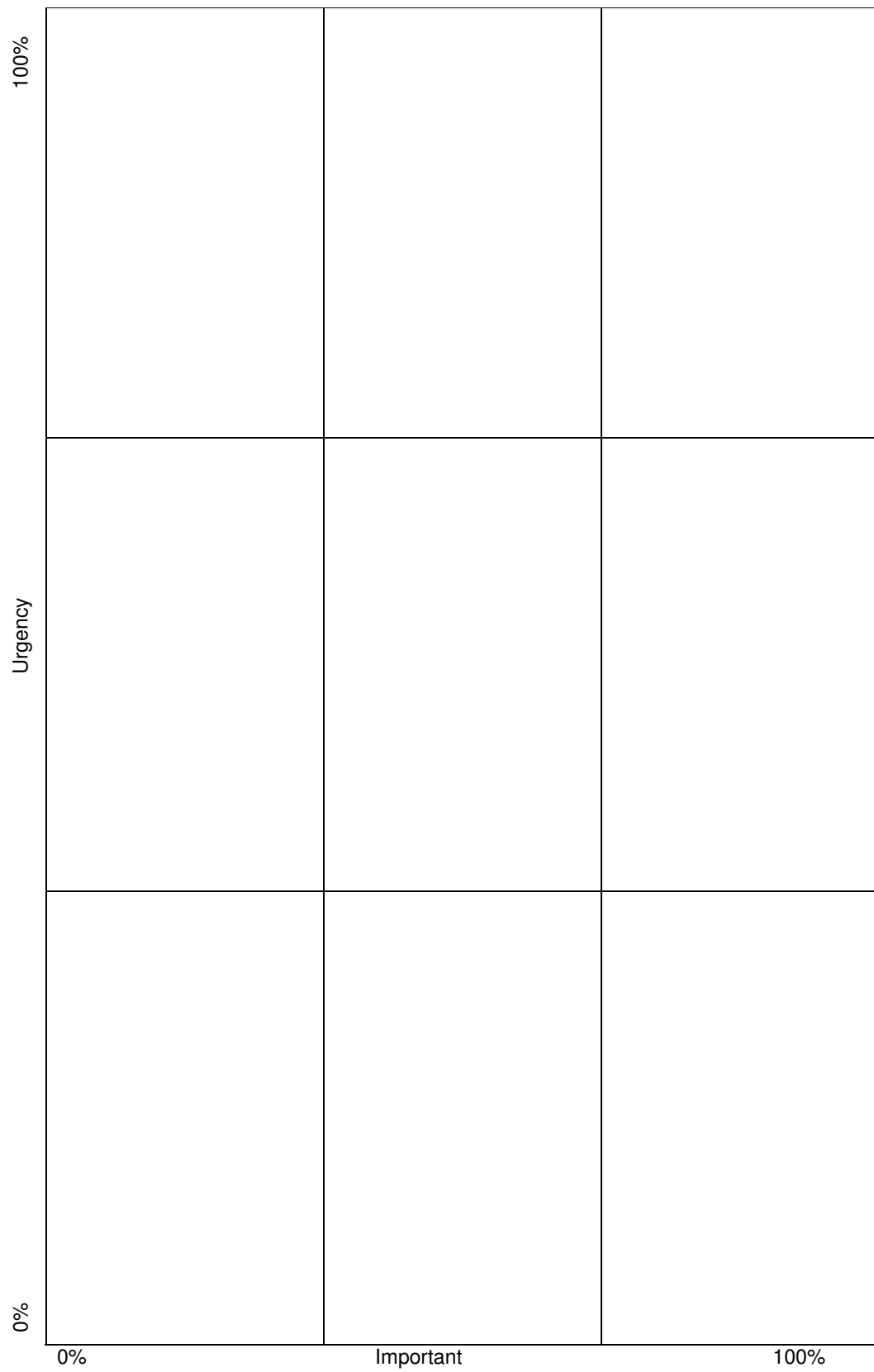
Topic	Good/ VG	Difficulty ✓	Priority 1/2/3
<i>Leader and Adult team</i>			
◆ All leaders managing to attend all team meetings			
◆ Few leaders who regularly have difficulty attending meetings			
◆ Is there a feeling of belonging?			
◆ Do all the Leaders work together?			
◆ Are the right people in the right jobs?			
◆ Do all adults in the Group know what their job is?			
◆ Do all adults receive appropriate training?			
◆ Do all adults receive personal support?			
◆ Do all adults receive regular reviews?			
◆ Is there a sense of belonging?			
◆ Do the adults feel valued?			
<i>Executive Committee</i>			
◆ Recruiting membership to the committee			
◆ Few members have to miss meetings			
◆ The Chairmanship of the meeting			
◆ The way it is facilitated by the Secretary			
◆ Accounting for the funds			
◆ Control of Group equipment			
◆ Availability of funds within the Group			
◆ Is there a lack of support offered by the Committee?			
◆ Do the Exec work with the Leaders as part of the same Team?			

Topic		BS	CS	S	Priority 1/2/3
<i>The Training Sections</i> (Tick for Good, Cross for Difficulty)					
◆ Producing a dynamic week-to-week programme					
◆ Finding enough leaders to run the programme					
◆ Getting all the leaders to act as a team					
◆ Recruiting Beaver Scouts, Cub Scouts & Scouts					
◆ Getting Young People to progress to the next Section					
◆ Retaining Young People					
◆ Getting the Section to take part in Group events					
◆ Progression of young People through their Awards					

Your vision of the future.

List the key elements of your vision for the Group

Prioritise your tasks



SPECIFIC NEEDS or 'GROUP GROWTH PLAN'

Please write down one specific need that you feel the Group has for each section e.g.

The Group requires one ABSL, £200 to buy new tents, Two Cub helpers to do subs, Help with Scout Camp next year

Beaver Section: NEED:	TO BE COMPLETED BY:	WHO IS RESPONSIBLE?	METHODS TO BE USED
Cub Section: NEED:	TO BE COMPLETED BY:	WHO IS RESPONSIBLE?	METHODS TO BE USED
Scout Section: NEED:	TO BE COMPLETED BY:	WHO IS RESPONSIBLE?	METHODS TO BE USED
Exec: NEED:	TO BE COMPLETED BY:	WHO IS RESPONSIBLE?	METHODS TO BE USED

OUR GROUP PLAN

Where you are now		Where you want to be	How you are going to get there			
Issue	Current situation	Goal	6 months	12 months	Resources / Help	Lead person