



ADVENTUROUS
CHALLENGING
INCLUSIVE
FUN

ANNUAL REPORT
TO THE NATION 2021
SCOUTS AUSTRALIA



ADVENTUROUS
CHALLENGING
INCLUSIVE
FUN



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

CONTENTS

Executive Reports	4
Scouts Australia 2020/21.....	9
Scouts Australia Institute of Training (SAIT)	10
Youth Program Review	12
Adult Training & Development.....	16
New Strategic Plan launch	20
Scouts for SDGs	26
International Scouting.....	27
Office Bearers	28
Recognition	30
2021 Adult Recognition Awards.....	31

*This Report covers the period 1 September 2020
to 31 August 2021*



EXECUTIVE REPORTS

CHIEF COMMISSIONER OF AUSTRALIA



Phil Harrison

Scouts Australia exists to contribute to the education of young people in a non-formal setting through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and can play a constructive role in society.

We achieve this through our youth program. A program that is led by young people and supported by volunteer adult leaders. A program that is Adventurous, Fun, Challenging and Inclusive. A program that develops leadership and resilience, in young people and in adult volunteers.

But the youth program does not always look the same from generation to generation. Scouts Australia has always been evolving, in response to technology, the needs of our youth members, community and societal changes (locally and globally), and to respond to and support our members in situations such as the global pandemic, and natural disasters such as bushfires, floods and drought.

In 2021 the Youth Program Review Coordinating Team concluded the current scope of work to review, reimagine and rejuvenate the Scouts Australia youth program. This work

started nearly 10 years ago, and has involved countless hours of planning, research, consultation, development, drafting, program trials and ongoing review (Plan>Do>Review>). The outcome is an exciting, engaging and contemporary non-formal education program for young people in Australia. Extensive digital resources have been developed, including Scouts | Terrain, a bespoke personal progression and programming application.

In 2021 the wearing of a long sleeve light weight Scout dark blue uniform shirt was approved for all youth and adult members. Developed specifically for Scouts Australia by Inspire Apparel, this sun-smart shirt is ideal for outdoor activities and allows for full participation in the Scout program by all members.

For the first time in decades, no National Scouting event took place in the preceding twelve-month period. Due to the uncertainties of travel and large gatherings, OzVenture, the 18th Australian Venture, to be hosted by NSW Branch was cancelled. And in a double blow, the decision was made in January 2021 to cancel the 26th Australian Scout Jamboree, to be hosted by Victorian Branch in January 2022. The last time that this happened was during World War II.

However, with the resilience and can-do attitude that Scouts are known for, plans were quickly made to run alternate large Scout events at Branch and Regional levels across 2022. Victorian Branch plan to conduct VicJam in January 2022 with 5,000 of their youth members in attendance.

At the Scouts Australia Annual Meeting last year, I concluded my report with the following statement:

For Scouts Australia, 2019-20 has been a year like no other. No one could have foreseen the extent of the impact of extreme weather and the pandemic on the Scouting program. However, Scouts are resilient, Scouts work together to solve problems and create new ways of doing things. As Scouts we can be proud of what we have achieved and can be confident in our ability to face the challenges the future brings.

Little did we know then that the challenges would continue into 2021/22. Yet Scouting in Australia is resilient, and has continued to thrive and develop, providing much needed support for young people and families in these unusual times. Whilst the challenges faced in the different Branches have been very different, there is a sense that there is a new 'normal'. The use of online conferencing applications allowed us to stay connected at all levels, from individual Units through to National and International Conferences.

Scouts Australia continues to grow, with an increase in youth member numbers of 2.43% in 2020-2021. This represents an additional 1,305 youth members, taking the total to 55,038. Adult Member numbers however were down by 9.62%. This is a reduction of 1,632 adult members, for a new total of 15,328.

SCOUTS AUSTRALIA INSTITUTE OF TRAINING

The Scouts Australia Institute of Training (SAIT) continues to provide opportunities for the formal recognition of the skills, knowledge and experience gained through participation in the Scouting program. Venturer Scouts, Rover Scouts and Adult members have been issued with over 639 qualifications from Certificate I to Advanced Diploma levels in various Training Packages. Of these qualifications 52% were earned by youth members. This represents a 'notional value add' in excess of \$4.2 million of vocational qualifications to members of Scouting. Thanks to Paul Parkinson (Principal), David Cossart (Deputy Principal) and the rest of the SAIT Team for their leadership.

NATIONAL TEAM

Scouts Australia depends on the effort and dedication of many individuals. I would like to acknowledge the dedication and hard work of members of the National Team.

Luke Saunders, as Deputy Chief Commissioner (under 30 years old), has led the group of outstanding young adults, who have provided a strong

youth voice in the National decision-making processes. Luke finished his term in early September 2021.

- Ezgi Bridger (to January 2021) - National Rover Council Chair
- Eleanor Hewitt (from January 2021) - National Rover Council Chair
- Tahlia Batters - Deputy National Commissioner AT&D
- Ruby Mavor - Deputy National Commissioner International
- Julia Miller - Deputy National Commissioner Youth Program

In addition, my thanks to the other National Commissioners who continue to provide strong leadership in their respective portfolios and in support of the National Team:

- Elston Hynd AM - Deputy Chief Commissioner
- Nigel Reece - National Commissioner Youth Program
- Dougal Mayor - National Commissioner AT&D
- Aaron Wardle - International Commissioner

Also, I acknowledge the 30 members and supporters of Scouts Australia who were awarded Adult Recognition Awards for their service to Scouting on World Scout Day, 1st August 2021. Thank you for the difference you are making in your local and regional communities.

WORLD SCOUT CONFERENCE

For the first time, the 14th World Scout Youth Forum (WSYF) and the 42nd World Scout Conference (WSC) were conducted online in August 2021. Originally scheduled as a face-to-face conference in Egypt, the global pandemic saw a 12-month delay and then a change to a virtual format. The Australia delegation of 6 to the WSYF was led by Eleanor Hewitt (Chair National Rover Council) and the delegation of 20 to the WSC was led by the Chief Commissioner, with Aaron Wardle (International Commissioner) as Deputy Head of Delegation. In addition, four other members of Scouts Australia attended the WSC in their World and Asia Pacific roles.

Mr Peter Blatch OAM finished his second term (7 years total) as an elected member of the World Scout Committee. Congratulations to Peter for his enthusiastic and significant contribution to Global Scouting as a member of the World Scout Committee.

The election of the new World Scout Committee saw a change in the gender diversity of its membership, with more female members than ever before, and a significant increase in younger adult members. As a youth organisation, we are encouraged to see more women and young people in leadership roles at this level.

GONE HOME

We acknowledge the service to Scouts Australia of the following Life Members who have 'gone home':

Dr William Wells AM (1939 - 2021) was Chief Commissioner of Scouts Australia (1992-1999), and Chief Commissioner of Victorian Branch (1986-1992). He was a Life Member of Scouts Australia and Scouts Victoria and was awarded the Silver Kangaroo. He was awarded the Bronze Wolf by WOSM and the APR Distinguished Service Award

Mr Wayne Geale OAM (1950 - 2021) was Chair of the National Executive Committee (NEC) (1997-2003), and Chief Commissioner of ACT Branch (1990-1995). He was awarded the Silver Kangaroo and was a Life Member of Scouts Australia. He was a previous Mayor of Wagga Wagga City Council, and a Region Commissioner in NSW Branch.

STRATEGIC PLAN

The Scouts Australia 2021-2023 Strategic Plan is focussed on enhancing Scouting in Australia over the next few years, to position Scouts Australia for growth and success in a rapidly changing environment.

We are providing a new youth program which increases the resilience of young people in these challenging times, fosters inclusivity, and provides skills for life. This best practice youth program is increasing the opportunities

for young people to have fun, take on new adventures and challenge their comfort zones. Supported by experienced adult members, young people are prepared to take up leadership roles and develop key skills. But, there is much more we can do together to develop the youth of today into the leaders of tomorrow.

We are growing our financial sustainability, keeping Scouting accessible for all, by minimising barriers to participation in our youth program. As part of this, we are developing new models to fund the National Organisation.

We are improving National and Branch partnerships, working collaboratively for the benefit of all Scouts in Australia. We are also seeking and reinforcing partnerships across the corporate, government and not for profit sector. And of course, we are actively working to grow Scouting and enhance our profile in our communities.

Achieving our plan requires the contribution and commitment of all Scouts Australia's Branches, and their members.

Working together on the Scouts Australia 2021-23 Strategic Plan will enable us to continue to provide a best practice youth program that makes a positive difference in the lives of young people and their communities.

CONCLUSION

Whilst we will continue to face uncertainties, the future looks good for Scouts Australia. The recent research undertaken in partnership with Resilient Youth Australia (RYA) highlights the significant developmental outcomes for young people from participation in the Scouting program. In particular, increased resilience, positive outlook and the capacity to adapt in a changing environment.

Phil Harrison
Chief Commissioner
Scouts Australia

EXECUTIVE REPORTS

CHAIR, NATIONAL EXECUTIVE COUNCIL



Dennis Green AM

The last year has certainly had many challenges for everyone across the world as we attempt to minimise the impacts of the COVID-19 pandemic. I have been very impressed with how the Branches, Scout Groups and individuals have risen to the challenge as outlined in the Chief Commissioner of Australia's report and the reports from the National Commissioners. The value of Scouting to individual members and communities has been displayed with the resilience

and innovative ways Scouting has continued, despite lockdowns and border closures.

For the first time the National Council Annual General Meeting in November 2020 was held virtually. This provided the opportunity for a record number of National Council members to attend the meeting and personally vote on each of the agenda items. The 2021 Annual General meeting will also be held virtually due to the ongoing COVID-19 constraints.

I am completing my term as Chair of the National Executive Committee. When I was appointed to the position six years ago with no previous experience in Scouting I had so much to learn. I have been learning by doing. There have been lots of time spent working through the plan-do-review cycle and learning how I can work with others to improve Scouting in Australia. Thank you for all the very patient members of Scouting who have taught me so much and guided me to focus on the most important improvements that were required for Scouting in Australia.

The financial impacts of the pandemic required the budget to be completely amended in April 2020. Membership fees paid by Branches were cut by 75 percent, and operating costs were cut for a planned deficit of \$250,000. The end of year result excluding realised

and unrealised gains or losses on investments was a surplus of \$205,277 resulting from Commonwealth JobKeeper payments for staff and better than expected royalty income from Scout Shop. The investment portfolio rebounded to turn the loss of \$2,508,873 last financial year into a \$3,948,835 surplus this financial year. At the national level over the last five years, we have increased the transparency of financial management, reduced expenditure, and consolidated accounts to deliver increased returns on our investments. Our aim is to increase these investment returns and reduce the percentage of our annual operational expenditure which relies on Branch membership fees.

Working together with the National Council, the National President, the National Executive Committee, the Chief Commissioner and the team of National Commissioners, and the staff in the National Support Team there are many significant outcomes that have been achieved. We agreed on a new National Executive Committee which reduced the membership of that committee from 25 voting members and 10 observers down to 13 members. This smaller group has had much more meaningful discussions about strategy, policy, governance, and finance issues. Importantly the members of the new National Executive Committee have been



prepared to form dynamic working groups to drive strategic projects. National Sub-Committees such as risk management, governance, finance, and brand and marketing comprising experts with specialist skills rather than Branch representation have made major policy proposals to improve Scouting across Australia.

Working with Branches we agreed to implement the new youth program based on a 50:50 funding agreement between Scouts Australia and the Branches. This important investment for the future of Scouting of over three million dollars has enhanced the focus on Scouting as youth lead adult supporting and delivered a rejuvenated youth program. Agreement was also reached on an update to the Scout Promise and Law, expressing the Principles of Scouting in a more contemporary form. The Chief Commissioner has added real substance to the principle of youth led adult supporting by appointing young people as Deputy Chief Commissioner and Deputy Commissioners who are an integral part of the National Team and the National Operations Committee. Bravo to all those involved in the design, development, and delivery of the new youth program.

The core mission of Scouting is the development and education of young people, and to do so in a safe environment. It was therefore

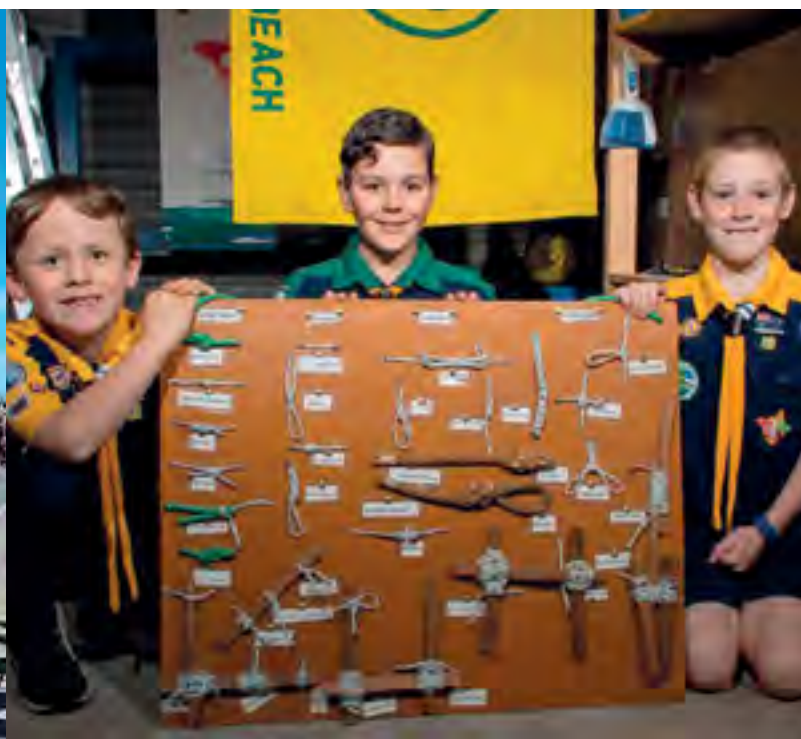
most important that we addressed the scourge of historic child sexual abuse. Scouts Australia has taken a lead role in contributing to the Royal Commission into Institutional Abuse and implementation of its outcomes. Most importantly, Scouts Australia and all its Branches agreed to be part of the National Redress Scheme and focus on support for the survivors of abuse who were harmed during their time in Scouting. This includes financial support, counselling and, subject to the desires of each survivor, a formal apology. We have updated our Child Protection policy annually and fully supported the Government principles for a child safe organisation. Scouts Australia serves on the National Redress Committee. We provided a key submission to the 2nd Anniversary Review of the National Redress Scheme and we continue to work with Government to improve the viability and governance of the Scheme. It is essential for the future of Scouting that every Member always be safe from harm.

As we prepare to emerge from the constraints imposed by the COVID-19 pandemic, Scouting is well placed to offer a challenging and fun opportunity for the youth of Australia to develop their skills and knowledge in a child safe environment. While there are significant challenges ahead, it is important that regardless of where

we are in Australia, and regardless of our age or position as a member of Scouting, that we remind ourselves of our Scouting values and the importance of Scouting for the development of youth in Australia and the Australian community.

It has been my privilege to serve as your Chair of the National Executive Committee. Thank you for your support and for your contribution to Scouting in Australia.

Dennis Green AM
Chair – National Executive Committee



EXECUTIVE REPORTS

NATIONAL GENERAL MANAGER



Mark Stedfut

My second year as NGM has been as dramatic and busy as the first, with the COVID pandemic dragging on throughout the year and continuing to impact the delivery of Scouting in varying ways. The resilience of our people, and the perseverance of our people, is ably demonstrated by the fact that youth membership continued to grow despite the hurdles thrown in our way, unlike most youth organisations during this period.

It is now a time for endings and beginnings.

After nearly 10 years the Youth Program Review is now formally complete, and the New Youth Program is just the Youth Program. We have taken the opportunity in this report for the team to look back over the review program and

share some of the highlights and major milestones and achievements.

Dennis Green AM, Chair NEC, will complete his maximum term in November this year and step aside from this demanding and challenging role. During his term Dennis has led the reformation and definition of the National Executive Committee and clarified the roles and responsibilities of each of the Committees and Sub-Committees, positioning to the governance structure to best support the strategic direction for Scouts Australia into the future. This would not have been possible without his demonstrated professionalism and dedication to the role and to achieving the best possible outcome for Scouting. On a personal note, I would like to thank Dennis for the support, guidance, patience, and sound advice he has provided to me since I commenced as NGM and I will miss his calm manner and quick wit when I am having a challenging day.

Paul Parkinson OAM has also completed his term as Principal SAIT at the end of September 2021. During his term the Scouts Australia Institute of Training has transformed and expanded the educational and qualification offerings dramatically to the benefits of all youth and adult members.

Scouts Australia has also launched the new Strategic Plan which will guide us for the next few years as we (hopefully) emerge from the pandemic and continue to grow and develop Scouting in Australia. This has been developed in consultation with the Branches, and with shared responsibility for its delivery, to ensure that we all work together to achieve our shared goals. The latest

information is included in this report and will be reported against each year.

I would like to thank our dedicated volunteers and Committee and Sub-Committee members for the tremendous work they do, and the many hours of work they do at night and weekends, in addition to their normal Scouting responsibilities, to ensure that Scouting in Australia receives the support and guidance that it asks for. They are responsible for the policies, processes, and guidelines that help inform the delivery of Scouting and it couldn't happen without them.

It has been a challenging year for the small but committed National Support Team that, in a normal year, operates out of our Chatswood office. Lockdowns throughout the year have meant that we have spent a significant proportion of the year working from home, and that has meant the team has been scattered throughout the state and even interstate. During this time we have all been challenged with the impact on our mental health with some of the team also having to deal with difficult personal challenges that have been worsened by the current situation. The teamwork and support, both professionally and personally, within the NST has made me proud, and is reflective of the team continuing to live by the Scouting Values. Thank you for your support and individual strength during this period.

Scouting in Australia continues to demonstrate that we are resilient, that we are committed to supporting our communities, and that we can adapt to whatever is thrown at us. Let's see what the next chapter will bring us.

Mark Stedfut
National General Manager



SCOUTS AUSTRALIA 2020/21

55,038

Youth members (up 2.43% on prior year)

15,328

Adult members (down 9.6% on prior year)

1,216

Fellowship Members

70,990

Total members (down 0.6%)

1,364

Scout Groups



Joey Scouts

7,951

Joey Scouts [5 to 7] (up 18.4%)



Cub Scouts

20,245

Cub Scouts [8 to 11] (up 0.86%)



Scouts

17,805

Scouts [11 to 14] (down 1.88%)



Venturer Scouts

6,078

Venturer Scouts [15 to 18] (up 3.95%)



Rover Scouts

2,959

Rover Scouts [18 to 25] (up 0.27%)



This was the second consecutive year to be impacted by the COVID-19 pandemic and the related lockdowns and stay-at home orders throughout the year. Despite this the resilience of Scouting members, and the Scouting at Home program, encouraged Youth member engagement and retention, resulting in a positive outcome for Youth members for the year.

2,475

Youth members achieved the peak award for their section

22

Industry recognised qualifications now offered through the Scouts Australia Institute of Training (SAIT)

334

Industry recognised qualifications completed through SAIT by Youth members (a new record and up 30% on prior year)

305

Industry recognised qualifications completed through SAIT by Adult members (31.5% on prior year)

SCOUTS AUSTRALIA INSTITUTE OF TRAINING (SAIT)

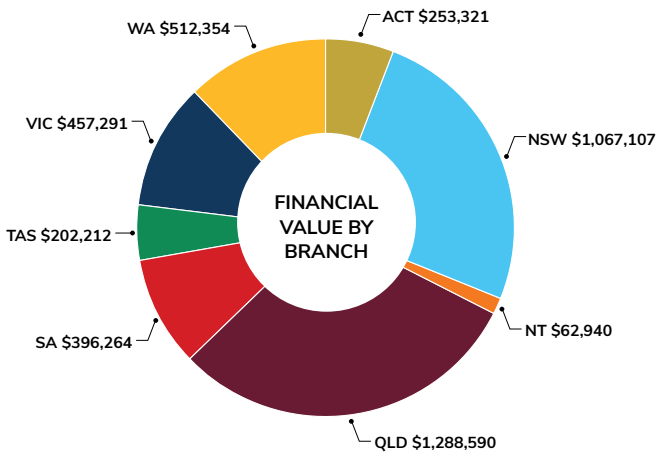


A very successful year for the Scouts Australia Institute of Training and this is reflected in the numbers of qualifications and Statements of Attainment issued. Despite the COVID situation that has affected many external Registered Training Organisations (RTOs), SAIT has managed to maintain a high level of

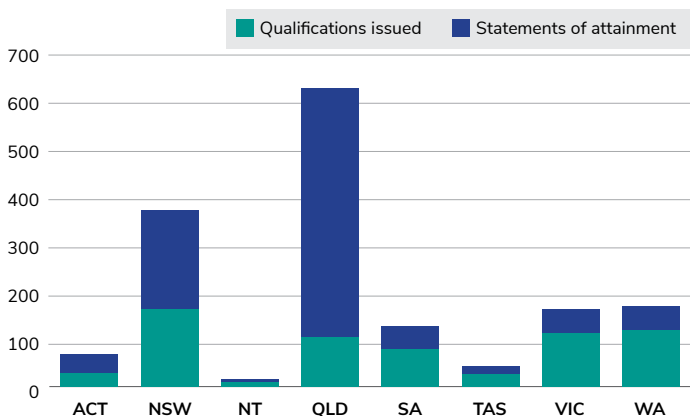
engagement and involvement with Scouts Australia members and its like-minded community organisation partners. We continue to experience increasing high levels of engagement with the Venturer Scout and Rover Scout Sections.

Levels of progress are continually monitored and reviewed to ensure that quantitative and qualitative goals outlined for each calendar year are on target. SAIT continues to explore further opportunities for members that utilise their initial and ongoing Scout training to gain additional qualifications / Units of Competency that meet member need and demand as well as support individual professional and personal development.

VALUE OF QUALIFICATIONS & STATEMENTS OF ATTAINMENT ISSUED BY SAIT = \$ 4,240,079



TESTAMURS BY BRANCH



- 91 Certificate II in Business
- 65 Certificate III in Business
- 20 Certificate IV in Leadership and Management
- 47 Diploma of Leadership and Management
- 2 Diploma of Project Management
- 23 Certificate II in Active Volunteering
- 30 Certificate III in Active Volunteering
- 28 Certificate IV in Volunteering
- 10 Certificate II in Creative Industries
- 4 Certificate III in Theatre
- 60 Certificate II in Outdoor Recreation
- 77 Certificate III in Outdoor Recreation
- 15 Certificate IV in Outdoor Recreation
- 3 Diploma in Outdoor Recreation
- 37 Certificate III in Outdoor Leadership
- 26 Certificate IV in Outdoor Leadership
- 21 Diploma of Outdoor Leadership

YOUTH
334 Qualifications issued
204 Statements of Attainment issued

ADULT
305 Qualifications issued
726 Statements of Attainment issued

TOTAL 639

CONTINUED GROWTH AND DEVELOPMENT OF SAIT



Paul Parkinson

With Paul Parkinson OAM, Bronze Wolf, completing his six year term as Principal SAIT, we asked him for his view on the current position of the Scouts Australia Institute of Training

The past six years have been significant for the Scouts Australia Institute of Training (SAIT). It has been a Registered Training Organisation (RTO) since 1996 (Number 5443). Now in 2021, despite the challenges it has faced, including COVID-19, it has maintained consistent growth and development. It continues to offer to both Youth members and all adults in Scouts Australia meaningful opportunities for personal development utilising primarily their Scout training and involvement.

The SAIT structure and its management and operations are well defined. It has evolved over the period in response to need and demand as well as being required to meet regulatory requirements with the national regulator, the Australian Skills Quality Authority (ASQA). SAIT continues to meet the rigid demands of registration, governance and day to day operations with the SAIT Principal

Team, its strategic direction with the SAIT Management Committee, and is operationally supported by the SAIT Operations Committee, and a full-time National RTO Compliance Manager. A very capable and skilled Branch Commissioner for VET (BC VET) exists in all Branches, and a growing number of specialist and diligent SAIT Assessors are recognised across Australia.

Over the period, the Scope of SAIT (what qualifications, Skill Sets and Units of Competency it is registered to deliver and assess) has broadened and expanded to allow greater opportunities for the membership of Scouts Australia to achieve qualifications, Skill Sets or Units of Competency relative to personal interest, their leadership / management role and for personal / professional development. The range offered has gone beyond our Leadership and Business qualifications to a very wide variety of qualifications in Outdoor Leadership (in a large number of outdoor pursuits), Volunteer management, the Creative Arts, Project Management, and Automotive Vocational Preparation.

Members of Scouts Australia can gain full qualifications with Certificate II, Certificate III, Certificate IV, Diploma and Advanced Diploma qualifications in relative areas on Scope, and new areas of potential opportunity continue to be explored to satisfy need, demand and strategic direction.

The use of aXcelerate, our student management and data collection system has also widened and increased. The SAIT uses many of its features for more than just qualifications issue. The use of this tool has been beneficial in assisting the work with like-minded community organisations who have partnership agreements. The SAIT offers services particularly in assessment of evidence and competence at appropriate fee structures. This innovation has significant future potential with income generation as SAIT continues to explore opportunities to engage with other community partners.

SAIT has developed a wide range of Toolkits and other resources and resource development continues to be improved. This to support the work of SAIT Assessors, the BCs VET and the operational management of the SAIT to assist compliance as an RTO.

The value of SAIT to the membership of Scouts Australia has steadily increased over time with the current value of over \$4 million. This is calculated on the premise if members were to attain their qualifications in the same areas of the SAIT Scope with an external RTO and what they are likely to be charged in fees. Members of Scouts Australia can access the SAIT benefits at no cost other than personal time and the commitment to complete what is required. This is a very substantial and useful benefit to being a member of Scouts Australia, whether a Youth member or an adult.

The SAIT has benefited many individuals where study and the gaining of a qualification was difficult or unattainable earlier or in starting careers. There are many stories 'out there' of individuals who, through their engagement in Scout training and other opportunities provided, attained a qualification through SAIT that has led to promotion, increased responsibility or new career pathways. For the SAIT, this is a value that is immeasurable and priceless.

Paul Parkinson
Principal, SAIT

YOUTH PROGRAM REVIEW



Scouts Australia's largest strategic and change project for the last decade is drawing to a conclusion with the implementation of a dynamic new youth program for young people in a 21st Century world. By the end of 2021, all members across Australia will have started engaging in the program, with many achievements now being recognised through the framework known as the Achievement Pathways.

The project has evolved and changed along its journey, with teams of Scouts Australia members engaged in a whole host of different ways throughout its duration.

We've had:

- Branch-based teams
- Section-based teams
- Youth member teams
- Adult member teams
- Intergenerational teams
- Representative teams
- Subject matter teams
- And thousands of responses to surveys, workshops, major event forums, etc.

Collectively, we have had over two hundred members involved in the development of the program, and many more in the rollout process. Our youngest member part of a team was 12, and our longest serving member has spent over 50 years in Scouting.

There were members who contributed across multiple stages, teams and projects within the larger project. Whilst we thank everyone for their contributions, we thank these members for their multiple phases of contribution: Adele, Alison, Annie, Elodie, Jack, Jono, Josh, Kelsie, Lachlan, Lachlan, Lloyd, Lynda, Mel, Phil, Ross, Ryan and Toby.

The program has been drawn from practices across the country and the globe. We have met with members in the Interamerican, European, and Asia-Pacific Regions about their work, and our work. Through the 1st World Scout Education Congress in 2013, we heard about and commenced discussions with a number of other National Scout Organisations, including:

- The Scout Association (UK)
- Scouting Ireland

- Scouts Canada
- Boy Scouts of America
- Scout Association of Hong Kong
- Singapore Scout Association
- Scouts Aotearoa (New Zealand)

We have learned from others, and we have shared our learnings globally too.

Member engagement has happened through:

- Surveys
- Major events
- Presentations
- Feedback sessions
- Focus groups
- Camps
- Gatherings
- Virtual and face-to-face meetings
- File sharing

There have been thousands of words drafted, pages written, responses sifted through, and surveys analysed. In any six-month time period, there have been in excess of 10,000 volunteer hours invested in the program development.

Briefings have been provided along the whole journey. National Executive Committee, National Operations Committee, National Council, National Youth Program Team, Program Management Board – there have been many committees and governance structures to navigate. The project has seen:

- 2 National Presidents
- 2 National Executive Committee Chairs
- 3 Chief Commissioners of Australia
- 3* National Chief Executives/ National General Managers (excluding acting personnel)
- 3 National Commissioners Youth Program
- 3 International Commissioners
- 2 National Training Commissioners
- 19 Branch Chief Commissioners
- 20 Youth Program Commissioners from across the 8 Branches

Information displays, surveys, forums, and informal opportunities to discuss program concepts have occurred at:

- AJ2013
- WAM2014
- AV2015
- AJ2016
- The Moot 2017
- AV2018
- AJ2019

Our branding, icons, language and styles have blossomed.

The concepts of the program, across all the age ranges, took flight at a week-long camp. Prior to that, we had examined the Fundamentals of Scouting, looked into leadership and leadership development, adventure, recognition, and child and adolescent development. These topics were sparked from items evolving from market research, compliance requirements, and the member identified burning platforms. The concept of continuity and “one” grew out of the work of our Stage 3 teams, who were tasked to examine these items.

- Stage 1:
 - o Teams: 3
 - o Members: 36
 - o Branches represented: 8
- Stage 3:
 - o Teams: 9
 - o Members: 70
 - o Branches represented: 8

Our Stage 4 teams applied a developmental lens to the outcomes of Stage 3, investigating ways to leverage the Scout Method to inspire programming. Exploring the idea of Challenge Areas, redirecting the focus to individual outcomes from collective experiences. We looked at theming

and storytelling, experimenting with indigenous narratives, classic children's narratives, lesser-known narratives. We considered how theming was and was not being used, locally and abroad.

- Stage 4:
 - o Teams: 5
 - o Members: 37
 - o Branches: 7

Acknowledging and celebrating personal progression occurs in a range of ways. A small group set about unpacking adventurous activities and contemplating accessibility for our diversity of youth age groups and abilities. The principles behind peak adventure were constantly referenced. Nine broad areas of outdoor adventure were refined and began an extensive process of skills being fleshed out into stages, with vocational Units of Competency and the creation of the external Australian Adventure Activity Standards influencing considerations and content.

Training sessions were conducted to explore and upskill in the program. We hosted 120 youth program participants, leaders, supporters and trainers to explore the whole program. These members came with a range of change management, education, and training experience – from (then) current Scouts to Leader Trainers on our National Training Team, and a (then) very newly appointed (acting) Chief Commissioner of Australia.



Adult training curriculums were developed and others underwent review. Adult training started to take shape in different forms. Program influences training, with adult training and program collaborating to adapt and reinvigorate. Our online platform has undergone significant updates and upgrades. We've seen new voices added to the modules. Modules have changed format. New face-to-face training curriculums were developed.

The program and resources have grown and evolved since our first "Groundbreaker" Groups started testing the entire program, putting it into practice in 2017. Elements have changed. Concepts have been amended. File sharing has changed. Resources have grown, improved, and evolved.

Over the years we have tried to imagine the possibilities. We have dared to dream. And we have maintained our early commitment to continue looking to the future for inspiration.

Today's Scouts Australia youth program has been designed from the ground up to complement formal education experienced by Australian youth, and the informal experiences of growing up. The program is non-formal by design and influenced by the work of the OECD (Organisation for Co-operation and Development), UNESCO (United Nations Educational, Scientific and Cultural Organization), and WOSM

(World Organization of the Scout Movement), and their respective work on the future of learning, education and employability.

The program embraces open-ended self-directed learning. It is about the individual developing through shared experiences, with friends, having fun, being challenged, being adventurous, and learning to be inclusive

Each element of the program is designed to keep all that we know about non-formal education and learning at the forefront:

- **Challenge Areas:** Designed from the outset to encourage program diversity. In the past, programs were built around one of the SPICES, but this wasn't realistic since individuals grew and developed in different ways across the SPICES. Now Units can review their programs for a diversity of Challenge Areas and celebrate personal progression in all the ways that they may occur.
- **SPICES:** These six areas of personal growth are the foundation of the purpose of Scouting in Australia and globally. These have existed for many, many years, but now they have been fully reviewed in the light of modern research into child and adolescent development. Scouts use SPICES as a review tool, and when expanded on into the Educational Objectives of the program, help

young people understand their own journey of personal progression in Scouting.

- **Scout Method:** Renewed and refreshed, the Scout Method is eight elements that when combined bring an approach to education that is unique to Scouting the world over. The Scout Method is the HOW of the program. Although it has always existed, it was poorly resourced and understood. It now stands as a central aspect that features in everything we do in Scouting.
- **Plan>Do>Review>:** This is a tool for all Scouts, youth and adults, to take advantage. It is a process that ensures that programs and activities are adventurous, fun, challenging, and inclusive. It helps ensure young people are successful in their engagement in program development and participation and encourages adults and youth to engage in intergenerational dialogue for the best possible outcomes.
- **Personal Progression:** Highlighted as a Scout Method element, personal progression is an idea that is central to the program. It recognises that every individual person is different, especially in their interests and the ways in which they learn best. The Scout program offers a place where an individual and grow and develop with the support of their Patrol and



Unit, sometimes learning on an adventure together, and sometimes following their own goals.

- **Goal-setting:** Goals give you focus, they help you measure progress, and goals help you stay motivated. The program encourages Scouts to get into the habit of setting short and long term goals as part of their own personal progression. Scouts also take moments along their program journey to stop and reflect on their goals, assessing their progress, and adjusting as they go.
- **Special Interest Areas:** Special Interest Area projects are designed to be open ended and to take a Scout into a new area of interest, or to push them further in an area that they are already interested in. It is important to personal progression that Scouts set their own goals for their projects, since everyone has different knowledge and experiences as their personal starting point. Plan>Do>Review> helps Scouts focus on their Special Interest Area project.
- **Outdoor Adventure Skills:** Outdoor Adventure Skills are designed to recognise specific skills developed in outdoor pursuits that Scouting is traditionally known for. Where Special Interest Area projects are very open ended and based on a Scout's interests, Outdoor Adventure Skills prescribe a set of skills necessary to be capable

at different stages of competency. Nevertheless, personal progression is still achieved by recognising that an individual's age doesn't dictate the skill level, and that goal setting and review is still built into the Outdoor Adventure Skills.

- **Youth Engagement:** The program puts a major emphasis on youth members themselves having a voice in the program cycle that they participate in. We know that when young people understand why they are doing an activity, and are able to lead or assist in the leading of a program or activity, they are more likely to actively participate. This is encouraged through the Scout Method element youth leading, adults supporting, and the patrol system, as well as other elements of the program such as Plan>Do>Review> and Unit Councils. Scouting can only achieve its Purpose and Mission if young people are allowed to give things a go themselves, and when mistakes happen, they are supported by peers and adults around them.

Instrumental to the creation and delivery of this project have been the core team who have ridden the journey most of the way. Their Scouting roles have changed and evolved – some have lived in many places around the world during this time. Their dedication and drive have kept this moving, in pursuit of ensuring Scouting

continuous to remain relevant, challenging us, as a movement, to keep moving. These members have largely sustained a second full-time unpaid role to deliver our program.

To John, Steve, Chris, Peter, Dylan, Emma, Luke, Alex, Esther, Patrick, Jenna, Clair, and Tom, you have undertaken and delivered on an enormous task and as Scouts Australia, we thank you!





Our uniquely designed Scouts | Terrain has revolutionised the Scouting journey for 21st century young people. Purpose built for our youth program, Scouts | Terrain enables users to be at the centre of their Scouting journey. Built to support Scouts in tracking their personal progression and Unit programming, Scouts | Terrain is a significant step to support Scouts to explore new adventures, to try new things, and to seek new pathways.

Scouts | Terrain is the backbone of our youth program. Every actionable feature is deliberately designed to align to our youth programs intentions. As a result, Scouts | Terrain is:

- Modular, flexible programming which can adapt to youth members programming habits.
- Simple linking between program items youth members create and their Achievement Pathways.
- Youth members can contribute ideas for program items to a sharing library for inspiration.
- Relevant and appropriate parent access to the program.
- Engaging Review> features.

Each month, 24,000 users log in to update their Scouting journey. And this number keeps growing as our members realise the benefits of an integrated Scouting solution. Being able to track these personal growth successes gives our organisation valuable metrics to celebrate.

DEVELOPMENT JOURNEY

Our vision and design brief were clear – to create the best personal progression and programming tool for youth members and adults. Our proud partnership with Two Bulls, a digital product consultancy based in both Melbourne and New York saw us fulfill this brief. They ticked all the right boxes for our needs.

- They took time to understand Scouting.
- We could see their passion for our Purpose.
- Their track record and list of achievements excited us.
- Their proposed product left us waiting for more.
- They told us the answers to problems our members face when using digital Scouting tools, and how we can improve them.
- Their solution delivered the criteria of our Business Requirements Document.

The development journey was anything but ordinary. Less than two months into development, COVID19 forced a different way of working for our teams. But our agile methodology adapted, and development continued.

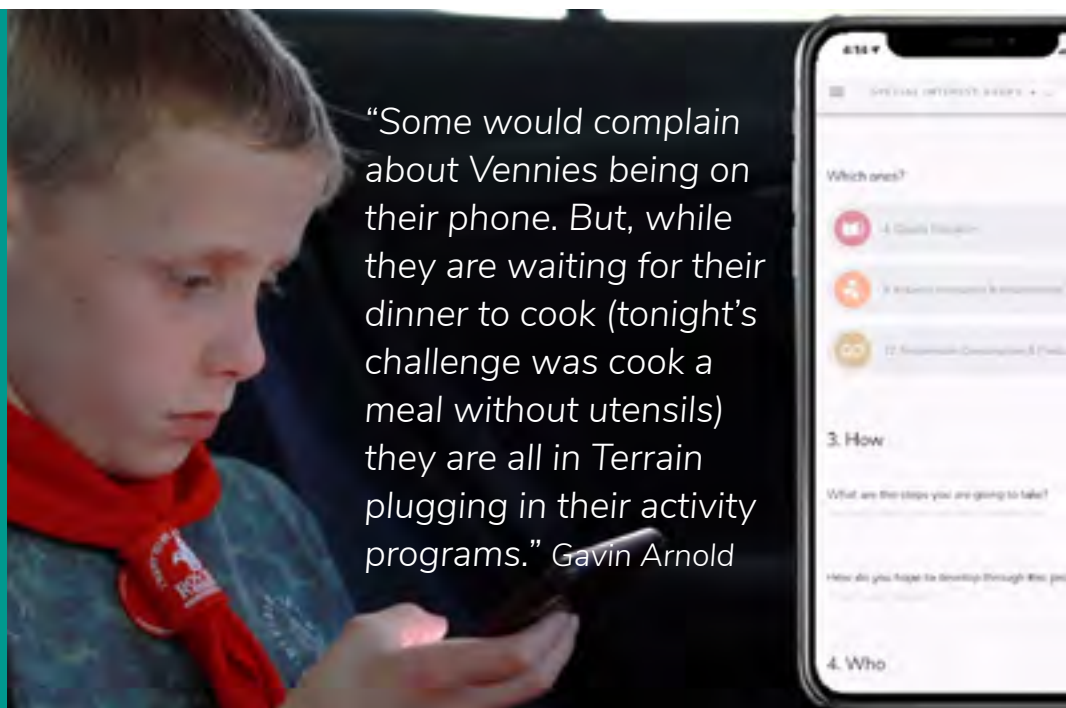
To test the system, 1200 Scouts were given early access to Scouts | Terrain. They helped us push the limits of what could be done with our new digital system. Their feedback helped shaped the system we have today.

THE FUTURE

Since the beginning, the National Executive Committee has been a strong advocate to supporting ongoing maintenance and development of Scouts | Terrain. In consultation with our team of developers at Two Bulls, there is proposed pipeline of improvements that we hope to be making. Those things we are considering are:

- Simplifying event creation to ensure better user experience.
- Improving the programming journey to improve linkages between Achievement Pathways areas.
- Tweaking backend connections to address issues with Milestone achievements.
- In response to user feedback, the ability to sync Scouts | Terrain calendar with external calendar applications.
- Simplifying communication with parents by creating an exportable and printable report of upcoming events
- Improved visualisations in unit life
- Ongoing maintenance to improve speed, performance and response across all devices.

Not surprisingly, Monday to Thursday nights at 7pm is when Scouts | Terrain is most used. Approximately **900 users** are using Terrain at this time.



“Some would complain about Vennies being on their phone. But, while they are waiting for their dinner to cook (tonight’s challenge was cook a meal without utensils) they are all in Terrain plugging in their activity programs.” Gavin Arnold

ADULT TRAINING & DEVELOPMENT

“EVERY YOUTH MEMBER DESERVES A FULLY TRAINED LEADER”

Over the last year this has been a consistent message to all adult leaders from the National Commissioner Youth Program, Nigel Reece, and the National Commissioner Adult Training and Development, Dougal Mayor.

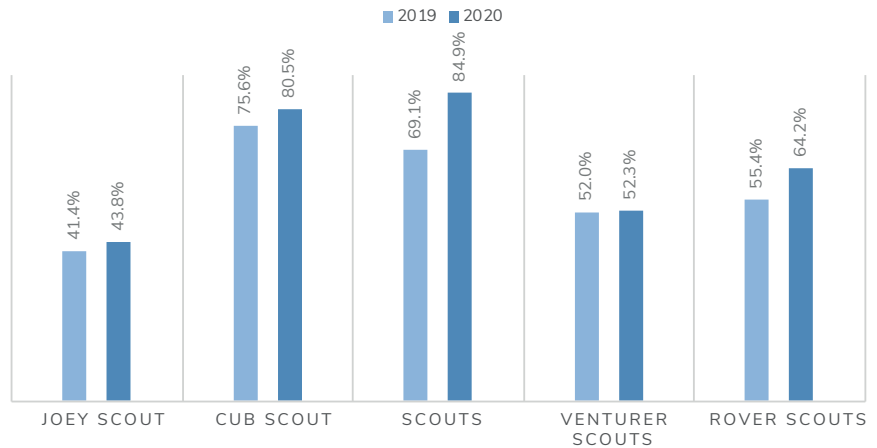
In Scouting, a fully trained leader is one who holds a Wood Badge. The Wood Badge comprises four emblems or symbols

- **The Wood Badge Woggle** (a “Turk’s Head” woggle awarded with attainment of a Certificate of Proficiency)
- **The Wood Badge Wooden Beads** – a facsimile of the Dinizulu necklace
- **The Wood Badge Scarf** – bearing a MacLaren Tartan path on the point
- **The Wood Badge Certificate** as written confirmation of achieving the requirements.

Across all five youth sections the percentage of adults holding a Wood Badge has increased over the last year¹. Achieving the Wood Badge is a means by which adults in Scouting demonstrate to their peers, our youth members and their families that we are committed to learning and development with the opportunities that arise through that pursuit. IT is a trait that forms an important aspect of adults supporting the youth program.

The Wood Badge is recognized in all 172 National Scout Organisations who are member organisations of the World Organisation of the Scout Movement (WOSM). Each member organisation strives to implement the WOSM Wood

1. WOOD BADGE HELD BY SECTION



Badge Framework in a manner which recognizes the unique needs of the National Scout Organisation whilst adhering to the inclusion of the five topic clusters for the development of required competencies;

WOSM WOOD BADGE FRAMEWORK

- Scouting (fundamentals) essentials
- Leadership and Management
- Project Management
- Communicating meaningfully
- Adult development

Over the last year Scouts Australia has sought to embed these topics through out our training program and reflect many of these in our course titles as well as our content to reinforce the pathway towards the Wood Badge.

SAFE FROM HARM

The WOSM Wood Badge Framework requires all member organisations to ensure training is in accordance with the World Safe from Harm Policy. Australia’s National Principles for Child Safe Organisations Principle 7 requires that Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training.

Scouts Australia supports this Principle through the provision of the On Demand Learning module Child Safe Scouting. Completion of this module is mandatory for all adults in Scouting upon joining and again every 3 years. Over the last year there have been 12,420 module completions recorded by our members.

Scouts Australia has two compulsory modules, the second being WHS and Scouting which recorded 11,883 completions over the last year.



SCOUTING PRELIMINARY



SCOUTING ESSENTIALS



SCOUTING MANAGEMENT



SCOUTING LEADERSHIP

TRAINING FOLLOWS PROGRAM

A long held position of Scouting in Australia is that Adult Training and Development follows Youth Program. That is, the key purpose of training offered to adults is to provide them with the means to make a significant contribution to our Mission.

The Mission for Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

Our approach in supporting the Youth Program through Adult Training & Development has been to reflect the key characteristics

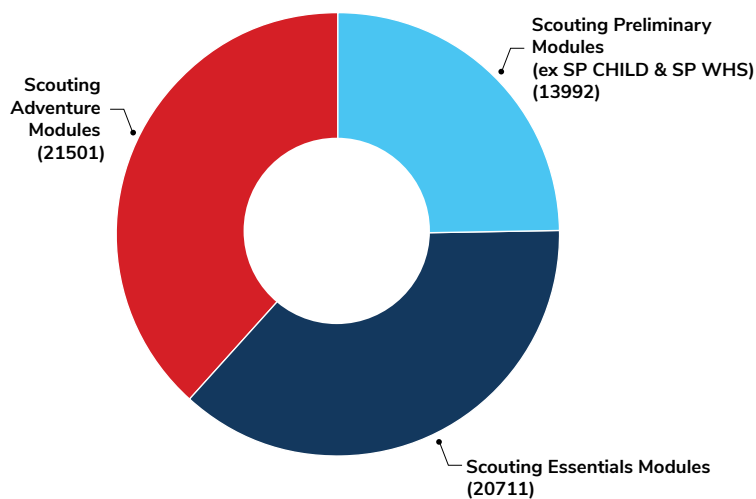
Plan> Do> Review>
Adventure, Fun, Challenging, Inclusive
I... Statements

Most importantly our training pathways now reflect that at its core our program is a consistent journey through our age sections

One Program | One Journey | **One Curriculum**

In the last year all Branches transitioned to an adult training program which brings together adult leaders across all sections and roles to undertake Scouting Essentials as One. Cub Scout Leaders learn with Rover Scouts, Group Leaders learn with their Joey Scout Leaders, Commissioners learn with those their role supports.

2. ON DEMAND LEARNING COMPLETIONS



3. MODULES COMPLETED PER LEADER AND ADULT HELPER



THE MODERN LEARNER

The Bersin by Deloitte's infographic "Meet the Modern Learner" (see below) provides a snapshot of the challenges faced by busy people in a workplace environment. A decade before this infographic was produced Scouts Australia began the journey of providing more flexible learning pathways for its adult members through the launch of eLearning on 30 January 2011.

A decade on and we continue to build our capacity to meet the needs of the modern learner through the re-launch of eLearning as On Demand Learning. In reframing our offering we have drawn on the themes gleaned from the infographic;

• Bus-stop learning objects

Learners typically have 1% of their work week to engage in learning. In each of our new On Demand Learning modules learning objects have been included which allow learners to complete an object whilst they wait at the bus stop. Learning objects range from videos to slide decks to animations and generally last no more than 5 minutes.

Throughout the year our members have completed 61,107 On Demand Learning modules².

• Mobile learning

Chances are that whilst reading this report you are also checking your smart phone for an expected email, alerts or to see if someone liked your last social media post. Smart phones are the means in which a greater number of us access information we need when we need it. Our On Demand Learning has to be accessible when and where it is needed by the learner not when and where we choose to deliver it.

• Time to train

With so little time available to train for a voluntary role we had to make sure our Wood Badge program contained multiple components that best utilize the limited discretionary time our volunteers have available. To achieve this we have continued to provide a mixture of On Demand Learning, On the Job training, and Face to Face courses. Each offer a different learning experience from self-paced, to small local Group work, through to larger more diverse learning opportunities.

• Want to know

Our leaders want to know, they want to succeed, and they want to do the best they can to support our youth members. This is why we added Development into the Adult Training portfolio more than 40 years ago. Our training program offers a vast array of learning opportunities through the On Demand Learning and our Adventurous Activities courses with additional training provided throughout our Branches on topics such as finance, IT, mental health, diversity and inclusion, refugee support, and special needs. On average each adult member completed 6.3 modules through the year³.

Untethered

Today's employees find themselves working from several locations and structuring their work in non-traditional ways to accommodate their lifestyles. Companies are finding it difficult to reach these people and even harder to develop them efficiently.



37%

of the global workforce is expected to be 'mobile' by the end of 2015



30%

of full-time employees do most of their work somewhere other than the employer's location



20%

of the workforce is comprised of temps, contractors and freelancers

On-demand

Employees are accessing information - and learning - differently than they did just a few years ago. Most are looking for answers outside of traditional training and development channels. For example:




70%


To learn what they need for their jobs, employees access:



People are increasingly turning to their smartphones to find just-in-time answers to unexpected problems




Meet the modern learner



1% of a typical work week is all that employees have to focus on training and development

Collaborative


Learners are also developing and accessing personal and professional networks to obtain information about their industries and professions.




~80%

of workforce learning happens via on-the-job interactions with peers, teammates, and managers

Learners are:




asking other people



sharing what they know

at Google,

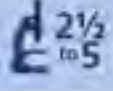


55%

of training courses are delivered by an ecosystem of 2,000+ peer learners

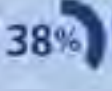
Empowered

Rapid change in business and organizations means everyone needs to constantly be learning. More and more people are looking for options on their own because they aren't getting what they need from their employers.




2 1/2 to 5

years is the half-life of many professional skills



38%

of workers say they have opportunities for learning and growth at their workplace



62%

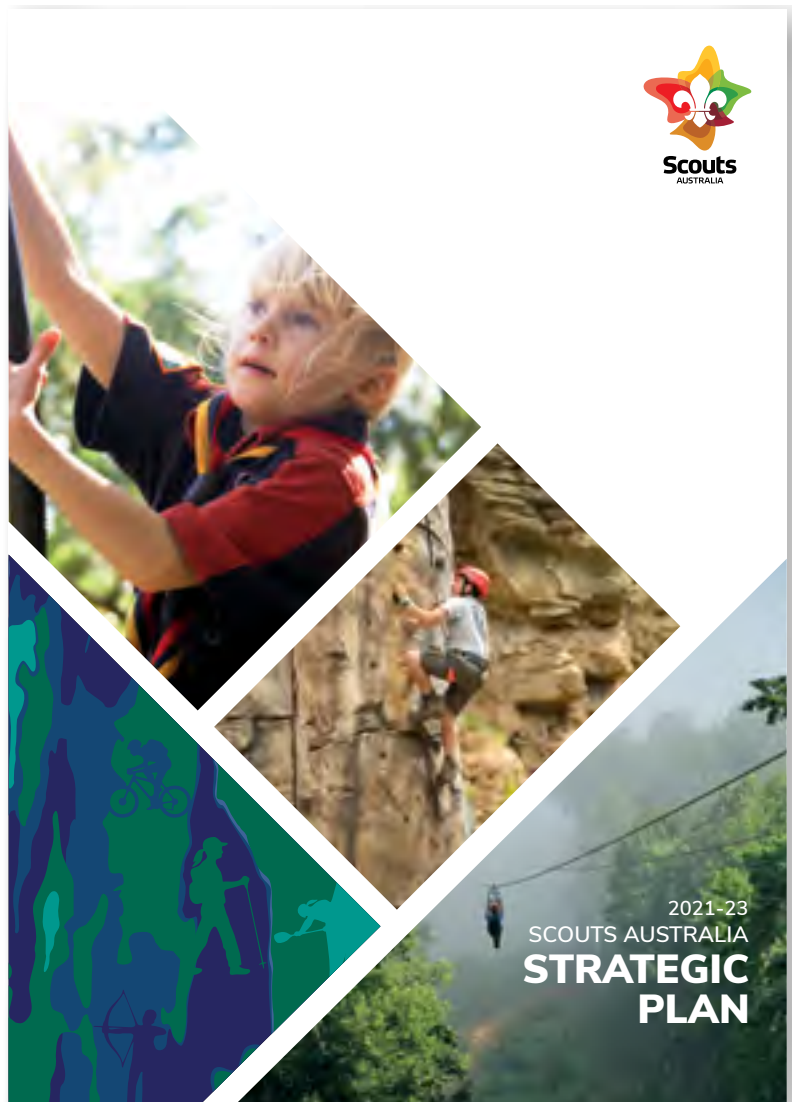
of IT professionals report having paid for training out of their own pockets

NEW STRATEGIC PLAN LAUNCH

With the last Strategic Plan having reached its conclusion and Scouting in Australia needing to plan our pathway both during and after the pandemic, the past year has provided the perfect opportunity to set the targets for the future and develop the plan on how we can achieve them.

The National Strategic Plan 2021 - 2023 was approved by the National Executive Committee (NEC) in February 2021, after significant consultation during 2020. A highlight of the new plan is a real commitment to bring all Branches together in the implementation of the plan. This partnership approach is being achieved through the commitment of Branches and the establishment of a Strategic Planning Management Sub-Committee which reports directly to the NEC.

The Sub-Committee has empowered a group of five experienced managers with significant Scouting experience and knowledge to implement the Strategic Actions contained within the five Strategic Programs. Managers have developed specific working groups within their programs to implement the approved Actions. These working groups are the operational component of the implementation of the plan and are the most critical aspect of the implementation process. The working groups are made up of a diverse range of individuals from all Branches and National representatives. We are very lucky to have individuals of this quality and commitment to drive the change which is required to make the implementation of the National Strategic Plan a success.





PROGRAM 1

PROVIDING A BEST PRACTICE YOUTH PROGRAM

GOAL: Scouts Australia is Australia's leading youth development organisation, providing youth with the skills, knowledge and experiences to create Active Citizens in their local, national and global communities.

Within Program 1 there are a total of 5 Program Actions which are currently being implemented at varying degrees by Luke Saunders as the Program Manager.

PROGRAM ACTION 1.1

Implement programs and monitor the management of our activities to ensure the safety of our members. This should be reflected in zero tolerance for any criminal behaviour on members and low tolerance for physical and non-physical harm on members.

Status – some of the activities have been completed within this Action and all are on track for completion by the end of 2022.

PROGRAM ACTION 1.2

The New Youth Program implemented in all Groups by 12/21.

Status – COVID has delayed the completion of this Action as there has been an inability for face-to-face handover between the coordinating team and the youth program team. Unfortunately, due to the volume of

material to be communicated to the youth program team and Branches this Action will not be completed until COVID measures are reduced.

PROGRAM ACTION 1.3

Growing the participation in International and major national events and programs.

Major National Events embed and showcase Youth Program.

Status - the majority of activities within this Action are on track except for the completion and approval of the National Major Events Review. It is hoped that this review will be completed by the end of 2021 with the assistance of the National Operations Committee.

PROGRAM ACTION 1.4

Develop performance measures for quality programming, include research partnerships.

Implement programs to utilise the insights provided by these measures.

Status – all of the activities within this Action are on track with a completion date by mid 2022.

PROGRAM ACTION 1.5

Evolve the Youth Program and its delivery to incorporate the changes and learnings from the COVID environment.

Status – generally this Action is on track with a completion date of mid 2022, however it is being impacted on the inability to handover the new youth program as mentioned in Program Action 1.2.

PROGRAM ACTION 1.6

Design and implement programs & initiatives resulting in the membership of Scouts being representative of the community. Focus on Demographics, cultural background, and gender.

Status – the activities within this Action are on track with a planned completion date of the end of 2022.

Long-Term Key Performance Indicators for Program 1 include:

- Retention improves to reach at least 3 years on average.
- Participation in national and international events is higher than 2015-2019 levels.
- Young people (under 30) hold 50% of leadership positions in Branch and National organisations.
- Our members feel that Scouting is a safe place to be and the Community believes that Scouting provides a safe opportunity for young people to explore new challenges.





PROGRAM 2

GROWING OUR MEMBERSHIP

GOAL: Grow youth membership to Achieve 1% of youth membership relative to available youth Nationally (5 – 24 yrs. – using the ABS Quick Search Census site).

Within Program 2 there are a total of 5 Program Actions which are currently being implemented at varying degrees by Elston Hynd as the Program Manager.

PROGRAM ACTION #2.1

In consultation with Branches develop National infrastructure, resources and programs to support Branches in increasing their membership (i.e., Scouting from Home concept).

Status – all activities with this Action are on track, importantly strategies are being implemented to record membership data nationally on a semi-annual basis which will assist the analysis of a diverse range of membership demographics. Also, each Branch has nominated a Growth Coordinator and, together with our National Growth Coordinator, meet regularly to share strategies and learnings to grow Scouting

PROGRAM ACTION 2.2

Develop programs with Branches to improve the quality of Leadership (internal focus on Leader of Adults).

Status – a plan is being developed to provide strong training support for Groups, especially at the District/ Region level. To enable this an enhanced Leader of Adults (Program Support) training and development program is being developed that focusses on driving a behaviour around “growing locally to become strong globally”. The activities within this Action are in early stages of implementation.

PROGRAM ACTION 2.3

In partnership with Branches develop and implement national marketing campaigns to attract membership.

Status – a key growth initiative is attraction/recruitment. To facilitate this a marketing program will be developed to ensure the “available market” understands the value proposition of Scouting. This program will be conducted during 2022/23 and relies heavily on the marketing initiatives implemented with Program 3.

PROGRAM ACTION 2.4

Develop a process that can be used by Branches to Identify potential growth locations with a strategy to opening new groups and increasing membership.

Status – the activities within the Action will create a capability to grow Scouting in new locations acknowledging that the operational aspect of this Action will be the responsibility of Branch Chief Commissioners.

PROGRAM ACTION 2.5

Develop and implement a methodology to measure our youth’s and adult’s satisfaction with the organisation and its program.

Status - regular surveys and pulse checks with key stakeholders ensures any planning process remains vibrant and current. A key part of Growth is retention and measuring member satisfaction and engagement will be key in identifying areas of strength, weakness, opportunity, and threat. How people engage and feel supported in Scouting is critical to success. It is proposed that a Member Satisfaction and Engagement Survey be introduced with regular targeted Pulse Checks to respond emerging/ developing issues. Activities within this Action are still in early stages of development.

Long-Term Key Performance Indicators for Program 2 include:

- Membership growth has steady 3.5% annual growth Nationally.



PROGRAM 3

GROWING SCOUTING'S PROFILE



GOAL: Our youth members are recognised for their leadership skills, their community contribution and their personal resilience.

Within Program 3 there are a total of 2 Program Actions which are currently being implemented at varying degrees by Jan Turbill as the Program Manager.

PROGRAM ACTION 3.1

Have our value as Australia's pre-eminent youth organisation recognised at all levels of the community (Government, Stakeholders / partners & general community). Identify and communicate the true value of Scouting to the community (If Scouting was to cease, what would the cost to the Government and the Community be).

Status – the NEC have approved two initiatives which support the implementation of this Action. The recently approved communications plan articulates several initiatives that

are directly relevant to this Action which require a marketing coordinator at the National level to operationalise. This position has been approved and will be established by the end of 2021. A professional service will be contracted to support Scouting's engagement with Government to seek increased funding and enhance engagement opportunities.

PROGRAM ACTION 3.2

Identify Mission and Vision overlaps with Governments and private enterprise programs. Through partnerships, identify joint program opportunities and funding mechanisms.

Status – a partnership with the Last Great First (Antarctic Expedition) has been developed and approved with significant opportunities to raise Scouting's visibility and value. This expedition is scheduled to commence in October 2022. NEC has also approved the development of a

PR strategy which will support the approved communications plan. The development of this strategy will be developed by a PR organisation.

Long-Term Key Performance Indicators for Program 3 include:

- Membership growth at 3.5% annual growth.
- Improved sentiment toward Scout youth members amongst stakeholders.
- Increase in Resilience scores amongst Scout youth members.
- Enhanced awareness that Scouting is an adventurous pursuit.
- Reputation linked to the success of the expedition.
- Partnership with the Last Great First (Antarctic Expedition) with an increase in Scouting reputation linked to this expedition.





PROGRAM 4 GROWING FINANCIAL SUSTAINABILITY

GOAL: Scouting in Australia has a financial model that will allow it to prosper and grow.

Within Program 4 there are a total of 4 Program Actions which are currently being implemented at varying degrees by Dougal Mayor as the Program Manager.

PROGRAM ACTION 4.1

Develop funding opportunities from Governments and other organisations. Develop and implement methodologies to assist Branches to attract funding from local organisations, State and Territory Governments, stakeholders such as Universities and individuals/benefactors.

Status – the implementation of this Action is reliant on the recently approved NEC strategies as articulated with Program 3.

PROGRAM ACTION 4.2

Enhance the understanding and management of Federal & State/Territory personal injury compensation market. Enhance the understanding

and management of potential civil litigation liabilities.

Status – a working group has been established to consider opportunities to reduce costs of insurance and the shrinking insurance market.

PROGRAM ACTION 4.3

Pursue internal collaborative arrangement for support services, systems, and cooperative purchasing. Identification and implementation of administrative, system and business functions that can be partnered between Branches. Coordinate sharing of best practices Nationally and Internationally around financial management of Scouting operations. Include a focus on environmentally sustainable procurement.

Status - a working group has been established to identify across the nine entities duplication of support services. This Action will identify opportunities for partnerships and learning from each other to improve efficiencies.

PROGRAM ACTION 4.4

Develop and implement new models to fund the National Organisation.

Status – at this early stage the activities within this Action are on track, this action is strongly linked to Program 4.1 and 3 with several opportunities to seek funding from a diverse range of areas.

Long-Term Key Performance Indicators for Program 4 include:

- Consistent model in place for securing funding for agreed priorities.
- Income streams diversified and growing year on year.
- Reduced reliance on funding from Branches.
- Funding model for the National Organisation recognises all beneficiaries of Scouting.
- Insurance program which identifies and clearly articulates risk and benefit.
- Lessons from civil litigation outcomes referenced to current Policy.



PROGRAM 5

IMPROVING NATIONAL AND BRANCH PARTNERSHIPS



GOAL: The organisational model of Scouting in Australia allows for the continuing delivery of the highest quality youth program

Within Program 5 there are a total of 2 Program Actions which are currently being implemented at varying degrees by Rod Byrnes as the Program Manager.

PROGRAM ACTION 5.1

Enhance the understanding of the roles and responsibilities between the Branch and National. Develop a cultural change program around trust, working collaboratively and developing partnerships between Branches and National to enhance effective and efficient decision making.

Status – the working group is initially focused on understanding the roles and responsibilities between the Branch and National. With an aim to develop a cultural change program around trust, working collaboratively and developing partnerships between Branches and National to enhance effective and efficient decision making. This Action is on track.

PROGRAM ACTION 5.2

From a Corporate Governance perspective identify strategic risks to Scouting, develop a specific National policy setting and audit against that policy position.

Status – the aim of this Action is to develop a National Risk Policy that suits the needs of Branches by reviewing existing risk policies and governance structures. Which includes the National Risk Management committee.

Long-Term Key Performance Indicators for Program 5 include:

- Adoption of universal ideas, systems, and processes.
- Success data based on the influence of this Program on the other 4 Programs.



SCOUTS for SDGs



ENVIRONMENTAL SUSTAINABILITY

During the past year, the Australian International Team has been committed to supporting local action with “Scouts for SDGs”. The Earth Tribe program that launched in 2020 has been a focus of our education on environmental sustainability with events held in Queensland and at Rottneest Island in Western Australia to promote direct action on reducing plastic waste.

New program resources (Challenge Cards) have been developed to provide inspiration to local Units for activities related to the Sustainable Development Goals. These are available for download from the Scouts Australia website.

Our Contingents are also working on efforts to achieve carbon neutrality for our future flight emissions to major Scouting events.

EARTH TRIBE

The Earth Tribe is the World Scouting program offering support to young people in developing the key competencies needed to become environmental leaders. This initiative, which focuses on the environment and sustainability, also builds on the commitment through “Scouts for SDGs” to mobilize the Movement in contributing towards the Sustainable Development Goals.

Through the Earth Tribe, young people can learn how their personal choices and habits have an impact on the environment. They can learn this by taking action in their communities through a series of engaging Earth Tribe Challenges to preserve and protect our planet.

Some of the Challenges featured as part of the Earth Tribe are:

- Champions for Nature
- Plastic Tide Turners
- Scouts Go Solar

Action Kits are now available from the Scouts Australia website.

SCENES

A Scout Centre of Excellence for Nature, Environment and Sustainability (SCENES) is a very special place. It is a centre that has made a long-term commitment to protect the environment and promote environmental understanding. Bay Park Scout Camp (Joseph Harris Park) in Victoria was accredited by the World Organization of the Scout Movement as a location committed to protecting its natural environment and minimising environmental impact. A SCENES site helps enable all who visit engage with nature and become empowered to make their own personal commitment to the environment.

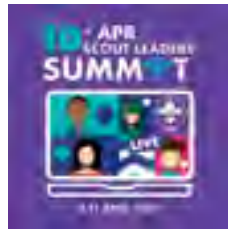


INTERNATIONAL SCOUTING



SOLOMON ISLANDS SCOUT ASSOCIATION

On 30 June 2021, the Solomon Islands Scout Association (SISA) was declared the 172nd Member Organization of WOSM. This important milestone was achieved in conjunction with many years of support from key members of Scouts Australia. We wish SISA all the best in the further expansion of Scouting in the Solomon Islands as they continue to enable more young people to become active citizens who are making an impact in their communities.



10TH ASIA-PACIFIC REGION SCOUT LEADERS SUMMIT

The 10th APR Scout Leaders' Summit was conducted virtually over six days in April 2021. The impacts of the current pandemic were a significant focus of the Summit. Scouts Australia representatives were able to make a valuable contribution towards the planned objectives of the Regional Plan for the next triennium. The Summit reinforced the benefit for Scouts Australia to remain active within the Asia-Pacific Region to leverage from shared experience and continued improvement of program delivery.



14TH WORLD SCOUT YOUTH FORUM AND 42ND WORLD SCOUT CONFERENCE

The largest and first ever virtual World Scout Conference in history was held in August with more than 2,300 participants, including 26 Australians. The event provided opportunity for collaboration on key priorities for the next triennium and focused on capacity building for the pandemic recovery efforts.

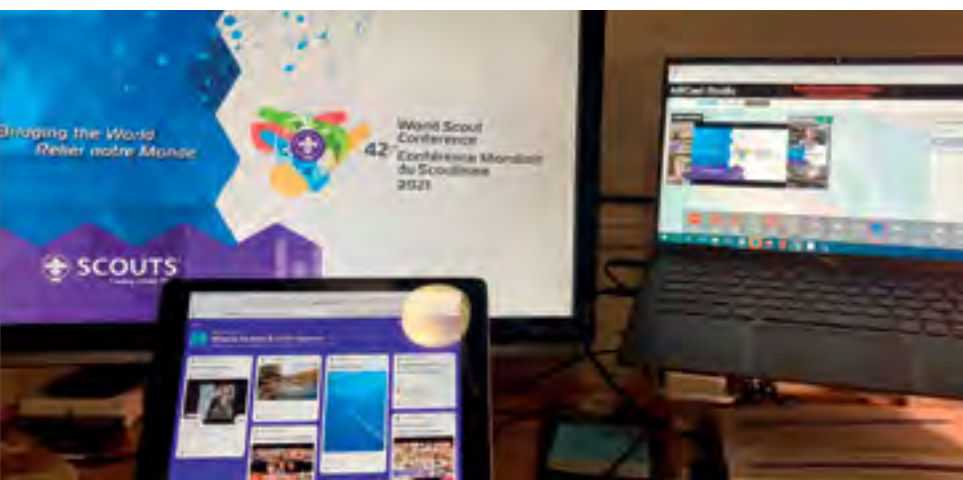
Scouts Australia had an active and influential engagement with this year's Conference, providing vital input to the World Triennial Plan 2021-2024 that will define the priorities of this next triennium. The objectives identified are entirely complementary of our own Scouts Australia Strategic Plan and reinforce the potential to extend our focus on the crucial topics of environmental sustainability and climate impact.

Peter Blatch concluded his second term on the World Scout Committee. Over seven years, Peter provided an outstanding contribution to the success of the World Triennial Plan and Vision 2023.



JOTA/JOTI

The theme for this year's JOTA/JOTI was "Scouts for SDGs ... Keep Moving!" Participants were encouraged to discover and strengthen their competencies as active citizens towards sustainable development and to take action in their community with service actions to achieve the SDGs.



OFFICE BEARERS

NATIONAL COUNCIL

Chief Scout of Australia	His Excellency General the Honourable David John Hurley AC DSC (Retd)
National President	Rear Admiral the Honourable Kevin Scarce AC CSC RAN (Rtd)
Vice President	Mr John de Wijn AM QC

BRANCH CHIEF SCOUTS

Australian Capital Territory	Vacant Position
New South Wales	Her Excellency the Honourable Margaret Beazley AC, QC
Northern Territory	Her Honour the Honourable Vicki O'Halloran AM
Queensland	His Excellency the Honourable Paul de Jersey AC
South Australia	His Excellency the Honourable Hieu Van Le AC
Tasmania	Her Excellency Professor the Honourable Kate Warner AC (until 31 August 2021)
	Her Excellency the Honourable Barbara Baker AC (from 15 July 2021)
Victoria	Mr Shane Jacobson
Western Australia	The Governor the Honourable Kim Beazley AC

LIFE MEMBERS OF NATIONAL COUNCIL

Mr C Farmer OAM	Mr D Jones AM FCA
Dr W Wells AM ^Q *February 2021	Mr P Blatch OAM
Mr N Westaway AO	Mr P Parkinson OAM
Mrs K Brown AM	Mr I Langford-Brown AM
Dr B Munro AM	Mr J Leece AM
Mr A Tannahill AM	Major General John Pearn AO RFD
Mr W Geale OAM ^Q *February 2021	Mr Reginald Williams AM RFD
Mr J Ravenhall AM	

BRANCH MEMBERS OF NATIONAL COUNCIL

Miss K Affleck	Mr N Macpherson
Mr O Al Kassab	Ms I Mairou
Miss C Arcus	Mr K McGoldrick
Miss A Asquith	Ms V McKinnon
Mr G Blizzard	Mr T Milham
Mr S Bond	Mr G Morgan AM
Mr L Brown	Mr S Morse
Mr R Byrnes	Ms R Morse
Mr G Coates AM	Mr K Moss
Mr D Cossart OAM	Mr T Phillips
Mr H Crawford	Mr B Politzer
Mr D Crundall	The Honourable J Prentice
Ms G Davie	Mr M Ray
Mr J de Wijn AM QC	Mr D Scott
Miss L Endicott	Mr R Simpson
Ms E Ezzy	Mr C Smith
Mr A Forrest	Ms M Stanborough
Mrs B Francis	Mrs J Stenhouse
Mr A Goode	Mr N Swaffer
Ms A Harris	Mr A Tomlins
Mr O Holloway	Ms J Turbill
Ms E Horsley	Mr M Van Der Poel
Mr M Hovington	Ms E Versace
Ms A Howard	Mr S Walker
Miss C Jackson	Mr G Warnes
Mr A Lock OAM	The Honourable K Wells MP
Mr L Lucas OAM	Ms G Wood
Mr A Mackenzie	



NATIONAL EXECUTIVE COMMITTEE MEMBERS	
Chair, National Executive Committee	Mr D Green AM*
Chief Commissioner of Australia	Mr P Harrison*
Chair, Finance Sub-Committee	Mr S Connors*
ACT Branch	Mr R Quiggin*
NSW Branch	Mr N Tomkins OAM JP*+
NT Branch	Ms N Vincent*+
QLD Branch	Mr N Ferrett QC* (until 23 September 2020)
	Mr C Ray* (from 23 September 2020)
SA Branch	Mr P Dickson APM*
TAS Branch	Mr C McGrath JP*
VIC Branch	Mr G Landgren*
WA Branch	Mr G Higham
Member	Mr A Boxall*
Member	Ms G Davie*

NATIONAL COMMISSIONERS AND DEPUTIES	
Chief Commissioner of Australia	Mr P Harrison*
Deputy Chief Commissioner of Australia	Mr E Hynd AM*
Deputy Chief Commissioner of Australia	Mr L Saunders*
National Commissioner for Adult Training & Development	Mr D Mayor*
Deputy National Commissioner for Adult Training & Development	Ms T Batters
National Commissioner Youth Program	Mr N Reece*
Deputy National Commissioner Youth Program	Ms J Miller
National Commissioner International	Mr A Wardle*
Deputy National Commissioner International	Ms R Mavor
Chair, National Rover Council	Ms E Bridger* (until 31 January 2021)
	Ms E Hewitt* (from 31 January 2021)

OTHER NATIONAL POSITIONS	
Principal, Scouts Australia Institute of Training	Mr P Parkinson OAM
Project Commissioner Transformation	Mr J Clarke (until 1 July 2021)
National General Manager	Mr M Stedfut

*Also member of National Council +Chief Commissioner of Branch



RECOGNITION



SCOUTING HONOURS

2021 AUSTRALIA DAY HONOURS

Medal of the Order of Australia (OAM)

- Brenda De Bes, former Assistant Chief Commissioner, current Honorary Commissioner, Scouts ACT
- The late Gordon Dendle, Office Bearer for Geelong Peninsula District and Group Chairman of 1st Leopold, Scouts VIC
- Christopher Diener, former Venturer Leader, Scouts ACT
- Patricia Fortier, NSW Central Coast Gang Show Scout Fellowship Member, Scouts NSW
- Jeffery Harrison, Honorary State Commissioner, Scouts NSW
- Dr David Nelson, former volunteer, Scouts WA

- Ronald Wallace, Region Leader, Brisbane North Region, Scouts QLD
- Alan Wickes, former Scout Leader at 1st Frankston, Scouts VIC
- Peter Wicking, former Scout Leader at 2nd Beaumaris Sea Scouts, Scouts VIC

Member of the Order of Australia (AM)

- Kirsty Brown AM, former NCYP, NCATD, Chief Commissioner of Queensland, current Project Commissioner, Scouts QLD
- Rabbi Mordechai Gutnick AM, who was recognised for his contributions to the Jewish community and for his role as Spiritual Advisor to Scouting groups in the Doncaster area, Scouts VIC

2021 QUEEN'S BIRTHDAY HONOURS LIST

Medal (OAM) In The General Division

- Leo Farrelly
- Anthony Waller
- Denise Davies
- Norma Notley
- Shirley Stonestreet
- Paul Russell
- Alistair Horne
- Cornelis (Kees) Klep
- Ian Sandell
- John Wightwick
- Lynette Stepheson
- Margaret Turner
- Raymond Weston

Member (AM) In The General Division

- Thuat Van Nguyen

2021 ADULT RECOGNITION AWARDS

The following Scouts Australia members received the Silver Kangaroo and National President's Awards for eminent achievement and meritorious services to the Association in the 2021 Adult Recognition Awards.

NATIONAL PRESIDENT'S AWARD			
NAME	APPOINTMENT	FORMATION	BRANCH
Judith Beacham	Adult Support	Camp Warringal	VIC
Robert Brain	Australian Scout Fellowship	ASF-City Of Knox	VIC
Nellie Crawford	Adult Support	Camberwell Showtime	VIC
Diane Johnson	Adult Support	1st Mooroolbark	VIC
Georgina Luckman	Australian Scout Fellowship	ASF-South Western	VIC
Peter Lyon	Australian Scout Fellowship	ASF-Glenelg River	VIC
Norman Sheppard	Australian Scout Fellowship	ASF-South Western	VIC
Kenneth Michael AC KStJ	Branch President	Western Australian Branch	WA
Dennis Green AM	Chair, National Executive Committee	Scouts Australia	National

SILVER KANGAROO			
NAME	APPOINTMENT	FORMATION	BRANCH
Cheryl Borsak	Group Leader	1st Burwood Scout Group	NSW
Margaret Crawford	Regional Commissioner (Adult Training & Development)	Hunter and Coastal Region	NSW
John Osseweyer	District Commissioner	Keirawarra District	NSW
Robert Campbell	Deputy Chief Commissioner (Major Activities)	Queensland Branch	QLD
David Day	Assistant Region Commissioner (Group Support)	Gold Coast Region	QLD
Robin Austin	Assistant District Commissioner	Heysen District	SA
Denice Walter	Project Commissioner Gang Show	Branch	TAS
Anthony McDonald	Venturer Leader	Mersey District	TAS
Marion Blight	Project Commissioner Leader Build	Branch	TAS
Olive Elston OAM	Australian Scout Fellowship	ASF-Cardinia	VIC
Wayne Freeman	Assistant Scout Leader	1st Hoppers Crossing	VIC
Jean-Paul Horn	District Leader - Scouts	Tilba Tilba District	VIC
Stephen James	District Leader - Development	Sunraysia District	VIC
Jeanette Kerr	Honorary Commissioner	Victorian Branch	VIC
John Kerr	State Commissioner - New Program Implementation	Victorian Branch	VIC
Charles Medwin OAM	Group Leader	4th Frankston	VIC
Edward Pitfield	Group Leader	1st Eastern Park	VIC
Barry Schafer	Assistant Venturer Leader	Baden Powell Park	VIC
David Searle	District Commissioner	Sunraysia District	VIC
Carl Daggars	Branch Commissioner Scouts	Western Australian Branch	WA
Philip Harrison	Chief Commissioner of Australia	Scouts Australia	National



Scouts
AUSTRALIA

Scouts Australia acknowledges with thanks the photographers from each Branch of Scouts Australia. Special thanks must be extended to Ouita Spalding for her invaluable assistance in the design, preparation and production of this Annual Report. Her calm manner, professionalism and commitment is greatly appreciated by all at Scouts Australia.



SCOUTS
Australia

Member of the World Organization of the Scout Movement