




SCOUTS NSW ANNUAL REVIEW

LIVING OUR LAW

20
21





Notice of Annual General Meeting

The Annual General Meeting of the Branch Council will be held on Saturday 17 July 2021. The presentation of the Annual Review and the announcement of Office Bearers will take place at this event.

The Scout Promise

On my honour,
I promise to do my best,
To be true to my spiritual beliefs,
To contribute to my community
And to our world,
To help other people,
And to live by the Scout Law.

OR

On my honour,
I promise that I will do my best,
To do my duty to my God,
And to the Queen of Australia,
To help other people,
And to live by the Scout Law.

The Scout Law

BE RESPECTFUL

Be friendly and considerate
Care for others and the environment

DO WHAT IS RIGHT

Be trustworthy, honest and fair
Use resources wisely

BELIEVE IN MYSELF

Learn from my experiences
Face challenges with courage

Through fun and friendship, Scouts will inspire and create resilient young people and adults, by developing skills for life and contributing to our community.

Scouting develops and empowers youth by gaining life skills and a value system, based on the Scout Promise and Law, building a better world and playing a constructive role in society.

Scouts NSW Vision

Scouts NSW Mission

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Message from the Chief Commissioner

Living our Law: be respectful

At Scouts, our door stands open to anyone who wishes to live by our Promise and Law.

Scouts have always come from widely different backgrounds and cultures, and we believe it is this diversity that makes us special. In 2021, we celebrate 30 years of Joey Scouts and 50 years of welcoming girls into our organisation.

However different we may appear, as individuals, and as volunteers, we discover many shared traits. We are always the first to step up and help others, despite any pressures we may personally be facing. Indeed, caring for others, and caring for the environment is what we do at Scouts. It's in our law, and it's in our DNA.

In a year that presented multiple obstacles to organisations that rely on volunteers, there have been more acts of kindness and courage than I have seen in my time as Chief Commissioner. Groups across NSW stayed active; participating in online activities, meetings, awards and adventures to teach young people new skills, and to help them feel confident about coping in the unusual environment. From our Scouting@Home activities to our ANZAC Day virtual event, our teams showed their resilience and care by stepping up and doing their part to keep Scouting alive and reinforce its value to the young people across our local communities.



We also worked hard to engage with the NSW Government to seek funding to make much-needed improvements to our properties based on Crown Land. Our efforts saw an initial \$1.1 million in funds directed towards our Scout Halls and Activity Centres under the Economic Stimulus Package. This has recently been followed by a grant of \$8.53 million under the Crown Lands' COVID-19 Recovery Support Program. It is the single largest grant we have received in our 112 year history and we are incredibly grateful to the NSW Government for its exceptional support.

Scouts NSW faced difficult decisions, including the cancellation of major events that were years in the planning. However, we are confident that the pioneering work we undertook to design these events and adventures will raise the bar for the future.


At a time when many of us have had to stay apart, the series of challenges we faced have brought us closer together in many ways. They have reminded us of the good we're capable of and the difference we can make when we work together.

Indeed, today Scouting remains as relevant as it always has been.

While much of its relevance is due to the practical skills it imparts, the Movement has worked hard to keep up with the times and reflect what matters to each new generation.

We were therefore delighted with the impressive results for Scouts NSW in a Resilience survey, conducted by the well-regarded Resilient Youth Australia organisation, which was released during the year. It found that young people participating in Scouts reported higher levels of resilience and overall better life satisfaction than their peers. It also showed that children and young people who participate in Scouts for longer, saw these levels of resilience increase over the course of their involvement.



A full-page background image showing two individuals rappelling down a dark, craggy rock face. The person in the foreground is wearing a red helmet, a yellow high-visibility vest over a dark long-sleeved shirt, and black wetsuit pants. They are holding a rope and looking down. The second person is higher up on the rock, wearing a white helmet and a light-colored shirt with a red harness. The ocean is visible at the bottom of the frame, with blue water and white foam from the rappelling activity. A light blue curved line decorates the top left corner of the page.

Normanhurst Venturers at Pinny Sea Cave

Young people today are much more diverse than previous generations, and more educated. They are digital natives who share information freely. They are passionate about the impacts of climate change and determined to inherit a planet that is safe and welcoming.

Scouting takes an action-oriented approach to education, enabling young people to become active global citizens and contribute to peace and sustainable development. Scouting supports the United Nation's Sustainable Development Goals (SDGs), a blueprint to creating a better future. More than 2 billion hours of contributions have already been made around the world towards these goals. In NSW, the winners of our second successful Scout of the Year awards were chosen for their alignment to these SDGs, reinforcing how young people can be role models for finding innovative solutions to tackle the most pressing challenges facing our planet.

As today's custodians of Scouts in NSW, we have a proud legacy on which we can continue to build.

We celebrate the diversity in Scouting and take pride in the impact our organisation has had on millions of individuals around the world. For them, being a member of Scouts has had a meaningful, positive, influential impact on their lives.

We will continue to ensure we enable every young person, whatever their gender, abilities or background, to enjoy the adventures of Scouts.

My thanks to all of our extraordinary volunteers and professional staff, whose resilience and tenacity over the past year will help us carry on long into the future.

Neville Tomkins OAM JP
Chief Commissioner

A Message from the Chair

Living our Law: Do what is right

The Board of Directors is accountable for delivering effective governance, refining the vision and strategy, managing our risks, using resources wisely, and setting the tone for ethical and responsible decision-making.

As Chair, I am responsible for securing the right group of people and the right mix of skills, to deliver the collective capability that fosters effective functioning of the Board.

The Board is responsible for ensuring that young people continue to have access to the valuable services delivered by Scouts NSW.

Last year was a challenge for everyone. The impact of the drought, bushfires, global pandemic and flooding left many organisations across Australia in a difficult financial position. It's no different for Scouts NSW, and the Board of Directors spent much of last year working through short-term and long-term solutions to deal with these challenges.

We saw a decline of members during 2020. We were also unable to hold major events or gatherings, which make an important contribution to our finances, while helping attract and retain our youth members. Many of our Activity Centres were unable to open for most of the year, and some of our camps and properties were damaged.

These matters exacerbated the issues we'd been addressing for the past few years: that operating expenses are exceeding our income each year. The Board therefore agreed to accelerate the reforms we'd commenced, and we initiated a series of actions to move towards financial sustainability, which were actively communicated directly to our members.

Sustainable Scouting

For the 12-month period to March 2021, Scouts NSW recorded an operating surplus of \$166k.

While this was an improvement from last year, pressures on financial performance remain due to the impact of the bushfires and COVID-19, which resulted in the cancellation of the Cuboree, Oz Venture and other major activities and events.

This year, the Board has been driving a series of actions to address the financial issues. We are reducing costs from the State budget by 15 per cent and taking advantage of high property values to sell under-utilised properties that are expensive to maintain. We have also increased membership fees above CPI for the first time in five years. This initiative is part of a move to a new pricing model known as Cost Recovery, which set membership fees each year based on the recovery of operating costs.

Further, we have moved membership billing to an annual cycle and will commence direct invoicing of youth and adult members.

We are also identifying ways to lift patronage of our Activity Centres and major campsite properties to improve their contribution to our financial position.

These initiatives form a decisive plan of action to support young people, stabilise our Branch's finances and safeguard its future.

Child Safety

Child protection is a fundamental right. It is also a foundation on which our organisation is built.

The safety of our youth members remained an unequivocal priority for the Board. We continued to strive to create a child-safe environment and ensure everyone who participates in our activities and adventures stays safe.



During the year we launched a youth safety education campaign: Know It. Live It. Log It. This campaign provided practical steps and reminders to all our adult leaders on how to safeguard the youth in their care and young people on safe care actions. It was well received, with positive feedback, and we will continue to build on this framework to maintain the highest standards to which we strive.

Acknowledgement

Finally, I would like to acknowledge the Chief Commissioner and his team of adult volunteers for their remarkable resilience, courage and commitment to Scouting in NSW.

The enthusiasm, time and effort that his State team gives to the organisation is humbling.

I would also like to thank Jane Siebum, who made a significant and impactful contribution during her tenure as Chief Executive Officer. She built a strong staff team, who lived the Scout law, and on whom we could trust. I welcome Bob Mulcahy and thank him for stepping in to lead this team at the start of the year.

Finally, to my fellow Directors on the Board and its supporting Committees, I thank you for your continued support. Good governance is embedded in the good behaviour and judgement of the members of our Board. We live the Scout Law, we do what is right, and we take decisions that demonstrate we are trustworthy, honest and fair.

Kerry McGoldrick
Chair
Scouts NSW
Board of Directors



Investiture of
new Cub Scouts
at Bundila

A Message from the Interim CEO

The organisation's successes are supported by a dedicated group of professional staff who incorporate the Scout Law into the work they do.

Providing Services to our Scouting Community

The team at the Scouts NSW Service Centre remain committed to providing services and support to the 4,000 adult members as they work hard to deliver a strong, active Program to the more than 14,000 youth members across NSW.

Throughout 2020 -2021, while Australia adjusted to the many challenges resulting from COVID-19, our employed staff quickly and efficiently adapted to a remote work environment and then returned to the physical premises once the NSW Government deemed it safe to do so while capably maintaining services to our members.

Over the last 12 months, our team provided expert advice and support across a number of service areas to support the delivery of strategic projects on behalf of the Scouts NSW Board.

Direct Billing

Since November, a small project team has worked to deliver direct billing, a key strategic initiative for Scout NSW. In March, the project experienced a short setback due to the withdrawal of a critical vendor, however, following a comprehensive search the team secured new vendors and the project is on track to deliver Phase 1 by mid-July 2021.

Active Kids

Scouts NSW remains the largest single non-sport redeemer of the Active Kids Rebate in NSW. In the past 12 months, 10,017 vouchers were redeemed by current and prospective families whose children enjoyed the wide variety of active fun experiences that Scouts NSW offers.

Know it. Live it. Log it.

In September 2020, with the support of our Marketing and Communications and Child Protection Team, Scouts NSW launched Know It. Live It. Log It. – Safe Fun for All.

This youth safety education campaign forms part of our broader work in the National Child Protection Policy Implementation Plan (PIP Project) and focuses on giving all adults and young people in Scouts in NSW practical steps to help safeguard the young people in our care.

Property Strategy

Our Property Strategy has always played an important role at Scouts NSW. We regularly unlock the value of assets by selling surplus and under-utilised properties and re-investing the returns in a range of ways. A review of our portfolio of Scout properties identified some buildings that have been vacant or under-utilised for an extended period of time and are surplus to requirements.

The Property Team supported the Board and its Sustainable Scouting program through the sale of these identified properties and in so doing optimised the State property portfolio.


I would like to take this opportunity to thank the Chair and the Board of Directors, the Chief Commissioner and his State Leadership Team for their ongoing commitment to our members.

I also extend my thanks to our Scouts NSW Service Centre and the team at our Region Offices. I am proud of the work we have done and will continue to do to bring a positive customer experience to our members.

Robert Mulcahy
Interim CEO

Over the past 12 months, we have

- Resolved 20,848 Service Desk cases
- Processed 2,996 Police Checks
- Processed 5,124 Working with Children Checks
- Redeemed 10,017 Active Kids vouchers
- Coordinated 30 youth training courses
- Coordinated 118 adult training courses



**Pulling
together :
One Team**

Voice of Youth

This message is a compilation of the views and perspectives of our State Youth Council.

As young Australians, we believe our imagination, our ideals and our energy are vital for the continued success of Scouts across NSW.

Young people can be a positive force for change when we're given knowledge and opportunities. We want to be heard. By giving us a voice at all levels of Scouts, hearing our ideas and concerns, and turning them into action, we are meeting the fundamental purpose of this organisation. Youth empowerment must always remain central to every part of Scouts.

We believe young people have a vital and positive role in promoting international peace and security. We are united in the opinion that our world, and our nation, needs to do more to reduce carbon emissions, improve our health and wellbeing, and demonstrate a genuine commitment to human and economic security.

Climate change is not a philosophical concept. It is not a political football. It is terrifying. By taking care of our planet, we are protecting our future. We want you to help us fix the damage now.

We are the torch-bearers for climate change. We want to work together to develop solutions for a resilient and sustainable future.

We want to be ready for when disasters hit by being more prepared, and we want to reduce the frequency of disasters caused by climate change. We want to help our communities to be prepared for an increasingly unsafe world. Give us the chance to join the conversation and give voice to our hopes and concerns for the future. If you leave us in the dark, we'll only get more concerned.

We are passionate about making Scouting a safe place for everyone. We want to help build greater understanding and capability in mental health support and youth safe advocacy. We know our generation is more comfortable to speak up and share our problems than those before us. We can help others, including adults, to open up, acknowledge their issues, and start dealing with them.

We hope that every youth member can feel confident to have a say about the program so the activities we do are inclusive. We want all Scouts to know they have the right to accessibility and support here, regardless of their identity, beliefs or abilities. Everyone should feel confident to be able to participate, at whatever level they can.

Finally, we believe the perspective of Scouts in the community needs updating. We want to show our neighbours, school-friends and families that the knowledge and skills we've gained is relevant, fun and important, and will make a difference to our world and to our future. We want to advocate for this valuable organisation of Scouts, which has already given us such a great start in life.



Confident and resilient young people



Youth Awards

Our young people shape the Movement and the world around them, participating in programs and activities that drive their personal growth and equip them with the skills to make a positive impact on the world.

Celebrating our Peak Award recipients

Despite COVID-19 restrictions on face-to-face activities posing significant challenges for youth members completing their Peak Awards, many courageously persevered with flexible, innovative and adaptable approaches to earn the top-level awards in their Section.

Congratulations to all youth members who earned the top-level awards in their Section in 2020-2021!

While we were unable to host our formal awards ceremonies due to restrictions on large gatherings, this did not stop our Scout Groups, Districts and Regions from finding creative ways to celebrate their Peak Award recipients. Smaller localised ceremonies were held across the state to present our Peak Award recipients with their Awards.

Scout of the Year Awards

Initiated by the Scouts NSW State Youth Council, the Scout of the Year Awards formally recognise the exceptional contribution of youth members across the state who go above and beyond to create a brighter future through the United Nations' Sustainable Development Goals.

Due to restrictions on gatherings, the Scout of the Year awards ceremony was held online on 7 November 2020 via a Microsoft Teams Live Event. Our finalists gathered with their families, friends and local communities to celebrate their achievements, and tuned in remotely for the announcement of the 2020 Scouts of the Year.

Congratulations to the following youth members who were named our 2020 Scout of the Year winners!

111

Joey Scout Promise Award/
Joey Scout Challenge Award

324

Grey Wolf Award

80

Australian Scout Medallion/
Australian Scout Award

65

Queen's Scout Award

6

Baden-Powell Scout Award

Joey & Cub Scout
Scout
Venturer Scout
Rover Scout

Emma Ouyang
Katelyn Cleary
Luke Meyers
Lachlan Page

Highlights



Major Events: A Local View

Major events are part of the Scouting way of life, bringing together creative ideas and energetic enthusiasm to offer diverse experiences to youth and adult members across the state. In a year of physical distancing and restrictions on large gatherings, Scouts NSW took a local spin to major events, with a number of our Regions, Districts and Groups hosting localised activities in line with COVID-19 restrictions.

Hunter and Coastal – District Activities

December 2020 - January 2021 | Multiple locations

Districts in the Hunter and Coastal Region hosted separate camps and activities over the summer holidays, giving youth members the opportunity to enjoy summer Scouting adventures such as hiking, canoeing, paddle boarding, beach strolls, abseiling, rock climbing, bushwalking, archery, ballista building and overnight bivouacs!



Hume – Back to Scouting

30 January 2021 | Glenfield Scout Activity Centre



Over 250 youth members and 50 Leaders and Supporters took part in the Hume Region's first ever all Sections event in January. The event began with a socially distanced opening parade led by Chief Commissioner Neville Tomkins OAM JP and Hume Region Commissioner Sue Bartlett, before youth members were split into small groups and moved their way through activity bases including archery, biking, low ropes, billy karts, mini golf and crate stacking. In true COVID-safe style, activities were spread right across venue to minimise interaction between groups, with Leaders disinfecting the equipment used after each session.

Greater Western Sydney – Summer Scout Fun Days

16 – 18 April 2021 | Bundilla Scout Camp and Lake Parramatta



After being postponed in January due to COVID-19 restrictions, the long-awaited GWS Summer Scout Fun Days took place at Bundilla Scout Camp and Lake Parramatta on 16-18 April. The event gave Joeys, Cubs and Scouts across Greater Western Sydney the opportunity to get out and about and enjoy a wide range of activities after spending much of 2020 Scouting at home. 529 Joeys, Cubs and Scouts tried their hand at canoeing, bushwalking, swimming, science, archery, environment, games, construction, abseiling, horizontal bungee, rock climbing and flying fox over the three days!



South Metropolitan – Let's Get Back to Scouting

18 April 2021 | Heathcote Scout Camp



The South Metropolitan Region's Let's Get Back to Scouting day at Heathcote Scout Camp focused on returning to Scouting basics. 199 youth members from across the Region participated in activities including human fussball, sack races, construction, minute to win it, maze runners, geocaching and camp service. The event was a big hit amongst youth members, who enthusiastically brought their friends along to gain an insight into their Scouting adventures.

Sydney North Region – Roventure: Voyage for a Vaccine

28 February 2021 | Sydney Harbour

On 28 February, 150 Venturer Scouts and Rover Scouts from the Sydney North Region took to Sydney Harbour for Roventure: Voyage for a Vaccine. The Venturer Scouts and Rover Scouts traversed across the city from Cockatoo Island, to the Royal Botanical Gardens, Watsons Bay and Milsons Point and completed challenges on their journey. The Roventure is an annual event that enables Sydney North Venturer Scouts and Rover Scouts to partner together and develop connections between the two Sections.



**Outdoors pushing
ourselves to our limits**

Highlights



Scouting@Home

2020-2021 | Various Locations

Congratulations to all our Scout Groups and Units who continued to bring the joy of Scouting into our youth members' homes through Scouting@Home. With COVID-19 restrictions continually changing throughout the year, Scouting@Home gave our youth members the opportunity to continue their involvement in Scouts and highlighted our Leaders' adaptability, resilience and creativity.

Founder's Day

22 February 2021 | Various Locations

Founder's Day celebrations are a highlight of each Scouts year, however months of Scouting at home in 2020 made this year's celebrations even more special. Scout Groups and Units across the state gathered together in the days leading up to Founder's Day to celebrate Lord Baden-Powell's birthday. Activities ranged from Monopoly Runs and Bring-A-Friend celebrations, to District Camps, All Sections Barbecues and Scouts' Own ceremonies.



Clean Up Australia Day

7 March 2021 | Various Locations

Our Scouts continue to pioneer sustainability and promote the natural environment in our program. We had fantastic participation in Clean Up Australia Day this year, with hundreds of Scouts donning their rubber gloves to help clean up their local community. Youth and adult members from across the state rolled up their sleeves to collect litter from local parks, reserves and waterways. Well done to all who participated for embodying their care for the environment.



Celebrating 30 Years of Joey Scouts

#JoeysCan

In July 2020, the Joey Scout section officially marked its 30th birthday, kick-starting a year of celebrations for 30 years of Joey Scouts in New South Wales. Various events and initiatives took place across the state to celebrate this milestone year for our youngest Section in Scouts.

30 Year Joey Scout Postcard Exchange

1 October 2020 – 31 March 2021 | Various Locations

89 Joey Scout Units across New South Wales and interstate participated in the 30 Year Joey Scout Postcard Exchange, which ran from October through to March.

Each Joey Scout Unit swapped 30 postcards with 30 different Joey Units across the state. They designed their own set of postcards, with some sourcing natural materials from around their halls and others sharing photos of their recent adventures and activities to showcase local Scouting. This was an exciting new experience for many younger Joey Scouts, having never posted a postcard or letter before!

Joey Scout Fun Days

Various Dates | Various Locations

Several Regions hosted Joey Scout Fun Days to celebrate 30 Years of Joey Scouts. Joey Scouts were encouraged to wear special party hats to get into the birthday spirit, and participated in activities including climbing walls, arts and crafts, cup stacking, dragon dancing, visits to the Australian Scout Museum, dragon dancing and more.





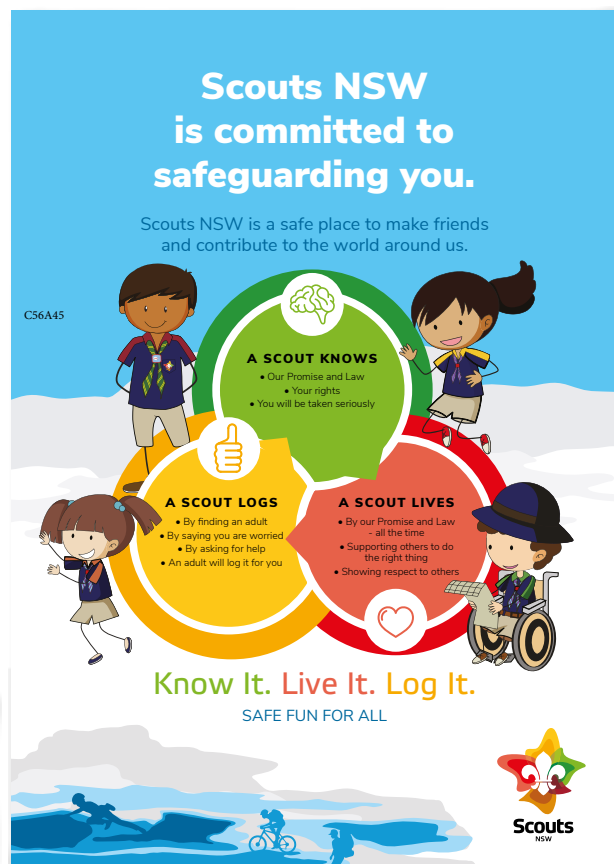
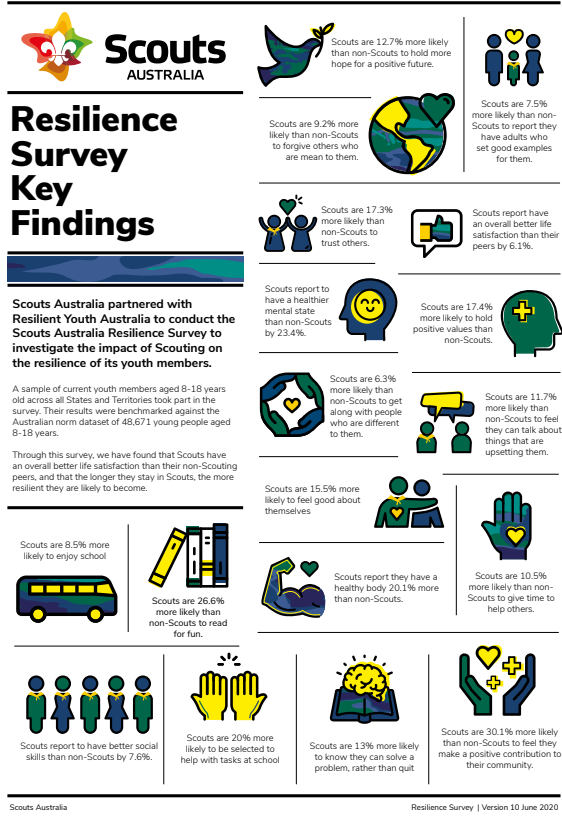
Highlights

The Scouting Effect

In May 2020, Scouts Australia released the results of its Resilience Survey, conducted in partnership with Resilient Youth Australia. The Resilience Survey investigated the impact of Scouting on the resilience of our youth members. A sample of current youth members aged 8-18 across all states and territories took part in the Survey, with their results benchmarked against the Australian norm dataset of 48,671 young people aged 8-18 years.

The results found that young people participating in the Scouting program have an overall better life satisfaction than their non-Scouting peers, and that the longer young people stay in Scouts, the more resilient they are likely to become.

While the findings were no surprise to us, through the Resilience Survey we now have validated evidence that participating in Scouting gives young Australians the unique tools to thrive and take on all that life has to offer.



Know It. Live It. Log It.

In September 2020, we launched our youth safety education campaign Know It. Live It. Log It. – Safe Fun for All. The campaign forms part of our broader work in the National Child Protection Policy Implementation Plan (PIP Project) and focuses on giving all adults in Scouts in NSW, from our leaders through to our supporters, parents and professional staff, the practical steps to safeguard youth in their care.

The campaign was created in consultation with a cross-section of the Scouting community, including volunteers from State, Region, District and Group-level, as well as youth members, reflecting the recognition that child safety is a shared responsibility held at all levels of the organisation.



Mental Health First Aid training

In August 2020, Scouts NSW embarked on a journey to deliver Youth Mental Health First Aid and Teen Mental Health First Aid awareness training courses to Leaders across the state.

As at 31 March, a total of nine Leaders have completed their training to become externally accredited Mental Health First Aid Instructors, with three trained in Teen Mental Health First Aid and six completing their week-long Youth Mental Health First Aid instructor training. These Mental Health First Aid instructors cover seven of our Regions, which is an incredible achievement!

In the same period, a total of 64 Leaders have participated in four Mental Health First Aid awareness training courses run across the state. While the roll out of training had a slow start due to COVID-19 restrictions, the project has opened up the topic of Mental Health First Aid within Scouts, providing another opportunity for our Leaders to develop necessary skills to support the youth in their care.

Activity Centres

Our Activity Centres continued to support Scouting by offering a wide range of activities and programs for members and supporters across New South Wales.

COVID-19 restrictions meant the Centres were closed for periods of time or had reduced capacity. However the Centres adapted to operate within COVID-19 guidelines and restrictions, introducing an extra layer of protocols on top of their already-thorough processes to ensure all visitors enjoyed a COVID-safe experience.



Air Activity Centre



Participants flown

80



Scout Groups hosted at the Centre

3



Flying hours

1091



Years

49



Aircraft

3



Air Venture Camps

4



Air Venture participants

15

Alpine Activity Centre



Bookings taken

41



Number of visitors

493



Number of Scout Groups hosted

5



Baden-Powell Scout Centre



Bookings taken

38



Number of visitors

787



Number of Scout
events hosted

2

Cataract Scout Park



Bookings taken

28



Number of visitors

1683



Number of Scout
Groups hosted

2

Financial Report

Treasurer's Report

The 2020-2021 Financial Year has been one of the most challenging for Scouts NSW. This is the direct result of the COVID-19 pandemic and rising costs associated with historic matters.

The pandemic in particular eroded revenues in 2020/21 through the loss of membership income, the cancellation of all major events and a government mandated restriction in the use of activity centres. In addition, the COVID-19 pandemic saw a reduction in the value of investments held.

The Board took immediate action in the early days of the pandemic to ensure the financial sustainability of the organisation. Five actions were taken by the Board:

1. The development of a financial strategy for Scouts NSW. This strategy seeks to contain costs, grow revenues and better manage our remaining assets.
2. A 15 per cent reduction in costs from Region and State Service Centre budgets.
3. Moving membership billing to an annual cycle.
4. The sale of under-utilised properties and increased fees at our camp and activity centres for commercial clients.
5. Increasing the Scouts NSW Membership Fee from \$200 to \$240 per annum, effective 1 April 2021. The one-off joining fee will also be increased to \$50, effective 1 April 2021.

As a result of these deliberate actions, and assisted by the JobKeeper Program and the easing of restrictions in the last part of the financial year, Scouts NSW reported a surplus from Scouting activities in 20/21 of \$166k. This represents a significant turnaround in our financial position from last year where we reported a deficit of \$10.8 million. This was greatly assisted by asset sales (\$4.8m), and a surplus from investments of \$7.6m (\$2.4m deficit in 2019/20).

Scouts NSW reported an overall surplus for the year of \$7.8m compared to a deficit of \$13.3m last year. This is a terrific result and shows how we can all work together to achieve positive results for the organisation.

You will find the details of our full financial position in the Financial Report for the year ended 31 March 2021. In the opinion of our independent auditors, the Financial Report is "unqualified".

However, Scouts NSW's financial future is not assured. We still face significant financial challenges as an organisation. The business model must change if we are to remain financially viable into the future. For example, we face significant structural issues which must be addressed in the immediate period, including:

- The long-term trend of severe membership decline
- A structural operational budget deficit for each and every year in the past decade
- Significant costs expected in future years to pay for Historic Child Sexual Abuse via civil litigation and eight (8) more years of the National Redress Scheme – for which we have no funding strategy
- A historical reliance on one-off events such as Jamborees to counter operational deficits and support the balance sheet
- An old and rapidly ageing property asset base which is visibly below community expectations and standards
- Underperforming, underutilised, and arguably uncompetitive commercial assets
- Increasing operational costs.

I commend the extensive work that has been undertaken by the Board, the Senior Leadership Team and the Region Executive in FY2020/21 to address our immediate financial challenges. Good progress has been made to date but further action is required to address our growth ambition and our retention of members, as well as the better use of assets to meet our future needs.

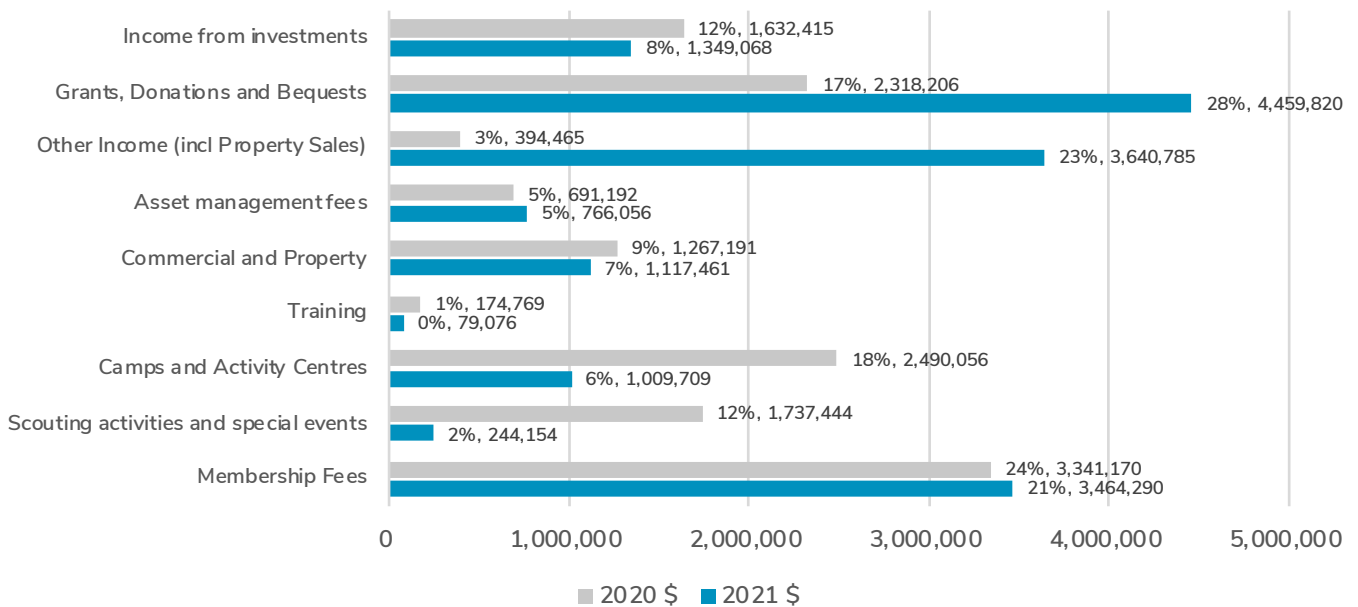
I thank the management team, led by Interim CEO Bob Mulcahy and COO Bharti Desai and Management Accountant James Goodman, together with the many budget owners who have demonstrated considerable budget discipline over this most challenging of financial years. The budget situation is improving with the let up of COVID restrictions and the resumption of face-to-face scouting. However, budget discipline will continue to be a priority for the organisation going forward.

I acknowledge the work of the State Finance Committee (SFC) and the Investment Committees for their skills and expertise, including their professional financial and investment advice to the Board of Directors.

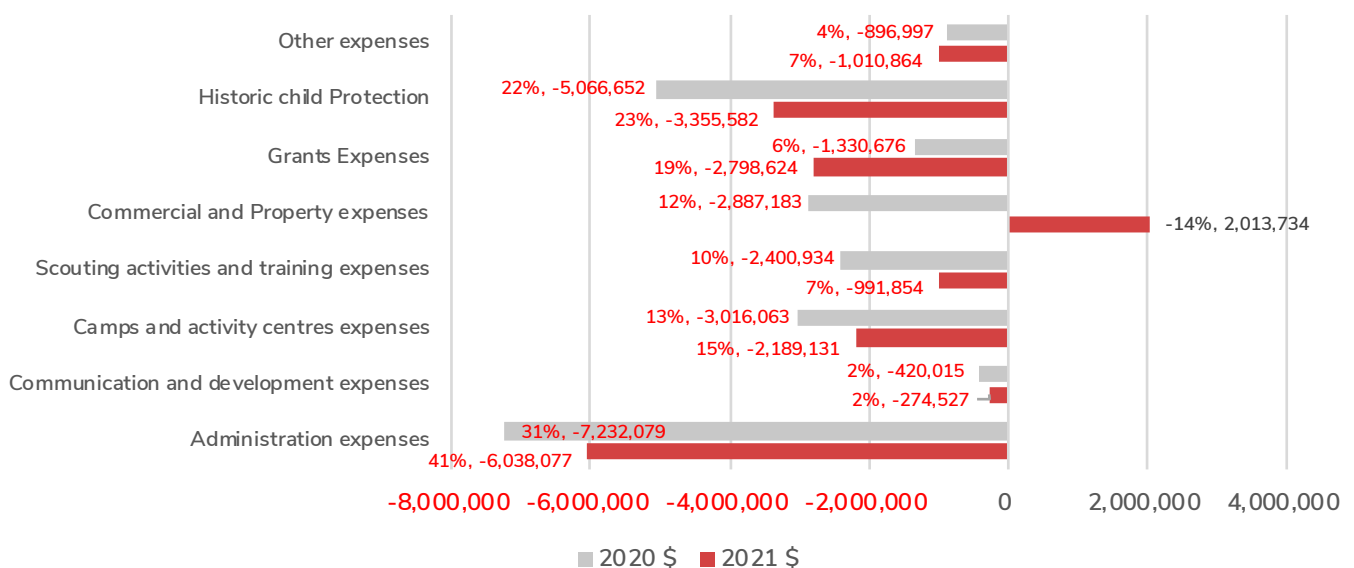
My sincere thanks to all those who have worked so hard during the year to help this important organisation deliver its essential services to the young people across NSW.

Matthew Phillips (Dr)
Treasurer

REVENUE



EXPENDITURE



Note: Commercial and property expenses saw a significant swing to the make good provision for the year due to interest rate fluctuations through and post COVID19, resulting in a positive variance to the provision

Awards in Scouting

Adult Recognition Awards 1 August 2020

336 adult members and supporters of Scouts NSW were honoured with Adult Recognition Awards for good service, in observance of the founding of Scouting on 1 August 1907 at the first Scout Camp held on Brownsea Island.

Congratulations to all the Adult Recognition Awards recipients for 2020 and thank you for your continuing commitment to Scouting.

Silver Kangaroo

The Silver Kangaroo is presented to adult members for eminent achievement and meritorious service to the Association.

- John Braidley Clapham
- Paul Gerard Vincent Hennessy JP

National President's Award

The National President's Award is presented to Associates for eminent achievement and meritorious service to the Scout Movement.

- Brian Jackson JP
- Gregory Reginald James AM, QC
- Ian Sinclair AC

Rover Scout Service Award

The Rover Scout Service Award recognises exceptional and sustained service to the Rover Section.

- Joseph Attard
- Paul Gerard Vincent Hennessy JP

Long Service Awards

526 Long Service Awards were presented to long-serving volunteer Leaders in 2020-21. Scouts NSW thanks all long serving volunteer Leaders for their service and dedication to Scouting.

Australian Honours

Scouts NSW congratulates all recipients of the 2021 Australia Day and Queen's Birthday Honours.

Thank you for giving your time to Scouting and for empowering the young people and adults who participate in our Movement.

Australia Day Honours | 26 January 2021

Medal (OAM) of the Order of Australia in the General Division

- Patricia Fortier OAM, Fellowship Member at Central Coast Gang Show Scout Fellowship for her service to youth through Scouts and to the community
- Jeffery Harrison OAM, Honorary Commissioner at Scouts NSW for his contribution to Scouts and to the wider community

Queen's Birthday Honours | 11 June 2021

Member (AM) in the General Division of the Order of Australia

Thuat Van Nguyen AM, Region Advisor South Metropolitan Region for significant service to the multicultural community of New South Wales, and to youth.

Medal (OAM) of the Order of Australia in the General Division

Denise Davies OAM, State Adviser Scouts NSW for service to youth through Scouts.

Norma Notley OAM, 1st North Ryde Scouts for service to youth through Scouts.

Anthony Waller OAM, 1st Clovelly Scouts for service to the community of Dubbo.



**Scouting adventures -
finding your own path**

People in Scouting

Governor and Chief Scout of NSW

Her Excellency the Honourable Margaret Beazley, AO, QC

President	The Hon John Price AM
Vice President	Vacant
Life Councillors	Bob Baker AM Warwick Bateman AM Ron Brown Ron Critcher OAM George Kolsky OAM Doug Menzies OAM John McIntyre Bruce Munro AM Alan Overton AM Jan Playford The Hon John Price AM Craig Ramsden John Selwood The Rt Hon Ian Sinclair AC Lyall Wood AM RFD

Board of Directors

Chair of the Board	Kerry McGoldrick
Deputy Chair of the Board	Vacant
Chief Commissioner	Neville Tomkins OAM JP
Treasurer	Matt Phillips
Board Members	Kerryn Boland Claire Geary Janet Hale David Hassan Antony Keenan Anthony Pritchard
U30 Representative	Luke Saunders

State Office

Interim Chief Executive Officer	Robert Mulcahy
Chief Operations Officer	Bharti Desai
Commercial Manager	Lisa Penson
Head of Marketing and Communications	Janet McGarry
Head of Property	Brett Clarke

Advisers

Architectural Adviser	Brewster Murray Pty Ltd represented by Mr M Bullen, B.Arch MURP (Hons) ARAIA APIA, Director
Employment and Industrial Relations Adviser	Harmers Workplace Lawyers represented by Mr G Robertson
Legal Counsel	The Hon. Greg James QC
Honorary Solicitor	Roger Butler OAM LLB
Religious Advisers	The Anglican Archbishop of Sydney The Archbishop, Armenian Apostolic Church Australia The Catholic Archbishop of Sydney General Secretary The Fellowship of Congregational Churches (NSW) The Archbishop of Greek Orthodox Archdiocese of Australia Imam, Mohammad Trad, representing the Islamic Communities in NSW The Moderator, Presbyterian Church of Australia (NSW) The Territorial Commander, The Salvation Army The Senior Minister of the Great Synagogue The Moderator, NSW Synod, Uniting Church

Chief Commissioner's Team

Chief Commissioner	Neville Tomkins OAM JP	Program Support	Gabrielle Thompson
Deputy Chief Commissioners		Program Support	Erika Hood
Operations	Philip Crutchley	Retention and Growth	Daniel Boland
Program, Youth Safety and Support	Belinda Francis JP	Risk and Safety	Vacant
Assistant Chief Commissioners		Special Interest Areas	Cecilia Jackson
Youth Program and Support	Chris Buggie JP	Strategy and Stakeholder Engagement	Anthea Cudworth JP
Adults in Scouting	Dr Justine Douthwaite	Trust Management	Peter Webb
Innovation and Culture	Vacant	Vocational Education and Training	Sallyanne Luxton
Youth Engagement	Meg Cummins	Youth Empowerment	Vacant
Region Support and Development	Vacant	Special Projects	Penny Becchio JP Hilton Bloomfield Roger Butler OAM Ian Dun John Kane JP Peter Lee Emeritus Mayor Cr William Pickering OAM, JP David Walsh Boyd Williams Robert Rodgers
State Commissioners		Scouts NSW Legal Counsel	Leut Jeff Rose RANR
Adult Training and Development	Gai Green	Region Commissioners	
Adventure Centres and Bases	Vacant	Greater Western Sydney	David Stopps JP
Adventurous Activities	Kenton Jurgs	Hume (Acting)	Ray Read
Air Activities Centre	Stan Prout	Hunter and Coastal	Steve Fernie OAM
Child Protection and Issues Management	David Brigen	North Coast	Ian Hale
Educational Purpose	Liam Brown	North West	Brett Grimmond
Fellowships	Malcolm Wilson	Riverina	Ian Petty
Inclusion	Mark Burfield	(Acting) South Coast and Tablelands	Anthony Pritchard
International	Lloyd Nurthen	South Metropolitan	Bryan Davison
Major Events	Randall Jones	Sydney North	Kerry Griffin
Members Support	Wendy White	(Acting) The Golden West	Gavin Arnold
One Program	Mitchell Stubbs		
Partnerships and Advocacy	John Dwyer		
Program Support / BRC Chair	Grace Mitchell		

NB: All roles and those members in the roles are current as at the time of printing.

Thanks and Acknowledgements

NSW Government

The Board of Directors thanks the NSW Government for the generous assistance received through its programs.

Department of Planning, Industry and Environment

We are grateful to the NSW Government who awarded \$1.1 million as part of its COVID-19 Stimulus Package for “shovel ready” projects to maintain and improve Crown Reserves under our management. 9 projects were funded and the work was spread to stimulate local economies.

All projects supported a capital works program for much needed repairs and upgrades raising the quality and standards in order to accommodate more youth members in Scouts and increase the number of community members’ participation in our programs.

In 2021, the NSW Government extended their support through the Crown Lands COVID-19 Recovery Support Program with an additional grant of \$8.53 million for 74 asset improvement projects across Crown Reserves. This exciting work will take place over the next year.

Community Building Partnership Program Round XII

We are grateful to the NSW Government whose Community Building Partnership Program has extended assistance to Scout Groups throughout the state for several years, and continues to support local jobs, stimulate growth and improve community pride.

In 2020, Scouts NSW had 49 projects approved through the NSW Government’s Community Building Partnership Grants. \$825,958 of funding will support capital works programs for Groups, Districts and Regions for much needed repairs to Scout properties.

Department of Communities and Justice - Targeted Earlier Intervention Program

We are grateful to the NSW Government whose Targeted Earlier Intervention Program supports vulnerable children, young people, families and communities to access support when required, to prevent issues from escalating and empower them to lead independent and meaningful lives.

New South Wales Branch Trust Funds

The NSW Branch Trust Management Committee supports Scouts NSW youth members with financial assistance, giving them opportunities to participate in Scouting.

In 2020-2021, the Family Support Fund supported 136 members to continue their Scouting, with \$33,339 expended over the 12-month period.

The Emergency Relief Fund (Bushfire) supported 33 members across 12 Scout Groups and 4 Regions who were impacted by the devastating bushfires of summer 2020, while the Emergency Relief Fund (Drought) supported 33 members across 7 Groups and 2 Regions severely impacted by the prolonged drought.

Supporters of Scouts NSW 2020/2021

ALTOCAP
ANSVAR Insurance
Anzac Day Dawn Service Trust
Aon Insurance
Australian Government Department of Social Services
Australian Human Rights Commission
Baden-Powell Guild of New South Wales
Baden-Powell Parliamentary Guild
Commonwealth Bank, CommBank Bushfire Recovery Grant
The Crescent Foundation
Crown Reserves Improvement Fund Program
Mr John Fairfax AO
Foundation for Rural and Regional Renewal
Girl Guides NSW and ACT
HBM Lawyers represented by Alison Inglis
Kingston Reid Legal Services
Lord Baden-Powell Society
Lord Michael Baden-Powell and Lady Joan Baden-Powell
Mr John Leece AM
Mr Andrew Lock OAM
Lord Baden-Powell Society
Dr John Mitchell OAM
Moray and Agnew represented by Ian Denham
Mr and Mrs Geoff Morgan AM
Ms Heather Porter
Mrs Sally White OAM

Called to Higher Service

NSW Office of Sport
 NSW Office of the Children's Guardian
 NSW Ombudsman
 NSW Parliamentary Friends of Scouting
 NSW Police
 NSW State Government
 Otis Instruments Inc.
 Pitcher Partners, Auditors
 The Returned and Services League of Australia (NSW Branch)
 The Royal Freemasons Benevolent Institution
 Solidus Industries Pty Ltd
 St. John's Ambulance
 St. Vincent de Paul Society
 Stronger Communities Programme
 Stronger Country Communities Fund



Planned Giving

Making a bequest to Scouts NSW is a way to provide a living legacy and make a crucial difference in the lives of youth and adult members in NSW. Please contact the Scouts NSW State Office on 02 9735 9000 to discuss a bequest.

With deep sadness, we salute the years of service given to Scouts NSW by those who have gone home.

Nancy (Nance) Adams
 David Asbury
 Jack Baldwin OAM
 George (Buddy) Brennan OAM
 Alexander William (Allan) Bewley
 Howard (Chick) Carey
 Dennis John Clarke
 Ralph Edward Chivas
 Jacqueline (Jackie) Colbran
 Robert Curl
 Dorothy Duckworth
 Wayne Geale OAM
 Richard (Dick) Geeves OAM ED
 Ellen Goodger
 Valerie (Val) Green
 Harleen Haylings
 Robert (Bob) Humphries
 Raymond Allan (Ray) Keast
 Kenneth (Ken) Kelty
 Terrance (Terry) Kennedy
 Joseph Lai
 Laurie Leckie
 Margaret Lloyd
 Beverley Louat
 Peter Londish
 Edwin (Eddie) Mason
 Richard Charles Mason
 Peter McNae
 Robert Wayne Montgomery
 Maxwell (Max) Napper
 Peter Nickl OAM
 Dianne Norman
 Peter Read
 Trevor Russell AM
 Robert John (Bob) Seal
 Pauline Shepherd
 Janelle Joy Southwell
 Raymond (Ray) St Quintin
 Graeme Stewart
 Rhonda Ward
 Ian Watt
 Dr William Wells AM
 William (Bill) Westwood
 Ronald Yan

	June	April				June			
Membership	2021	2020	2019	2018	2017	2016	2015	2014	2013
Joey Scouts	1,747	1,495	1,450	1,184	1,137	1,274	1,333	1,203	1,093
Cub Scouts	5,242	5,400	5,675	5,269	5,138	5,521	5,195	5,851	5,779
Scouts	4,848	4,719	5,055	5,370	4,868	5,125	5,228	4,971	5,270
Venturer Scouts	1,687	1,719	1,570	1,551	1,583	1,663	1,682	1,498	1,459
Rovers *	673	767	794	695	650	776	780	792	792
Total Youth Members	14,197	14,100	14,544	14,069	13,376	14,359	14,018	14,315	14,393
Leaders				3,817	3,141	2,254	2,647	2,880	2,913
Leaders of Youth **	2,624	2,874	2,799						
Leaders of Adults ***	784	907	835						
Trainee Leaders						947	1,139	566	709
Advisers	27	31	106		30	92	96	88	96
Fellowship Members****	172	190	172	206	213	345	341	180	194
Joey Scout Helpers			-	-	-	2	9	13	12
Cub Scout Helpers			-	-	-	17	5	11	19
Total Adult Members	3,607	4,002	3,912	4,548	4,032	4,174	4,237	3,738	3,943
Total Members	17,804	18,102	18,456	18,617	17,408	18,533	18,255	18,053	18,336

[illegible]

* Includes Rovers who are Leaders

** Leaders of Youth (Primary Appointment is Section Leader) Excludes Leaders who are Rovers

*** Leaders of Adults (Primary Appointment is Group Leader and above) Excludes Rovers who are Leaders

**** Excludes Multiple Fellowship Appointments

***** Active Formations

Note on Trends: The method of calculation of the membership data was changed to better reflect the membership as at 29 May 2020. Due to technical limitations the calculations cannot be retrospectively applied to trends prior to 2019.

Contributing Photographers

Our thanks and acknowledgement go to the following photographers for their contribution to the 2020-2021 Annual Review.

Kylie Brettschneider
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Lindy Muir
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Craig Stanfield
Simon Thomas
Michael Thomson
Gabrielle Thompson
Jenny Thompson
Matt Thompson
Christopher Wharton
Malcolm Wilson
Ellie Zagas

Statistics

11,863
Facebook likes

155,755
NSW Scouts
Website
visitors

3,097
Instagram
followers

33,755
joinscouts.com.au
Website visitors

39
Promo packs
sent*

12,608
Leaders News
and Chief's Chat
subscribers

* significantly less than previous years due to pause in face-to-face Scouting and promotions

59	Wood badges
515	Residential Basic Practical Supplement
53	Residential Advanced Practical Supplement
340	Adventurous Activities (including ROPs and Courses)
308	Certificates of Adult Leadership
32	Certificate II Outdoor Recreation
21	Certificate III Outdoor Recreation
4	Certificate III in Outdoor Leadership
4	Certificate IV Outdoor Recreation
6	Certificate IV in Outdoor Leadership
1	Diploma of Outdoor Leadership
1	Diploma of Outdoor Recreation
3	Certificate II Business
26	Certificate III Business
5	Certificate IV Leadership & Management
8	Diploma of Leadership & Management
174	Statement of Attainments
1785	Units of Competency (excluding Credit Transfers)
2	Certificate III in Active Volunteering
3	Certificate II in Creative Industries

