## 4X4 Planning model

The „4x4 planing model“ is a good aid for planning a Treehousecamp. In the form of impulses and concrete questions, the model serves as an orientation aid not only with regard to planning but also with regard to the preparation, implementation and conclusion phases. The „4x4 planing model“ is intended to support the thinking of the most important steps in advance and thus to reduce possible risks. The model looks at the project from different angles :

* of technology/environment,
* leadership/team
* person/participants

To do this, you work your way through the model line by line from left to right. The last column finally contains the security concept, which should be written down for larger projects.

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| --- | --- | --- | --- | --- |
| **Project phases** | **A: Technology / Environment** | **B: Leadership/ Team** | **C: Person/ Participants** | **D: Concepts** |
| **1** **Planning** | **Starting position*** *General questions/ organisation*
* Stakeholder analysis
* *Finances*
* *Legal, permits, insurance*
* *Campsite/place*
* *Material/ equipment*
* *Camp program/ goal*
 | **Team resources*** *Stakeholder analysis/ Team set up*
* *Resources in the team*
* *Involvement in the planning process*
* *Common goals*
* *Roles, tasks, responsibilities*
 | **Focus on participants*** *Stakeholder analysis / Target group*
* *Integration*
 | * *TRACTOR method*
* *Golden circles method*
* *Budget, planning of financial ressources*
* *Timeschedule*
* *Life Values*
* *Material list / Planing equipment*
* *Safety Concept :*
	+ *Risk analysis, Risk reduktion*
 |
| **2** **Preparation** | **Procure Resources and consent*** *Public relations/ publicity work*
* *Sponsoring*
* *Contracts/ Agreements*
* *Detailed planing/ schedule*
* *Emergency organisation*
* *Check of equipment*
 | **Staff Training*** *Teambuilding (culture, dynamics, rules)*
* *Teamtraining*
 | **Information*** *Public relations/ publicity work*
* *Registration organisation*
* *General/ Organisationial informations*
 | * *9 Life Values*
* *List of equipment*
* *Informations tools for participants*
* *Safety Concept :*
	+ - *Emergency and Crisis organisation/ management*
		- *Health and Hygiene*
 |
| **3** **Implementation & Operation** | **Dailey routine*** *Building the infrastructure*
* *Establish order*
* *Construcitonsprocess*
* *Peak End rule*
 | **Motivate, Check, Correct*** *Working together as a team*
* *Leading, teaching, training a group*
* *Kitchen : good food as an important part of camp life*
 | **Mediating Experiences*** *become acquainted*
* *Training of the participants*
* *Group dynamics*
* *Buidling vs. Free time*
 | * *four-eyes principle*
* *feedback culture*
* *training concept*
* *working rules/ camp rules*
* *daily schedule (structures, responsibilities,…)*
* *Celebration*
* *Peak End rule*
* *Safety Concept:*
	+ - *four-eye principle»*
 |
| **4** **Afterwards** | **Follow-up check*** *Dismanteling/deconstruction*
 | **Reflection*** *End of the camp*
* *Reflection/ Evaluation*
 | **Feedback*** *End of the camp*
* *Feedback*
 | * *Learning from experience*
* *Safety concept :*
	+ - *Deconstruction plan to demolish the treehouse*
		- *Learning from experien*ce
 |

 (see 4x4 security model, Brüngger S. and Lüthi M., 2015, p. 14-15)

**4X4 Planning model – Questions**

At a first Treehousecamp, many questions arise in the first moment. To make planning a little easier, we have formulated concrete questions and suggestions for each project phase using the „4x4 planning model“. These questions/ideas are not to be understood as conclusive but as a suggestion. In the concepts/ working tools you will find links general checklists/ working tool the are shown on this homepage.

In addition, questions specifically related to the topic of security are highlighted (red).

| **Project phases** | ***A: Technology / Environment*** | ***B: Leadership/ Team*** | ***C: Person/ Participants*** | ***D: Concepts*** |
| --- | --- | --- | --- | --- |
| **1** **PLANNING** | ***General questions/ organisation**** *What do you want ?*
* *Do you know the goal of your camp ?*
* *How long is the camp?*
* *How many days will be building days?*
* *How many platforms do you want/need to build?*
* *What extra features do you want to have in the Treehouse? (kitchen, bridges, toilet, zipline, pool, …)*

***Stakeholder analysis**** *Who has to be involved into the project? (Team, participants, authorities, legislators, emergency organisations, owners, sponsors, associations)*

***Finances**** *What is the budget?*
* *Do you have to pay to use the area?*
* *Do you need fundraising?*
* *What grants are available region?*
* *What price can you get from the participants?*
* *Do the leaders have to pay to be a part of the Treehouse camp?*
* *How do you manage with participants that don’t/can’t pay?*
* *How do you deal with unexpected costs?*

***Legal, permits, insurance**** *What permissions and authorisations do you need?*
* *What about insurance policies? Are there some guidelines and recommendations in your organisations?*
 | ***Stakeholder analysis/ Team set up**** *How many leaders do you have/ need?*
* *Which experiences do your leader have – in leading a camp and/or building treehouses ?*
* *Who carries what responsibility (depending on age, skill, experience) ?*
* *How old are the leaders?*
* *Do you have/need male/female leaders?*
* *Do you have a kitchen team ?*

***Resources in the team**** *Who has a drivers license?*
* *Who has a First-aid pass?*
* *Who has a permission for a chainsaw?*
* *What craft and educational experiences are in the team?*
* *What are the personal goals and interests of the Leaders? (Building a bridge, stairway, pool, …)*

***Involvement in the planning process**** *How many team meetings do you need?*
* *How do you train the leaders?*
* *What trainings do you do?*
* *How many trainings are required?*
* *How many days of preparation do you need as a team right before the participants arrive (pre-camp)?*
* *Do you have a board, that has to be participated? (YMCA, Scouts,..)*

***Common goals**** *What is the goal of the camp ?*
* *What do you want to achieve ?*
 | ***Stakeholder analysis / Target group**** *Who is the target group ?*
* *How old should the participants be?*
* *What does this means for the concept?*
* *With how many participants will/can you work?*
* *How many leaders are part of the team? The number of leaders influences the number participating (« care key »)*
* *Budget of the participants ?*
* *What experiences/ knowledge (must) the participants have?*
* *Is the Treehouse for boys, girls or both?*

***Integration**** *What is the background of the participants?*
* *Are there any challenges that are connected to their backgrounds?*
* *Language/ nationalities ?*
* *Is there a need for translation?*
* *Handicaps (fear of heights)?*
 | * *Definition of goals*
	+ *TRACTOR method*
	+ *Golden circles method*
* *Budget, planning of financial ressources*
* *Timeschedule*
	+ *Agenda*
	+ *Timeline*
	+ *Team meetings*
	+ *Organisational Deadlines*
* *Life Values*
* *Material list / Planing equipment*

*Safety Concept :* ***Risk analysis, Risk reduktion****Risk reduction means obtaining clarity in advance about as many components as possible. If there are any uncertainties, you can make changes and adjustments in advance, thereby reducing the risk of accidents or complications.* * *Risk Graph*
* *STOP Method*
	+ *Substitution*
	+ *Technological measures*
	+ *Organisational arrangements*
	+ *Personnel measures*
 |
| **1** **PLANNING** | ***Campsite/place**** *Do you know the local conditions?*
* *Are there the right trees in the right distance?*
* *Where can you sleep?*
* *What infrastructure do you need? (Toilettes, House, Kitchen, Water, Energy, areas for tents, …)*
* *How can you transport material to the building site?*
* *Is the building area at an incline?*
* *Who is the owner of the land? Are there more than one?*
* *What permissions are needed?*
* *How long can the Treehouse stay?*
* *Is a mobile connection available?*
* *Do you want/need a kind of „pre-camp“ to build the infrastructure?*

***Material/ equipment**** *What material do you have?*
* *Do you need a car/van?*
* *Who can bring the building equipment to the site?*
* *Do you have enough material to build the maximum of platforms?*
* *Has the material passed the annual safety check by a certified person?*
* *How much time do you need to pack, load and unload your equipment*
* *How many days of preparation do you need right before the participants arrive?*

***Camp program/ goal**** *What does the programme look like?*
* *Is the tree house the main focus or are there other parts of the program?*
* *What is the goal of the camp?*
* *Do you work with values (9 Life values)*
 | ***Roles, tasks, responsibilities**** *Who are the main leaders?*
* *Who is responsible for the building process (a person, that is not involved directly in building, is more a supervisor).*
* *Who is the organizational leader?*
* *Do you have a team of head leaders? What are their tasks?*
* *Who can decide what? What is your process to make decisions?*
* *What kind of hierarchy do you have/want?*
* *What are the responsibilities in the team?*
	+ *Organisation*
	+ *Building*
	+ *First-Aid*
	+ *Material*
	+ *Groups*
	+ *Education (Life values, service, …)*
	+ *Safety (Responsible for releasing the platforms)*
	+ *Kitchen*
 |  |  |
| **2** **PREPARATION** | ***Public relations/ publicity work**** *How can you promote your project and generate attention about it?*
* *How and who coordinates the public relations work?*
* *How does the communication happen in case of a crisis? (crisis management)*

***Sponsoring**** *How can financial or material support be requested? (donation letters, fundraising events, ...)*
* *which communication options are suitable*

***Detailed planing/ schedule**** *What is the weekly schedule?*
* *What is the daily schedule? During the construction phase and during the running phase ?*
* *How long do you plan to build for each day?*
* *What kind of framework program do you have planned?*
* *What should happen during the phase of running? (Freetime, team games, special acitivities, visiting day, service, The Game/City Bound, special dinner, projects, 24h-Challenge, …)*
* *At what time do you have the leader meetings?*
* *In what way do you do the reflection (9 Life Values)*
 | ***Teambuilding (culture, dynamics, rules)**** *Do the leaders know what their task is ?*
* *Do they know what is connected to their task and responsibility?*
* *Define clear roles*
* *Defines clear rules for and within the team*
* *Define clear construction- and operating rules for all*
* *Clarify hierarchies and decision-making processes (depending on responsibility)*
* *Agree on a common feedback and error culture*
* *Plan team meetings and reflection rounds (pays attention to the time of day and degree of tiredness)*

***Teamtraining**** *organize a team training*
* *define simple and clear construction standards*
* *make sure that everyone in the team has the necessary basic knowledge*
* *make sure that everyone knows how to use the equipment correctly*
* *train the 4-eye principle (feedback and error culture)*
* *Think about the issue of safety (risk analysis, safety and emergency concept) as well as the safety culture*
* *Play out and practise different emergency scenarios (evacuation, rescue, etc.)*
 | ***Public relations/ publicity work**** *How can you promote your project and generate attention for it? (AIDA Method)*
* *How do you gain the participants?*
* *Select suitable communication channels, (depending on the target group to be addressed)*

***General/ Organisationial informations**** *What equipment do the participants have to bring?*
* *What do you do, if the participants don’t have the required equipment?*
* *What extra equipment do you need for the participants?*
* *When should the participants get the info-letter ?*
* *What insurance should the participants have?*
* *What approval do we need from the parents? (Statement of agreement)*
* *How to deal with participants that take medication?*
* *What medical information do we need from the participants?*
* *Who should be contacted in case of emergency?*
* *What basic rules should be mentioned? (Alcohol, cigarettes, drugs, using digital media)*
* *What are the consequences if participants break the rules?*
 | * *9 Life Values*
* *List of equipment*
* *Information tools for participants*
	+ *Information letter*
	+ *List of needed equipment*
	+ *registration confirmation*
	+ *health sheet*

*Safety Concept:****Emergency and Crisis organisation/ management****In the emergency plan, possible scenarios are thought through and appropriate instructions and action steps are defined. In the event of a crisis or an emergency, action must be taken in accordance with the instructions given in the emergency plan** + *emergency sheet*
	+ *«Decision-making authority», Responsibilities*
	+ *First aid*
	+ *Alerting*
	+ *rescue and evacuation*
	+ *communication*
	+ *public communication*
	+ *Daily log/ event log*

***Health and Hygiene**** *Concept of health and hygiene kitchen,*
	+ *« wet rooms »,*
	+ *drinking water,*
	+ *food storage*
 |
| **2** **PREPARATION** | ***Contracts/ Agreements**** *Are all necessary contracts and agreements confirmed/signed?*
* *Are all important stakeholders informed about the project?*

***Emergency organisation**** *Create an emergency plan*
* *How do you deal with different weather situations? Heat, rain, storm, thunderstorm.. ?*
* *Define termination criteria in case the camp has to be terminated prematurely*
* *Inform the surrounding emergency services about the camp*
* *Create a health and hygiene concept*

***Check of equipment**** *Is the necessary equipment available?*
* *Building material*
* *Safety material*
* *Extra activities*
* *Kitchen*
* *Infrastructure*
* *Tools*
* *Buy or rent the material/equipment needed*
* *Is the equipment tested?*
* *Security check of the existing safety material*
* *Rent a car/ truck (for the transport of the equipment)*
* *Provision and preparation of the material/ equipment*
* *Loading and transportation of the material /equipment*
 |  | ***Registration organisation**** *define the communication channels (for registration and passing on information)*
* *create a useful registration form*
* *maintain a clear database (for participants and other interested parties)*
 |  |
| **3** **IMPLEMENTATION AND OPERATION** | ***Building the infrastructure*** * *Do you have an existing infrastructure (group house)?*
* *Must the infrastructure be built first?*
	+ *Setting up the tents*
	+ *Creating the Group spaces*
	+ *Setting up the kitchen*
	+ *Toilets*
	+ *Creating a material stock*

***Establish order**** *Build a clear structure for all of the material (Own stock of material)*
* *Define rules about the usage of the material*
* *used material must be put away properly (risk of loss !)*
* *Define an equipment manager*
* *check safety material in progress, remove damaged material*

***Construction process**** *supervise the construction process*
* *Pay attention to safety (four-eye principal)*
* *Consider external factors such as the weather, time of day,…*
* *adapt the construction process to the given circumstances*
* *Is there a feeling of being safe?*
* *make sure there is enough food and drink*
* *make sure that there is enough rest and breaks*

***Celebration**** *Plan a celebration between the phase of building and running! Celebrate what you have achieved together*
 | ***Working together as a team**** *« Distanced leadership » \*\*:*
* *Make sure that someone from the team always play the role of the « distanced leader » to supervise the whole camp. This person has the outside- and overview (usually the main leaders)*
* *motivate, control and correct each other*
* *four-eye principle, feedback and error culture*
* *make sure that everyone feels comfortable in the team*
* *make sure that everyone in the team gets enough rest and relaxation. regulate free time*

***Leading, teaching, training a group**** *be aware of the different group and team dynamics.*
* *promotes positive experiences in the team as well as with the participants*
* *Conflicts are normal. Solve them together*

***Kitchen : good food as an important part of camp life**** *good food = good atmosphere*
* *provide for sufficient food and drink*
* *makes sure that everyone eats and drinks enough*
* *Having meals on time*
* *Make a banquet/ feast for celebration*
 | ***become acquainted**** *Get to know about the terrain, show all areas*
* *Become acquainted with (everyone brings a personal wanted poster)*
* *Collect the medical information from every participant*
* *Collect expectation/goals/wishes of the participants*
* *Give information about the organizational stuff*
* *Information about the responsibilities of the leaders*
* *Rules*
* *Presenting the program and day structure*
* *Introducing the educational part/process*
* *Build groups (equal/balanced)*
* *is there a need of extra care?*
* *Distribute the personal safety equipment*

***Training of the participants*** * *conduct a first basic training for the participants. The duration and type of training depends on the participants (e.g. workshops)*

***Educational methods:*** *These sequences mostly have a large „Learning by doing“ part** *Knots*
* *Treeclimbing*
* *Security/Safety (Helmet, Harness, Hooks)*
* *Handling of the personal material*
* *Handling of the building material*
* *Theoretical introducing of the building techniques*
* *Building rules*
 | * *training concept*
* *feedback culture*
* *working rules/ camp rules*
* *daily schedule (structures, responsibilities,…)*
* *Celebration*
* *Peak End rule*

*Safety Concept:* ***Four-eye principle**** + *Feedback and critique culture*
	+ *KISS : keep it simple stupid*
	+ *Rules of working and building*
	+ *«distanced leadership»\*\* Day log/ event log*
 |
| **3** **IMPLEMENTATION AND OPERATION** | ***Peak End rule**** *Plan for each day (rituals) and especially a positive conclusion for the end of the camp. Positive experiences are remembered better and longer*
 |  | ***Group dynamics*** * *How are the participants feeling?*
* *What do they need?*
* *Does your planned program fit the needs of the participants or do you need to change something (sleep longer, go to a warm and dry place,...).*
* *How can you motivate your participants? Or how can you change difficult dynamics?*
* *How to react in conflicts*
* *How much responsibility can you give to the participants?*
* *Involving the participants in the building process and the decisions*
* *What (extra) tasks can be given to the participants? (Not every task is good for everyone…)*
* *Reflection*

***Buidling vs. Free time**** *Finding a good balance between building and having enough free time*
* *Balancing according to the group dynamic*
* *How to handle the physical and emotional well-being of the participants ?*
 |  |
| **4** **AFTERWARDS** | ***Dismanteling/ deconstruction**** *When do you demolish the treehouse?*
* *If you’re not demolishing the treehouse right at the end, how do you secure the treehouse (so no one else can use it ?)*
* *How many people do you need to demolish the treehouse?*
* *What do you need for demolishing the treehouse (car, manpower, equipment, ...)?*
* *safety concept*
* *How do you take down the platforms?*
* *What are you doing with all the wood (unspike the wood, give it back ?,...).*
* *Where can you dry wet material?*
* *How and when do you clean and clear your equipment?*
* *Who is controlling the equipment (safety check, replacing busted material, ...)?*
 | ***End of the camp**** *How do you get a feedback from your team?*
* *How is the team reflecting the process?*
* *Who is leading the reflection/feedback?*
* *How do you cherish the work of your team (a little gift,...)?*

***Reflection/ Evaluation**** *What went well?*
* *What do you have to change?*
* *Were there critical moments (safety, group dynamics, team, ...)?*
 | ***End of the camp**** *How do you get feedback from the participants?*
* *How do you reflect the process of the building and the running of the treehouse?*
* *educational concept ( ?)*
 | *Safety concept :* ***Deconstruction plan******to demolish the treehouse*** *Consider special conditions during dismantling, such as* * *Tiredness of the team members,*
* *Tension in the buildings,*
* *Lack of infrastructure already dismantled*
* *Presence of a vehicle on site (despite return transport)*

*Safety Concept:* ***Learning from experience****Note down positive as well as negative experiences and build them into future projects accordingly* |