

The Scout Association  
ANNUAL REPORT &  
ACCOUNTS 2001 - 2002



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# The Scout Association ANNUAL REPORT & ACCOUNTS 2001 - 2002

*The 93<sup>rd</sup> Annual Report of the Committee of the Council including the consolidated financial statements for the year ended 31st March 2002.*

Incorporated by Royal Charter

Registered Charity No 306101

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**Investment Managers** Cazenove Fund  
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**Investment Powers** The Association's Royal Charter  
authorises it to invest funds of the Association not

immediately required in pursuance of its objects and  
to use the services of a private investment manager  
or firm.

**Insurance Brokers** Willis Limited, 10 Trinity Square,  
London EC3P 3AX

*The Scout Association exists by authority of a Royal  
Charter, granted by King George V in 1912 and  
supplemented by further Charters granted by King  
George VI and Queen Elizabeth II. These Charters give  
authority to the Bye Laws of the Association which  
are approved by Her Majesty's Privy Council. The Bye  
Laws, in turn, authorise the making of rules for the  
regulation of the Association's affairs. The rules are  
laid out in the Policy, Organisation and Rules of The  
Scout Association.*

*The Aim of the Association is to promote the  
development of young people in achieving their full  
physical, intellectual, social and spiritual potentials, as  
individuals, as responsible citizens and as members of  
their local, national and international communities.*

*The Method of achieving the Aim of the Association  
is by providing an enjoyable and attractive scheme of  
progressive training, based on the Scout Promise and  
Law.*

*The report and accounts cover the activities directly  
controlled by The Scout Association (Charity Number  
306101). The activities of the Scout Councils of  
Northern Ireland, Scotland and Wales together with  
Scout Counties, Areas, Districts and Groups are not  
reflected in the report and accounts. These bodies are  
autonomous charities which are affiliated to The  
Scout Association which together form the Scout  
Movement in the United Kingdom.*

*The management of the business of the Association  
is vested in the Committee of the Council. The  
Committee comprises 12 Elected Members and three  
Elected Youth Representatives elected by the Council  
of The Scout Association at its Annual General  
Meeting and Ex-officio and Co-opted members. The  
total number of Ex-officio and Co-opted members  
does not exceed the total number of Elected  
Members.*

*Chairmen and members of sub-Committees are  
appointed annually by the Committee of the Council.*

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## INTRODUCTION BY THE CHAIRMAN, COMMITTEE OF THE COUNCIL

At the end of our last Annual Report, we concluded by stating that 'the building blocks are all there: let us all now build Scouting.' I am pleased to confirm that during the year we have cemented the blocks together in our different ways to construct a significant way forward for the Association.

For many of you, your local start for new 'Scouting' was the purchase of the new uniform, the re-branding of the Association and waiting to receive your information about the new Programme. In January 2002 the Programme Review Implementation Team hit the road providing regional launches, explaining the new Sections and what impact the new Programme would have. The feedback was very encouraging with universal acceptance of the new Programme and support materials. It would be remiss not to publicly thank all those involved in the launches and the many hours of material writing.

This is the start of providing more relevant programmes to our Members which in turn we trust will lead to an increase in our numbers. The decline in the recorded numbers in membership of the Association has declined but we still have over 30,000 on our waiting lists. The task before us is self evident.

In September 2001, one of the most horrific and terrible tragedies occurred. Immediately following the tragedy, the Chief Scout sent his condolences and offer of support to the Boy Scouts of America, as they too coped with the unfolding aftermath in New York, and provided support to their communities. The effects of this day have been felt around the World and the Association is not immune from them. Due to the costs of third party liability insurance rising, our own insurance premiums have increased significantly.

And so to the future. We would be naive in thinking that we can sit back after providing the changes the Association wanted, the changes which many of you called for. We are a Movement and by definition this means constantly reviewing where we are and where we need to be. I can assure you that the Committee is fully aware of the issues that face us and are preparing a development strategy of how Scouting may look in 2012, as society and those members of it who we serve, continually changes.

On behalf of the Committee, I should particularly like to thank the Association's staff for all their support and efforts over the year under review. They have coped with the changes occasioned by the move to new offices and at the same time supported the preparations for the delivery of the new Programme.

**Many Leaders point to the 'out' in Scouting as a key element of our Programme, let us all ensure in the next twelve months we do get 'out and about' to live that vision.**



John Asplin  
Chairman, Committee of the Council



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# The Scout Association ANNUAL REPORT

## Introduction

This report provides a summary of the business activities of the Committee of the Council and its sub-Committees during the period April 2001 to March 2002. A wider overview of Scouting activities throughout the United Kingdom called 'be prepared ... for change' was published in September 2001 and distributed to members of the Council. Copies are available from the Scout Information Centre.

The Members of the Committee of the Council are the Trustees of The Scout Association. The management of the business of the Association is vested in the Committee. The Committee is responsible for policy making but delegates some operational decisions to its sub-Committees, which may also recommend policies for the consideration of the Committee.

The Committee of the Council met five times during the period under review. Its sub-Committees generally met quarterly. During the year two County and Area Commissioners exercised their right of attendance at meetings of the Committee, as did most National Commissioners.

The Association is grateful for the continuing support of its Patron, HM The Queen, and its President, HRH the Duke of Kent.

The President attended a luncheon party given by the Chief Scout at Baden-Powell House with the Association's Vice Presidents to mark the 25<sup>th</sup> anniversary of His Royal Highness taking up the post of President. In accepting the gift of a limited edition Sevres porcelain vase from the Chief Scout the President spoke spontaneously and warmly offering his thanks and his appreciation of Scouting.

His Royal Highness also reviewed the annual Parade of Queen's Scouts at Windsor Castle on 22 April 2001 and attended the National Scout Service afterwards. A few days later he opened the new Headquarters office building, Gilwell House, at Gilwell Park on 27 April.

On behalf of the Association the Chief Scout sent a message of sympathy to HM The Queen on the death of HRH Princess Margaret, President of Girlguiding UK and also on the death of HM Queen Elizabeth The Queen Mother.

The Committee was pleased to offer its congratulations to the Chief Scout who had been honoured by HM The Queen and created a Commander of the Most Honourable Order of the British Empire [CBE] for his services to Scouting.

During the year under review the Committee of the Council and its sub-committees undertook significant work in a number of areas:

- Strategic Vision 2002 - 2012
- Better Scouting for More Young People
- New Programme
- Adult Training Review
- Scouting and the World Community
- Parliamentary Activity
- Corporate sub-Branding of Sections
- Gilwell Park Redevelopment
- Membership of the Council
- Membership Management System

These matters are reported in more detail later in this report.

## Strategic Vision 2002 -2012

Following the *Going For Growth* initiative a few years ago, the Committee decided it was time to explore the development of Scouting in a different way to provide opportunities for more young people in the United Kingdom. The Committee therefore considered a strategic vision for the Association for the years 2002-2012.

In the years leading to 1967 the Chief Scout's Advance Party Report's recommendations and the Committee of the Council's subsequent decisions brought major changes to Scouting's infrastructure, programme and strategic direction.

Thirty years later, in 1997, the ten-year vision *Towards 2007* was begun. This strategic plan gave the opportunity to look at all facets of the Association under three key strands of infrastructure, curriculum and celebration.

With regard to infrastructure a major UK-wide consultation had led to core services being prioritised.

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This took place through local documentation and a County/Area Commissioners' Conference under the heading of *Local Support Services*. Preliminary work had been researched through an *Integrated Pilot Project* in the Midlands. Decisions to rein in costs and set priorities even more sharply were the outcomes of seeking to reduce the national cost of supporting Scouting. Overall significant cuts were made to the operating budget and to total staff levels. This resulted in substantially recasting of priorities.

Changes to the infrastructure included a substantial refocusing of an increased number of field-based staff into a Field Development Service, thereby providing more support to those working with Leaders. A specialist centrally-based staff augmented this development team.

The Information Centre had been established to provide information direct to the membership, operating at times to match needs, six days a week and accessible by telephone and e-mail. Direct communication has also been developed utilising modern technology. It is now possible to complete the annual census returns on line and greater use is being made of websites and e-trading.

The Association's image was also reviewed with a large response to a consultative questionnaire on uniform and a major refreshing of the Association's corporate logo, with the results being implemented and introduced during 2001.

Headquarters costs have been further addressed by bringing together the many services provided to the Movement. By co-location from three sites to a single new Headquarters building sited at Gilwell Park, the Association's funds and resources can be used in a more economical and effective way. Commercial activity has also seen operational changes, particularly the greater productivity of sponsorship deals and the operation of conference facilities.

Concerning the Programme (curriculum) both internal and external research has been commissioned and the resulting data used for a fundamental design of a new Programme. Co-education across all Sections has been introduced and more properly addressed. More emphasis has been placed on the recruitment of Leaders, together with the necessary support and training.

New publications have been written and designed to meet the new Programme changes. Briefings and launches of the new Programme were started before the end of the year under review so as to ensure the membership of the Association is aware of the changes, the reasons for them and the time-scales for implementation.

Lastly the Committee reviewed the progress that has been made on the plans for the forthcoming centenary celebrations during the period 1997-2007.

The Association has secured the right to host the 2007 Centenary World Scout Jamboree for 40,000 participants with a preparatory European Jamboree for 15,000 in 2005. There will also be a wider programme of youth involvement and international events.

The Association is committed to ensuring that all aspects of 2007 have a purpose not only for the young people involved in the event but also organisationally. A separate subsidiary company, Scouting 2007, has been established to ensure delivery.

In preparing its future strategy the Committee of the Council also noted additional achievements from 1997 to date which have helped to maximise opportunities for the development of the Association.

During the past five years there has been a progressive and incremental seriousness of Scouting's political presence both for lobbying [such as on the cost of criminal records checks on volunteers] and for partnerships [such as membership of several Ministerial working groups].

National and international acclaim has been achieved for the Association's pioneering work with voluntary sector child protection. The Association has significantly embedded proper processes into procedures that were, in earlier years, often ad hoc.

Major developments have taken place to improve youth participation within the Association and within World Scouting. Recognition has also been given for producing and supporting a timely and comprehensive equal opportunities policy.

Two substantive pieces of work - the redevelopment of the Gilwell Park Camp Site and the development

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of a single Membership Management System – have also commenced to underpin support to the Movement, to further enhance infrastructure and benefit strategies for growth.

Both these projects are scheduled to be fully operational by 2007, each providing a service to Members. More recently work has begun to define and schedule the work-plans for three campaigns to help grow Scouting over the next three years.

The developments of the past five years have been possible due to a clarity of focus, and the holding to a long-term vision. However to maintain the momentum the Committee has decided to set a new vision for the period 2002 to 2012 and plan for what Scouting should look like in ten years time.

It is essential that the new Programme and structural changes are embedded locally well before concentration shifts onto matters to do with Scouting's centenary. It is also essential that the centenary itself be used to extract the maximum possible benefit and growth opportunities. Some financial investment is necessary before these benefits can be received.

The major building blocks for the Movement's growth are now in place. However by 2012 it will be five years since the Movement's centenary, ten years since the launch of the new Programme and 15 years since the Programme Review Group's work and research started.

The creation of this new vision will in turn lead to a proper business plan for the Association to 2012.

Members of the Committee have considered what are anticipated to be key features of society between 2002 to 2012 and a positive scenario as to how Scouting might develop in this period. Consideration has also been given to a negative scenario and positive ways to manage the risks.

The Committee has now agreed its outline Strategic Vision for the years 2002-2012 which will be discussed at the County/Area Commissioners' Conference in November 2002. It has also been agreed to hold an associated National District Commissioners' Conference in Spring 2004. Suitable opportunity and methods will also be found to consult with young people on the strategy.

## Programme and Development

### The New Programme

Members of the Committee attended a special briefing on the new Programme in January 2002 in advance of the start of regional launches.

Details of the revamped and re-vitalised activity and training programme were launched at a series of roadshows in February, March and April 2002.

Seven years ago Scouting started a total review of its programme for young people. The outcome of this consultation with over 30,000 people were revealed to County Scouting representatives so that they could organise local launches for Leaders from Scout Groups.

The new Programme is based on revised age ranges – extending up to 25 years old – together with major changes to the challenges, Awards and activities to meet the changing aspirations and expectations of young people today. Two new Sections have been introduced: Explorer Scouts for the 14-18 year olds and for the 18-25 year age range the Scout Network.

Extensive research showed that modern youngsters need to belong as a family member, within their peer group, in the local community and in society at large. They have a need for learning and discovery about themselves as individuals, about others and the world around them. To achieve their full potential they need to be helped to manage their own development, cope with the pressures of life and society and develop a sense of self-worth, and purpose.

The new Programme provides these in an attractive, fulfilling and fun package based on young people enjoying themselves by *learning through doing* and taking responsibility for themselves and others in ways appropriate to their age and ability. Proven methods that have led to Scouting becoming the world's largest youth Movement.

Local Scout Groups have until December 2003 to move over to the new Programme so that the adult Leaders have time to understand and adopt the significant changes being introduced.



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In addition to the local briefings, workshops and training opportunities, the new Programme is supported by over 40 specially written publications and other resources as well as extensive material available on ScoutBaseUK the official web-site for Members ([www.scoutbase.org.uk](http://www.scoutbase.org.uk)).

With social and work pressures on adults increasing it is difficult to recruit adults to come forward and work with young people. For this reason the new Programme is easier and more flexible to operate because although the demands to join Scouting remain unabated, growth is consistently restricted due to the difficulties of finding enough adult volunteers.

When a young person of any age joins Scouting they will be helped to understand what the Movement offers and the commitment they are undertaking when they make the Scout Promise. As they progress through the different Sections they will tackle a number of themed and personal challenges and have the opportunity to achieve a range of top Awards and ultimately the Queen's Scout Award. The new Programme also offers close links into the Duke of Edinburgh's Award Scheme for 14-21 year old Members.

The last time significant changes of this magnitude were adopted in the UK Scout Movement was in 1967.

### Better Scouting for More Young People

The Committee received a paper entitled *Better Scouting for More Young People* which followed from earlier discussions at the Committee and consultation with the Chief Scout's Committee and the sub-Committees as well as other relevant parties.

It is acknowledged that the *Going For Growth* project a few years ago had not been a one-off initiative but part of a process that focused attention on the need for development plans. It was therefore agreed that the Committee of the Council continue to have ownership of development.

Following the discussions action plans were developed and the appropriate committee or lead volunteer invited to implement various points of the plan.

### Development

The Committee also considered a revised approach to responsibilities for development issues. Members supported the idea of a person directly responsible to it for the development and the promotion of the initiative of *Better Scouting for More Young People*. It has commissioned a paper that will explore these ideas further and include suggestions for the role to reflect the importance of the task.

### British Youth Council

The Committee received a report and recommendations from the Chairman of the Scout Delegation to the British Youth Council on the British Youth Council's Annual General Meeting and Conference 2001.

It agreed future selection procedures for the Scout Delegation and to promote the opportunity to become delegates to members of the Scout Network in addition to Nominated Youth Members of the Council of the Association

A small working group will also consider how the Scout Delegation can best represent the views of Members of the Association and how the services of the British Youth Council might be made available at County level to help increase and improve the participation of young people in decision making locally.

### Adult Training Review

During the year the Committee received a report and recommendations for the review of adult training. Concerns about the quality and effectiveness of Group Scout Leader and Commissioner training had first been raised in 1997 and had become specific targets in the Committee's strategic development plan. The National Adult Training Forum had also received comments from trainers. It was also clear that the new Programme would also require changes. A complete review of the adult training scheme was started in 1999.

Two working groups were established to review Section Leader training and Group Scout Leader, Commissioner and Administrator training. Membership comprised people who delivered and received training. These groups acted independently



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but finally identified similar new structures and delivery methods. These results were combined to produce a single new training scheme for all adults within Scouting.

The new scheme will be built around a number of national core objectives and adults will be able to choose the most appropriate method of receiving them. The scheme will recognise prior learning, experience and knowledge. Individuals who can clearly show that they are able to meet the objectives and validation methods of particular training modules will be exempt from that part of training.

In future, training will commence at the point where an adult expresses an interest in a role in Scouting. Research has shown that the people are more likely to stay involved in a voluntary position if they are clear about the expectations of that role at an early stage.

Each adult will also complete an annual review of their learning and a final review will be made prior to the recommendation for the award of the Wood Badge – the recognition of completion of adult training. Furthermore adults will be expected to keep their learning up-to-date through ongoing training.

During the review process further factors have been recognised as being desirable. These included having a training scheme that is externally recognised; the Association becoming a recognised provider of external qualifications; and ensuring that all adults including trainers are appropriately trained.

In addition the Committee recognised that there should be flexibility in local volunteer structures to support training. In future local Commissioners will be encouraged to decide on the best methods for the support and management of training in each County/ Area.

The Committee also agreed in principle to the creation of a Moderation and Quality Assurance Panel as a standing body within Adult Support. It is envisaged that this panel will provide both internal control measures and satisfy the demand for a national quality control mechanism for the purposes of external accreditation.

The Committee also agreed that all warranted Leaders should have first aid training and commissioned work on the practical and resource implications of this decision.

## Safety in Adventurous Activities

The Committee considered various safety matters in connection with adventurous activities. Two court cases had raised serious issues that the Association needed to take into account. The Chairman of the Committee therefore convened a meeting of specialists to take stock and review the current situation.

To reinforce the issues the Committee watched a video recording of a television programme made by Harlech TV which looked at the Association's approach to activities. It showed that what the Association was doing was right but that it had to do more to raise the consciousness of local Leaders for the safety of young people in their care.

Implications of the Foot and Mouth outbreak meant that the Committee had to extend the transitional arrangements for the new requirements for Hill Walking and Mountain Biking by one year in response to restricted access to the countryside for training activities.

It also agreed to provide further direction and support to Counties and Areas in order to prevent adults operating beyond the limits of their authorisation and to advise on adventurous activities abroad.

## Residential and Camping Permit Scheme

The Programme and Development sub-Committee started work on proposals for a residential and camping permit scheme in 1996. Since then a variety of pilot schemes had been undertaken in different Counties. Final proposals will be considered by the Committee in the Autumn of 2002. The proposals will mark a significant shift from an inspection system to an adult licence/ competence scheme.

## Gilwell Park Camp Site Redevelopment

During the year full outline planning permission for the redevelopment of the Gilwell Park Camp Site

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was granted by Epping Forest District Council with which the Association has a good working relationship. Work on the development is now commencing. The timetable for the completion of this project is funding driven and subject to external funds being raised and available at appropriate times. The target is £20 million. It is anticipated that the work will be completed by 2005/6.

## Communications and Image

### Members of Parliament

The Chief Scout wrote to all Members of Parliament at Westminster and invited each to visit a Scouting activity in their constituency. By 31 March 2002 over 225 Members of Parliament replied asking for arrangements to be made for such a visit.

### Government Task Force

The Chief Executive accepted an invitation from the Minister at the Home Office to join a Government Task Force reviewing youth participation in public elections.

### Parliamentary Reception

The Association held a very successful Parliamentary reception in November 2001 to brief Members of Parliament on current Scouting and the new Programme in particular. Three Ministers of State addressed the reception. This event was well attended and a number of Members of Parliament joined the All Party Parliamentary Scout Group.

### Government Youth Service Strategy

The Chief Executive joined the panel of speakers at the Ministerial launch of the Government's Youth Service Strategy which brought together representatives of the statutory and voluntary sectors in a consultation on the future direction of the youth service.

### High Sheriff of Essex

Headquarters hosted a visit to Gilwell Park by the

High Sheriff of Essex and the Chairman and Vice-Chairman of Epping Forest District Council.

### National Training Awards

The Scout Association won a 2001 National Training Award from the Department for Education and Skills. The staff of the Information Centre had featured highly in the citation.

### National Vocational Qualifications

The first outcomes of the Association's Headquarters being a Recognised Centre for the awarding of National Vocational Qualifications were realised with the award of NVQs in Level Three Customer Care to staff of the Information Centre.

### Media Reporting

Following inaccurate media reporting regarding proposed legislation outlawing single-sex members' clubs in which it was suggested that The Scout Association was a single-sex organisation the Chief Executive wrote reaffirming that Scouting was a co-educational organisation. The letter was published in several national newspapers.

### Scouting Magazine

The Committee received a report on Scouting Magazine. A number of changes have been made in the editorial content which has been warmly welcomed. The magazine has become a brighter, fresher and more relevant publication. However the Committee noted the financial challenges associated with the current magazine and proposed that alternative options to the present arrangement be considered. The Committee established a working party to review the strategy for Scouting Magazine together with the business arrangements for its publication.

### Corporate Identity

The Committee received a briefing on the corporate identity and sub branding of the training sections prior to their launch to the Movement at the same time as the new Programme in Spring 2002.

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## Communication and Consultation

Work has been undertaken to put in place a more direct method of communication with Counties and Areas as a replacement for the National Teams that had been stood down. Headquarters will monitor the effectiveness of this approach to consultation and review progress in 2004.

## ScoutBase UK

ScoutBase UK ([www.scoutbase.org.uk](http://www.scoutbase.org.uk)), the Members' website, continues to provide Members with direct access to a great deal of management and resource information. The associated email list can provide 'instant' news and information to over 26,000 subscribers and is an integral part of the Association's communications processes. This list has now been supplemented with a series of 'special-interest' mailing lists to which Members can subscribe to in order to be kept up to date with news and information on specific topics.

## National Events

### Scout Job Week 2001

Sponsorship was secured from Procter & Gamble enabling a Headquarters supported Scout Job Week in 2001.

### National Scout Service

The National Scout Service was held by kind permission of HM The Queen at Windsor Castle in April 2001. The parade of over 600 Queen's Scouts was reviewed by HRH The Duke of Kent President of the Association.

### The Speaker's Reception

The Speaker of the House of Commons graciously hosted a reception of Scouts and Members of Parliament in Speaker's House at Westminster in July 2001. Some 120 Scouts and Members of Parliament attended this significant annual event.

### Gilwell Reunion

The Annual Reunion for Wood Badge holders was

held at Gilwell Park at the beginning of September 2001. Activities and information bases under the theme 2001 ...a Scout Odyssey the event attracted 2000 Wood Badge holders and other adults from the United Kingdom and 19 other countries.

## The Queen's Golden Jubilee 2002 - Be prepared to make a difference

Plans to celebrate HM The Queen's Golden Jubilee in 2002 were prepared in order to provide opportunities for the Movement to take part in Commonwealth-related programme activities and projects and to become more aware of global issues and to get involved in them.

The Jubilee is also being used to promote the Queen's Scout Award to Venture Scouts and suitable Commonwealth opportunities will be promoted for Queen's Scout Award and Explorer Belt expeditions.

Commonwealth themes have also been developed for the two National Receptions for Queen's Scouts, for the April 2002 National Parade of Queen's Scouts and the National Scout Service at Windsor and for local St. George's Day Parades.

A celebration badge was made available in Autumn 2001 for wear on uniform from 1 January 2002 for the calendar year. Proceeds from the badge sales are going to designated Commonwealth charities.

### Founder's Day 2002

The Chief Scout and other members of the Association attended the Founder's Day/Thinking Day Service in February 2002 in Westminster Abbey.

### Silver Wolf Holders' Reception 2002

The Chief Scout hosted a reception in February 2002 for Silver Wolf holders who received their award in the St George's Day Awards 2001.

### National Programme Initiative 2003

During the year it was agreed that the National Programme Initiative for 2003 will focus on inclusive

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Scouting. In view of the bedding in of the new Programme this project will be limited to the provision of some simple programme ideas.

## International European Conference

The Association sent a delegation to the 17th European Scout Conference and the 10th European Scout and Guide Conference in July 2001. The Committee noted the various resolutions that had been passed.

The subject of youth participation provoked considerable debate. In its preparation the United Kingdom delegation had drafted a resolution on youth participation in decision making within the European Scout Region. This followed on from the work that the Association undertook on behalf of the World Scout Committee to consult with other National Scout Organisations. During the conference and working closely with other National Scout Organisations, some minor changes were made and the following text adopted by the Conference:

*Resolution 11/2001: Resolved that a review of the Constitution of the [European Scout] Region is undertaken looking at how people under 30 could be represented on the European Scout Committee, consulting National Scout Organisations, involving young people and learning from good practice to bring proposals to the next Conference so that full youth involvement based on competence is achieved. Resolved also that the European Scout Committee should offer a considerably reduced conference fee for participants under 30.*

A resolution was also proposed by the delegation that the conference officially recognise the European Scout Jamboree to be held in the United Kingdom in 2005 as a 'designated European event'. The Jamboree will be held at the same location as the Centenary World Scout Jamboree and will be used to test all systems and programmes for that event. The resolution was accepted by the Conference.

## Scouting and the World Community

Action was taken by Headquarters on several levels following the terrorist attacks in the United States of America on 11 September 2001. As the world's media was reporting the tragic events a letter was sent by e-mail by the Chief Scout and the Chief Executive on behalf of the Association to the Boy Scouts of America. It is known that its reception gave American colleagues encouragement and strength.

Within a week of the attacks a package of educational resource material entitled *In the Face of Terrorism* had been prepared. The activities, games and prayers included were designed for use by Colonies, Packs, Troops, Units and Groups and the material had been made widely available through email, direct mailing and on ScoutBaseUK.

Subsequently the material was translated into several languages by other National Scout Organisations and posted on the World Scout Bureau's web site. The resource was widely commended by others in education and in the youth service.

Briefings were given to members of the All Party Parliamentary Scout Group as well as other Parliamentarians and senior advisers. The pro-activity in offering the resources of the Association to contribute to peace education has also been welcomed and discussions have now been extended to options for roles that could be played by personnel or facilities during any possible civil catastrophe.

During a parliamentary debate the Prime Minister commended the preliminary discussions and paid tribute to the offer of assistance made by the Association.

## 36th World Scout Conference

The Committee agreed to send a delegation to the World Scout Conference in July 2002. The Chief Scout will lead the delegation.

## World Scout Committee Fact Finding Study

The Committee noted the response from the World Scout Bureau to a report into the future of the World

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Organisation of the Scout Movement and the World Association of Girl Guides and Girl Scouts. The report had been prepared by John Beresford, a Vice-President of the Association and Chairman of the World Constitutions Committee.

The World Scout Committee had decided not to pursue the question of discussions with the World Association of Girl Guides and Girl Scouts on the subject of forming one single new world organisation for the time being.

In the mean time it will continue to work to enhance mutual understanding and assist the World Association of Girl Guides and Girl Scouts to clarify their options of their own long term vision identified at their World Conference in Dublin in 1999 and to understand the implications of a possible new single organisation, so that the discussion at a future World Scout Conference may be better informed.

### World Scout Jamboree, Thailand

Planning and preparations have continued to take 3,000 Members to the 20th World Scout Jamboree in Thailand. The event runs from 27 December 2002 to 7 January 2003. It is anticipated that at least 25,000 young people, aged 14 to 18, will participate in the Jamboree.

### 12th World Scout Moot

During the year it was agreed that the Association would send a contingent to the World Scout Moot to be held on Taiwan from 29 July to 11 August 2004.

### European Activities Symposium

The Association hosted a meeting of European Associations at Gilwell Park to consider the various legal requirements imposed by European governments on voluntary organisations undertaking adventurous activities.

## Management and Administration

### Membership of the Council

The Committee commissioned and received a report and recommendations from the General Purposes sub-

Committee on Membership of the Council of The Scout Association.

The Committee concluded that the overall number of members of the Council of The Scout Association provided for in the Royal Charter (500) should not be changed. It also agreed that no proposal to change the existing procedure of designating membership of the Council by the Chairmen of National Boards was needed.

It also noted with concern that despite initiatives taken by the Council and the Committee of the Council in previous years, the majority of the seats on the Council for youth representatives have not yet been filled. At the time of consideration there were only 38 seats filled out of a total of 114.

Counties and Areas with more than 10,000 Members are entitled to a second Nominated Member seat on the Council. The Committee of the Council reconfirmed its 1998 decision that there should be no proposed changes to the allocation of the numbers of Nominated Members to each County/Area but noted that if the membership continued to decline it will only be just over ten years before all Counties currently with more than one Nominated Member will lose those rights.

The position of Elected Members on the Council was reviewed. The number of Elected Members of the Council is limited to a maximum of 60 persons. For many years these seats have been used exclusively to invite the holders of certain non-Scout offices and other significant figures in public life, to associate themselves with the Scout Movement by accepting membership of its governing body. The Committee agreed that there was no need to propose a change in current procedures in respect of nominating Elected Members.

The position of non-executive non-staff directors of subsidiary companies of The Scout Association was also considered. It had been proposed that these directors should become ex-officio members of the Council. It was noted and accepted that Membership of the Council did not confer membership of the Association although most members of the Council were Members or Associate Members of the Association. Since the



# The Scout Association

## ANNUAL REPORT

subsidiary companies were designated annually as 'National Boards' of the Association, their Chairmen became Ex-Officio Members of the Council. Therefore the Committee decided that no change should be proposed in respect of the position of the non-executive non-staff directorships.

### Committee of the Council

The Committee noted that there had been significant developments and improvements in its own operational efficiency and effectiveness in recent years. It accepted that it was now opportune to further review its own role, structure and working methods with a view to considering if further changes should be introduced to ensure it was best placed to meet the challenge of guiding the Movement's development in the next few years. Following preliminary discussions it was agreed to return to this topic at its June 2002 meeting.

New members of the Committee attended Trustee training organised by Headquarters.

### Local Volunteers Structures

Following discussions with members of the Council at their conference in September 2001 the Committee reviewed progress on this topic and agreed to put its earlier decisions into effect.

Information will be published during Summer 2002 and opportunities taken to encourage a measured, flexible approach to local volunteer structures.

### Membership Management System

The Committee received a report on the research undertaken to examine the feasibility of establishing a national Membership Management System.

The Association's current adult membership database was not configured for communication work when it was first installed in the mid-1990s. This function was badly needed to enable direct communication with Members at all levels.

The project group had identified various benefits for such a system being in place. The ability to link local membership records with national census data would provide an invaluable tool for development purposes.

Information and programme initiatives could be sent directly to young people and adult training needs more easily identified and supported.

The Committee received the recommendations of the project group and after careful consideration agreed that a central Membership Management System will be established.

Following the Committee's decision to establish a Membership Management System a series of consultative workshops was held in different parts of the country to help define the specification and systems architecture. These workshops also provided some potential users of the system with the opportunity to comment on the approach, what local reports might be required and who should have access to the system.

Later the Committee received progress reports on the early implementation of the system including consideration of the recording and issuing of all appointments nationally in addition to warrants. Budget management during 2002/2003 will defer full implementation by a few months until the financial year 2004/2005.

### Census 2001

It was noted that the overall reduction in the membership in 2001 was 5.2 per cent. The numbers of young people of eligible age on waiting lists was estimated at 33,631.

The Committee felt there was a distinct lack of focus and action on the matter by some Counties and Areas and there is a long way to go to help Commissioners and Leaders feel a sense of mission in helping to make a difference to more children's lives.

There was evidence of growth and development taking place in some areas. The new Scout Group for Somali refugees that had opened with 24 Cub Scouts in Merseyside was particularly noted.

### Census 2002

A new on-line data collection system option was introduced for 2002. This encouraged returns to be submitted more quickly. An analysis of these returns indicates a slowing in the reduction in the number of Members. A few Counties have reported increases in



# The Scout Association ANNUAL REPORT

membership. The information also indicated there are still 30,000 young people on waiting lists.

## Co-location of Headquarters Offices

The Committee received a final report on the co-location project. The project had been completed as scheduled and within the total budget. The new building had been constructed and occupied by the target date and has proved operationally successful for service provision and meetings.

The offices at 52A Cromwell Road were disposed of ahead of schedule and for a greater sum than expected and the Hostel had successfully refocused its catering provision to compensate for the drop in income from the loss of staff lunches.

The relocation, recruitment and training of staff had been successfully completed with a positive attitude being shown towards workplace culture and environment. Staff had performed and delivered well during a challenging period and without any disruption to the service to the Movement.

The co-location project was perceived as having given value-for-money and the new facilities provided a suitable venue for visits and events. The project had also been acknowledged as significant and successful by the local community including the County and District Councils.

The Committee was pleased to note the successful outcome of this major project.

## Constitutions

During the year under review the Committee approved changes to the constitutions of St. Kitts (an Overseas Branch of the Association) and of the Welsh Scout Council. The International Commissioner was also authorised to invite the separate Branches of St. Kitts and Nevis to form one Branch.

## Centenary Celebrations 2007

Plans to celebrate the centenary of Scouting in 2007 were progressed. Scouting 2007 was established to progress the three strands of the celebrations. They are the World Scout Jamboree; the wider celebrations for all Members of the Movement in the United

Kingdom and World Scouting events to be held here.

The Chief Scout, the Chief Executive and the UK Chairman of Scouting 2007 represent the Association on the World Organisation's 2007 Task Force.

## 'Keeping Children Safe' Child Protection Awareness Programme

The *Keeping Children Safe* Child Protection Awareness Programme was developed from collaborative work between five partner organisations – The Scout Association, Girlguiding UK, St. John Ambulance, the Amateur Swimming Association and the NSPCC. *Keeping Children Safe* provides a programme of introductory child protection awareness training to individuals in organisations where there was a current child protection policy. The programme uses a managed distance learning technique.

Since its launch 3,000 Scout participants have completed, or are in the process of completing the programme modules. *Keeping Children Safe* is proving to be a huge success with participants not only in the partner organisations but with other voluntary and statutory agencies which have also adopted the programme for their staff and volunteers including: the Royal Society for the Protection of Birds, Leeds City Council, the Royal British Legion, East Sussex County Council, the National Federation of Sea Anglers and the English Ladies Golf Association.

## Volunteer Appointments

Richard Wade succeeded Sue Camper as National Commissioner for Adult Support on 1 April 2001.

Alex Minajew succeeded Tony Andrews as National Commissioner for Activities on 1 September 2001.

Brian Hilton stood down as National Commissioner for Development on 1 September 2001.

Graham Haddock was appointed as the first National Commissioner for Explorer Scouts on 1 September 2001.

Kenneth Thomson was appointed a Trustee of the Board of The Scout Association Pension and Life

# The Scout Association

## ANNUAL REPORT

Assurance Scheme in May 2001 for the period of time that he remained a member of the Committee of the Council. Mr. Thomson ceased to be a member following the completion of his term of office on the Committee of the Council in September 2001. The Committee agreed the time restriction on Mr. Thomson's appointment be lifted and that he should continue to be a Trustee of the Pension Fund.

David Williamson was appointed as the first National Commissioner for the Scout Network on 1 October 2001.

David Adams was appointed as Chairman of the Trustees of the Board of The Scout Association Pension Fund and Life Assurance Scheme in succession to William Legge-Bourke in October 2001.

Sue Camper was appointed as the first Chairman of the new Development Grants Board in October 2001.

Peter Barnes was appointed as Chief Commissioner for England [South East] in succession to Bill Cockcroft on 1 January 2002.

Barry Sutton was appointed as Chairman of the Awards Board in succession to Gordon Bates on 1 January 2002.

Linda Thelwell was appointed as National Commissioner for Scouts in succession to Richard Butler on 1 March 2002.

### Staff Appointments

Richard Greenwood was appointed as Managing Director of Scouting 2007 from 1 December 2001.

### National Honours

The following Members of the Movement were among those honoured by HM The Queen in Her 2001 Birthday Honours List for services to Scouting and/or the community; Anthony John Abbott, Governor and local Chief Scout, Montserrat (CMG); Geoff Breeden, Assistant County Commissioner (Venture Scouts), Northumberland (OBE); Eric Fell, County Adviser, Community Development, North Yorkshire (MBE); John Thaw Mathers, Group Scout Leader, 1st Cheadle Bethesda Special Needs Group,

Greater Manchester East (MBE) and James Colin Porteous, North Yorkshire (MBE).

In addition to the Chief Scout, others involved with the Movement were also honoured by HM The Queen in the 2002 New Year Honours List including: Lt.Col. Robert Stewart, Area President, Clackmannanshire (KCVO); Cecil Whitehead, Secretary, Buckmore Park, Kent (CBE); Colin Ovenden, former County Chairman, West Lancashire (MBE); Colin McKay, District President, Tynemouth, Northumberland and SCOUTING Magazine contributor (MBE).

The Committee was also pleased to note that Garth Morrison, former Chief Scout, Vice-President of the Association and a Member of the World Scout Committee, was honoured during the year by being appointed Her Majesty's Lord Lieutenant for East Lothian.

### Bronze Wolf

The Committee was pleased to note that the World Scout Committee had awarded the Bronze Wolf to Mr. Stewart Hawkins for significant service to World Scouting. Mr. Hawkins was the Association's Assistant International Commissioner from 1968 and International Commissioner from 1974 to 1981. He had also served as Chairman of the European Scout Committee and the European Scout Foundation.

## Financial Matters

The Association's Accounts have been prepared in accordance with the Statement of Recommended Practice *Accounting and Reporting by Charities* introduced in 2000, more commonly referred to as the Charities SORP. The presentation of the Statement of Financial Activities (SOFA) has been altered to group together incoming resources of a similar nature and likewise for resources expended. Following the changes in reporting the subsidiaries results are incorporated in full, showing total income and expenditure, whereas previous reports included the net results only. Comparatives have been restated accordingly. In order to assist the interpretation of the accounts an Association only SOFA has been added.

# The Scout Association

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### Overview

Another eventful year in terms of the Association's finances ended with an operating surplus of £362,000 compared to £340,000 in the previous year (excluding the surplus on the sale of the Association's offices in Cromwell Road). The £1.5m increase in the Association's Funds to £35.9m primarily reflected the transfer to the Association of assets amounting to £2.5m from the Scout Foundation; this more than offset the reduction in the value of the Association's investment portfolio as a result of the further downturn in world stock markets.

### Incoming Resources

Total incoming resources for the year amounted to £30.1m, an increase of £589,000 over 2001.

Membership fee income rose by 14% to £6,755,000, an increase of £828,000 over last year following the Committee of the Council's decision to raise the annual fee by 20% to £15.00. Once again the lower percentage increase in membership income reflects the continuing decline in membership of just under 5%.

Donations, legacies and similar income includes the transfer of restricted funds following the closure of the Scout Foundation which is referred to below.

Activities in furtherance of the Charity's objects comprise the revenues attributable to the sale of goods and services as part of the directly charitable activities of the Association and of ancillary trades carried on in support of its primary purpose. These include camping, training and accommodation charges at Baden-Powell House, Gilwell Park and Hawkthirst, Information Centre and SCOUTING Magazine sales, and insurance commissions earned both by the insurance department at Lancing and by Scout Insurance Services (Guernsey) Limited. The previous year's results include the £4m surplus arising from the disposal of the Association's offices in Cromwell Road.

Activities for generating funds include the retail sales of Scout Shops and the sponsorship and promotional income derived by Scout Services within the consolidated SOFA, together with non-Scouting income generated by Baden-Powell House and

Gilwell Hotel and Conference Centre. The Association's SOFA includes the management and sponsorship charges made to Scout Shops and Scout Services for staff employed on these operations, which are eliminated on consolidation.

Investment income in the consolidated SOFA is in line with last year at £1,380,000 (2001: £1,351,000), with much of this being applied to the Short Term Investment Service (£437,000) which is paid out to depositors during the year. The Association's income includes interest and rental charges made to Scout Shops of £371,000 (£309,000) which is eliminated on consolidation.

### Resources Expended

Resources expended rose by 8%, once again reflecting the growth in business, particularly within Scout Shops, as well as considerably higher insurance costs following the events of September 11.

Depreciation costs rose significantly following the relocation to Gilwell while unrecoverable VAT rose by £90,000 over the previous year and remains a considerable burden to this and other charities.

Costs of generating funds within the Association include the payroll costs charged to Scout Shops and Scout Services which are eliminated on consolidation.

Expenditure on activities in furtherance of the Charity's objects rose by over 20% to £10.2m (2001: £8.5m), with increased grants payable following the transfer of funds from the Scout Foundation and with the culmination of the major project on the new Programme Resource. Support for 2007 amounted to £148,000, in line with budget, and staff and ancillary costs in support of the next World Jamboree totalling £218,000 have been expended.

Support costs have been attributed to costs of generating sales and charitable expenditure based on an estimate of staff resources or are apportioned in accordance with the split of incoming resources where they cannot be allocated to specific cost categories.

Management and administration comprises costs attributable to the management of the Association's assets, organisation administration and compliance with constitutional and statutory requirements.

# The Scout Association

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### Net Incoming Resources

Net incoming resources before losses on investment assets amounted to £2.9 million, largely due to the funds transferred from the Scout Foundation. Unrestricted reserves rose by £465,000 before net losses on investment assets are taken into account.

### The Association's Funds

The Association's reserves grew by just under £1.5m to £35.9m at the end of the year, with a net cash inflow of £4m. After excluding funds locked into Fixed Assets (£11.62m), Restricted and Endowment Funds (£7.27m) and funds retained in Subsidiaries (£369,000), the Association's unencumbered funds amount to £16.6m. Of this total £7.15m has been set aside into Designated Funds to meet future calls on the Association's finances, including costs leading up to the 2007 Jamboree and modernisation of Gilwell's campsite facilities.

Designated Funds also identifies the costs expended in respect of the next World Jamboree to be held in December 2002. It is anticipated that these costs will be covered out of the overall receipts from participants and that the net surplus or deficit on the event will be accounted for accordingly.

### The Scout Foundation

At the end of the 1980s the Association undertook a major fundraising initiative known as the *Promise Appeal*. As a result of this appeal the Scout Foundation was established in July 1988 to assist The Scout Association. Money raised for central funds through the *Promise Appeal* in 1992 was passed to the Scout Foundation which operated independently of the Association.

Since 1992 the Trustees of the Foundation have managed and administered the funds, and have provided grants for community development projects and for training facilities at Gilwell Park. More recently the Trustees have also supported initiatives for *Going for Growth*, for start-up grants, for activity assessor training and for subsidies for volunteer adult training at Gilwell Park.

At its meeting in May 2001, the Board of the Scout Foundation proposed to transfer all its assets to The Scout Association with future grants to be dispensed

through a specific Association board which would have a similar remit to that aspect of the objects for which the Foundation was established. This transfer of assets valued at £2.5m was completed on 30 September 2001 and the Association established a Development Grants board to continue that aspect of the Foundation's work.

### Scout Shops Limited

The company ended another difficult trading year on a more positive note with an improved financial performance and having successfully launched the new Scout uniform in July 2001.

The first six months trading was marked by the Foot and Mouth crisis, with the restrictions on movements in the countryside being immediately felt in the substantial drop in sales of outdoor products, particularly tentage and camping accessories. During this period the company completed an internal restructuring and geared up for the introduction of the new uniform over the second half of the year. Despite the necessity for further provisions on old style uniform and obsolete publications the company achieved a positive trading result of £9,000 on turnover of £14.5m, a 10% increase on last year's turnover (£13.2m) and a marked recovery from prior year losses of £761,000.

The company continued to refurbish branches under the Outdoors format and transferred the Manchester branch to a more prominent trading location within the city.

### Scout Insurance (Guernsey) Limited

The Association's insurance captive produced an operating loss of £17,000 against a profit of £354,000 in 2001, partly due to a change in accounting policy in order to comply with the ABI SORP on accounting for insurance business. Technical reserves were increased on both the legal liability and property and equipment programmes, reflecting the long tail in claims on the liability programme, and higher incidence of claims on property and equipment in the year.

Norwich Union gave notice that they would no longer underwrite the liability programme during the

# The Scout Association

## ANNUAL REPORT

year and this was put out to tender during 2001. Following the terrorist atrocities on September 11 this proved to be an extremely difficult process and was only brought to a successful conclusion at a very late stage. The captive's share of the programme increased substantially and the company now underwrites £1.3m (2001: £580,000) of cover with an any one loss limit of £200,000 (2001: £135,000).

The company continues to play an important role in providing the Association with a valuable insurance and risk management tool in an increasingly litigious society.

### Scout Services Limited

New sponsorships were limited in the year under review with the impending change in the new Programme and consequent introduction of a new range of activity badges. Job Week 2001 gave a fundraising boost to all Groups who took part with financial and product support from Proctor and Gamble and Asda while new sponsorship deals included English Heritage and Fox 40, with renewals from Legoland, the Environment Agency and the Meteorological Office.

Net profits of £121,000 (2001 £70,000) were passed to the Association under Deed of Covenant.

### 20<sup>th</sup> World Scout Jamboree Travel Contract

The Committee agreed the placing of the travel contract with Bales Worldwide Travel of Dorking, Surrey for travel services in connection with the arrangements for the Association to participate in the 20<sup>th</sup> World Scout Jamboree in Thailand in December 2002. The contract value is estimated to be in the order of £3.6m out of a total budget for the project of £6.4m.

### The Scout Association Pension and Life Assurance Scheme

The scheme actuary carried out a triennial valuation of the Pension Scheme as at 31 March 2001. Following discussions after the preliminary results of the valuation the Association agreed to make an additional special contribution of £600,000 and to an ongoing employer contribution rate of 21.9% (22.9%).

It was noted that this payment uses up the remainder of the £2.6m refund received from the Pension Scheme in 1996.

### Headquarters Membership Subscription 2003

The Committee gave careful consideration to the Headquarters Membership Subscription for 2003. It noted the need to stabilise and consolidate the core operation of the Association's services, taking into account inflation, insurance cost increases and the reduction in investment income as the Association uses its reserves to support the development of Scouting.

In the light of the information available the Committee decided that the Headquarters Membership Subscription for 2003 will be £17.00 with a rebate of 50p for prompt payment.

### Audit Committee

The Committee has established an Audit Committee reporting to the Finance sub-Committee.

### Financial Reserves Policy

The Trustees agreed that general reserves should be held representing between six and twelve months' revenue expenditure, so as to take account of anticipated revenue projections as well as ensuring the provision of a suitable contingency to protect the continuity of business and services for the foreseeable future. Major capital and revenue projects will be funded by setting aside appropriate amounts into Designated Funds accordingly. It was agreed to review this policy annually.

At the balance sheet date the general funds of the Association stood at £8,722,000 which represented approximately seven months of unrestricted resources expended of £14,515,000.

### Investment Policy

After a review of its investment policy the Association established new benchmarks and set performance objectives:

- maintenance of an optimum level of income tempered by the need for capital growth in order to safeguard future grant-making capacity



# The Scout Association

## ANNUAL REPORT

- to outperform benchmarks on a rolling three year basis.

The policy will be reviewed annually.

Towards the end of the financial year £5m was disinvested in order to finance anticipated development on the Gilwell Park campsite. Notwithstanding the losses over the past two years the market value of investments continued to exceed historical cost at 31 March 2002.

### Governance and Controls

The Trustees are responsible for preparing financial statements for each year which give a true and fair view of the Association's financial activities during the year and its financial position at the end of the year. They are responsible for keeping accounting records which disclose the financial position of the Association and to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the Association is operating efficiently and effectively;
- its assets are safeguarded against unauthorised use or disposition;
- the Association complies with relevant laws and regulations.

Systems of internal control are designed to provide reasonable, but not absolute, assurance against material mismanagement or loss. They include:

- an annual budget approved by the Trustees;
- delegation of authority and segregation of duties;
- identification and management of risks.

The Association's key risks are reviewed on an ongoing process by senior management and through

regular meetings of various sub-Committees. The Association has a comprehensive set of policies and rules (POR) applicable to the Movement which is routinely monitored both by senior volunteers and by staff employed across the country. A comprehensive insurance service exists to ensure that all insurable risks are covered. The records department maintains checks to safeguard the reputation of Scouting and to minimise risks of inappropriate adults being accepted into the Movement.

The Association is in the process of developing a more comprehensive mechanism to identify, monitor, review and manage the major operational and business risks that it faces on a regular basis. It is recognised that the nature of the Association's work requires active acceptance and management of some risks in undertaking activities in order to achieve the Association's objectives.

### Assistance and Guidance

Specialised guidance and advice has continued to be provided on lotteries, grants and other fundraising activities, as well as on VAT, charity trading and on the revised charity accounting regulations.

During the year the Association provided loans to assist Groups, Districts, Counties and Areas to acquire or modernise local headquarters buildings, and made a series of grants from restricted funds to assist Scouting at local, national and international level.



Derek M Twine  
Chief Executive & Trustee

For the Committee of the Council  
10<sup>th</sup> July 2002



**The Scout Association**  
**CONSOLIDATED FINANCIAL**  
**STATEMENTS**

**31 March 2002**



# The Scout Association

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 March 2002

		2002			2001
		Unrestricted	Restricted	Endowment	Total
Notes		£'000	£'000	£'000	£'000
					As restated
INCOMING RESOURCES					
Membership subscriptions	3(c)	6,755	-	-	5,927
Donations, legacies and similar income	5(a)	401	2,585	-	661
Activities in furtherance of the Charity's objects	5(b)	3,478	-	-	7,396
Activities for generating funds	5(c)	15,497	-	-	14,172
Investment income	5(d)	749	631	-	1,351
TOTAL INCOMING RESOURCES		26,880	3,216	-	29,507
RESOURCES EXPENDED					
Costs of generating funds	6(a)	15,230	-	-	14,702
Charitable expenditure					
Activities in furtherance of the Charity's objects	6(b)	9,554	679	-	8,511
Support costs	6(c)	1,265	-	-	1,374
Management and administration	6(d)	469	-	-	513
TOTAL RESOURCES EXPENDED		26,518	679	-	25,100
NET INCOMING RESOURCES BEFORE TRANSFERS		362	2,537	-	4,407
Transfers between funds		103	(103)	-	-
NET INCOMING RESOURCES		465	2,434	-	4,407
Net (losses) on investment assets	3(e)	(1,009)	(300)	(105)	(3,313)
NET MOVEMENT IN FUNDS		8	(544)	(105)	1,094
Fund balances brought forward at 1 April 2001		29,161	4,321	919	33,307
FUND BALANCES CARRIED FORWARD AT 31 MARCH 2002		15	28,617	814	34,401

# The Scout Association

## STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 March 2002

		2002			2001
	Notes	Unrestricted £'000	Restricted £'000	Endowment £'000	Total £'000
					Total £'000 As restated
INCOMING RESOURCES					
Membership subscriptions	3(c)	6,755	-	-	6,755
Donations, legacies and similar income	5(a)	522	2,585	-	3,107
Activities in furtherance of the Charity's objects	5(b)	2,794	-	-	2,794
Activities for generating funds	5(c)	3,661	-	-	3,661
Investment income	5(d)	1,120	631	-	1,751
TOTAL INCOMING RESOURCES		14,852	3,216	-	18,068
RESOURCES EXPENDED					
Costs of generating funds	6(a)	3,927	-	-	3,927
Charitable expenditure					
Activities in furtherance of the Charity's objects	6(b)	8,854	679	-	9,533
Support costs	6(c)	1,265	-	-	1,265
Management and administration	6(d)	469	-	-	469
TOTAL RESOURCES EXPENDED		14,515	679	-	15,194
NET INCOMING RESOURCES BEFORE TRANSFERS		337	2,537	-	2,874
Transfers between funds		103	(103)	-	-
NET INCOMING RESOURCES		440	2,434	-	2,874
Net (losses) on investment assets	3(e)	(976)	(300)	(105)	(1,381)
NET MOVEMENT IN FUNDS		8	(536)	(105)	1,493
Fund balances brought forward at 1 April 2001		28,029	4,321	919	33,269
FUND BALANCES CARRIED FORWARD AT 31 MARCH 2002		27,493	6,455	814	34,762

*be prepared . . .*

# The Scout Association

## BALANCE SHEETS

as at 31 March 2002

		<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
		<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	<u>Notes</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
<b>FIXED ASSETS</b>					
Tangible fixed assets	9	11,623	11,248	11,190	10,769
Investment in subsidiary companies	10	-	-	100	100
Investments	11	15,715	19,469	12,446	17,169
		<b>27,338</b>	<b>30,717</b>	<b>23,736</b>	<b>28,038</b>
<b>CURRENT ASSETS</b>					
Stocks	12	4,171	2,233	918	153
Debtors	13	5,190	4,884	4,901	4,411
Short term deposits		12,847	11,031	12,058	9,500
Bank and cash balances		5,707	3,544	8,557	5,269
		27,915	21,692	26,434	19,333
<b>CURRENT LIABILITIES</b>					
Creditors	14	(17,453)	(15,346)	(15,408)	(13,442)
<b>NET CURRENT ASSETS</b>					
		<b>10,462</b>	<b>6,346</b>	<b>11,026</b>	<b>5,891</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<b>37,800</b>	<b>37,063</b>	<b>34,762</b>	<b>33,929</b>
<b>CREDITORS – AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>					
	14	(1,914)	(2,662)	-	(660)
		<b>35,886</b>	<b>34,401</b>	<b>34,762</b>	<b>33,269</b>
Represented by:					
<b>THE ASSOCIATION'S FUNDS</b>					
Unrestricted Funds	15(a)				
General Funds		9,477	8,936	8,722	8,181
Designated Funds	15(b)	18,771	19,848	18,771	19,848
Non charitable trading funds	10	369	377	-	-
Restricted Funds	15(c)	6,455	4,321	6,455	4,321
Endowment Funds	15(d)	814	919	814	919
		<b>35,886</b>	<b>34,401</b>	<b>34,762</b>	<b>33,269</b>

Approved by the Committee of the Council on 10 July 2002  
and signed on its behalf by:

J.J. Asplin, Chairman, Committee of the Council

J.R.K. Emly, Treasurer

# The Scout Association

## CONSOLIDATED CASH FLOW STATEMENT

For the year ended 31 March 2002

	<u>2002</u> £'000	<u>2001</u> £'000
<b>Reconciliation of net movement in funds to net cash inflow/(outflow) from operating activities</b>		
Net movement in funds	1,485	1,094
Investment income	(1,380)	(1,351)
Depreciation	1,145	973
Pension Scheme credit	(660)	(110)
Net losses on investment assets	1,414	3,313
Surplus on disposal of tangible fixed assets	(103)	(4,065)
(Increase) in stocks	(1,938)	(115)
(Increase) in debtors	(306)	(2,031)
Increase in creditors	2,147	1,637
(Decrease) increase in creditors due after more than one year	(88)	91
<b>Net cash inflow/(outflow) from operating activities</b>	<b>1,716</b>	<b>(564)</b>

## CASH FLOW STATEMENT

Net cash inflow/(outflow) from operating activities	1,716	(564)
Returns on investments	1,380	1,351
Capital expenditure and financial investment		
Payments to acquire tangible fixed assets	(1,520)	(3,717)
Receipts from sale of tangible fixed assets	103	4,832
Net disposals of fixed asset investments	2,340	4
	923	1,119
Financing		
Hire purchase	(40)	17
<b>Increase in cash</b>	<b>3,979</b>	<b>1,923</b>

## NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT

### 1. RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN CASH

	<u>2002</u> £'000	<u>2001</u> £'000
Increase in cash	2,163	2,027
Increase (decrease) in short term deposits	1,816	(104)
<b>Movement in cash in the period</b>	<b>3,979</b>	<b>1,923</b>

### 2. ANALYSIS OF CASH

	<u>At 1 April 2001</u> £'000	<u>Cash Flow</u> £'000	<u>At 31 March 2002</u> £'000
Cash in hand and at bank	3,544	2,163	5,707
Short term deposits	11,031	1,816	12,847
<b>Total</b>	<b>14,575</b>	<b>3,979</b>	<b>18,554</b>

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 1. CONSTITUTION

The Scout Association is incorporated by Royal Charter and is a registered charity whose purpose is to promote the development of young people in achieving their full physical, intellectual, social and spiritual potentials, as individuals, as responsible citizens and as members of their local, national and international communities.

### 2. SCOPE OF THE FINANCIAL STATEMENTS

These financial statements cover the activities directly controlled by The Scout Association. The activities of the Scout Councils of Northern Ireland, Scotland and Wales together with Scout Counties, Areas, Districts and Groups are not reflected in these financial statements. These bodies are separate autonomous charities which are affiliated to The Scout Association.

### 3. ACCOUNTING POLICIES

The financial statements have been prepared in accordance with applicable accounting standards and comply with the Statement of Recommended Practice "Accounting and Reporting by Charities" except as described in notes 7 and 14.

Comparative figures for the 2001 Statement of Financial Activities have been restated to reflect the changes in headings and basis of consolidation brought about by the new Statement of Recommended Practice "Accounting and Reporting by Charities", introduced in 2000 and adopted by the Association in these financial statements.

#### a. Accounting convention

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments.

#### b. Basis of preparation of consolidated financial statements

The financial statements consolidate the financial statements of The Scout Association and its subsidiary companies. The financial statements of Scout Shops Limited are made up to 31 January 2002 and all other entities to 31 March 2002.

The Balance Sheets and Profit and Loss accounts of the subsidiaries have been consolidated on a line by line basis as required by the Statement of Recommended Practice.

#### c. Recognition of income

##### Membership subscriptions

Membership subscriptions are payable in advance for a year ended 31 March. The amount receivable for the year ended 31 March 2002 is shown in the Statement of Financial Activities.

##### Investment income

Dividends are accounted for on a receipts basis. Interest is accounted for on an accruals basis and includes all amounts earned up to 31 March 2002. Associated tax recoveries are included for all amounts shown as income.

##### Legacies

Legacies are accounted for on a receivable basis as the Charity becomes entitled to the resource. This occurs when the Charity becomes reasonably certain that the legacy will be received and the value of the incoming resources can be measured with sufficient reliability and all conditions associated with payment have been fulfilled. No significant legacies have been notified but not yet received. Where legacies include non cash items these are included in income at the lower of probate value or market value at the date of receipt.

#### d. Allocation of income and costs

##### Activities in furtherance of the Charity's objects

This comprises income and expenditure from the provision of services supporting the objects of the Association through operations including the Information Centre, insurance services and SCOUTING Magazine as well as the National Campsite and Hawkthirst Adventure Centre. A percentage of accommodation and training fees receivable at Baden-Powell House and the Gilwell Conference Centre are also included under this heading. The percentages used in respect of these two sites are 60% and 80% respectively. The remaining income from Baden-Powell House and the



# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

Gilwell Conference Centre are included in Activities for Generating Funds.

### Activities for generating funds

This comprises income and expenditure from Scout Shops Limited and Scout Services Limited and from commercial activity carried out at Baden-Powell House and the Gilwell Conference Centre. Expenditure in this category also includes fundraising costs and related support costs.

### Support costs

This comprises costs incurred directly in support of the objects of the Charity.

### Management and administration

This comprises costs attributable to the management of the Charity's assets, organisation administration and compliance with constitutional and statutory requirements.

### Method of apportionment

Wherever possible items of expenditure are allocated to specific cost categories. Items of expenditure involving more than one category are allocated based on a reasonable estimate of staff resources or are apportioned in accordance with the split of incoming resources. The only material apportionment relates to the split of activities at Baden-Powell House and the Gilwell Conference Centre between activities in furtherance of the Charity's objects and activities for generating funds as noted above.

### e. Fixed assets

The cost of acquiring fixed assets used for charitable purposes is capitalised and depreciation is calculated to write off the cost of assets brought into use at the Balance Sheet date on a straight line basis over their estimated useful lives.

In the case of freehold buildings the useful life is normally taken as 50 years. Where land and buildings were acquired together it has been assumed that the buildings represent 50% of the initial cost of freehold properties. No depreciation is provided on freehold land.

Gains or losses on the disposal of fixed assets held for charitable use are reflected in Net Incoming

Resources before Transfers shown in the Statement of Financial Activities.

Fixed assets held for investment purposes are stated at market value on the Balance Sheet date. Any gains or losses on the disposal or revaluation of investment assets are shown as Net Gains or Losses on Investment Assets.

### f. Stocks

Stocks are valued at the lower of cost and estimated net realisable value. Cost, using the first-in-first-out basis, consists of the original cost of goods without any addition for overheads.

### g. VAT

The Association is partially exempt for VAT purposes and is not able to reclaim all the VAT it pays. It is not practicable to allocate irrecoverable VAT to the expenses and assets concerned, and irrecoverable VAT is normally written off. For large acquisitions of property, irrecoverable VAT is added to the capital cost.

### h. Leases

Significant assets held under finance leases and the related lease obligations are included at the fair value of the leased assets at the inception of the lease. Depreciation on leased assets is calculated to write off this amount on a straight-line basis over the shorter of the lease term and the useful life of the asset.

Rentals payable are apportioned between the finance charge and a reduction of the outstanding obligations.

All other leases have been treated as operating leases and the rentals written off as they are paid because of the insignificant amounts involved.

### i. Pension costs

The expected cost of providing pensions under defined benefit schemes, as calculated periodically by professionally qualified actuaries, is charged to the Statement of Financial Activities, so as to spread the cost of pensions over employees' working lives with the Charity, in such a way that the pension cost is a

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 3. ACCOUNTING POLICIES (continued)

substantially level percentage of current and expected future pensionable payroll.

Contributions towards personal pension policies, which are defined contribution schemes, are charged to the Statement of Financial Activities as they are incurred.

#### j. Grants payable

Grants payable are included in the Statement of Financial Activities as expenditure in the period in which the award is made. Grants which have been approved by the Trustees and agreed with other organisations but which are unpaid at the year end are accrued. Grants where the beneficiary has not been informed or has to meet certain conditions before the grant is released are not accrued.

### 4. NATURE OF FUNDS

Following the requirements of the Statement of Recommended Practice all Funds have been identified as falling into one of three categories.

#### a. Endowment Funds

Endowment Funds are those received to be held as capital with only the income available to be spent. Subsequent gains or losses on the disposal of the underlying assets of the fund become part of the capital.

#### b. Restricted Funds

Restricted Funds are those received which have been earmarked for a special purpose by the donor or the terms of an appeal.

#### c. Unrestricted Funds

Unrestricted Funds are those received, which are not subject to any special restriction. They are divided between General Funds and Designated Funds. Designated Funds comprise amounts set aside by the Committee of the Council to be used for particular purposes.

### 5. INCOMING RESOURCES

#### a. Donations, legacies & similar income

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Funds transferred from The Scout Foundation	2,528	-	2,528	-
Grants	130	135	130	135
All other income	328	526	449	412
	<b>2,986</b>	<b>661</b>	<b>3,107</b>	<b>547</b>

Funds were transferred into the Association following the closure of The Scout Foundation on 30 September 2001.

#### b. Activities in furtherance of the Charity's objects

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Camping, training & accommodation charges	1,626	1,593	1,626	1,593
Information Centre charges	181	220	181	220
Insurance commissions	1,271	1,163	587	515
SCOUTING Magazine sales	381	356	381	356
Profit on disposal of assets	19	4,064	19	4,064
	<b>3,478</b>	<b>7,396</b>	<b>2,794</b>	<b>6,748</b>

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### c. Activities for generating funds

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Retail sales	14,700	13,360	-	-
Management charges	-	-	2,995	2,884
Hostel and conference income	621	682	621	682
Sponsorship and promotions	176	130	45	60
	<b>15,497</b>	<b>14,172</b>	<b>3,661</b>	<b>3,626</b>

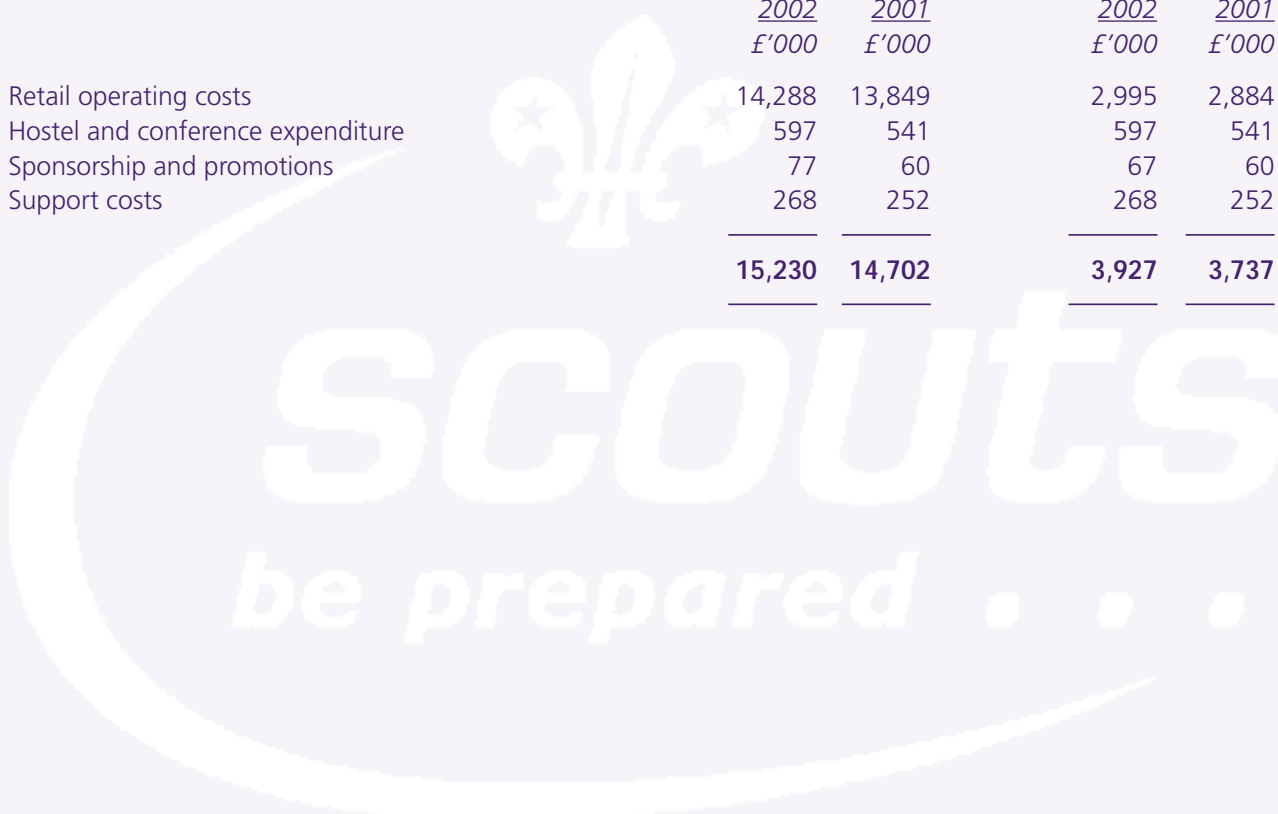
### d. Investment income

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Quoted investments	394	342	394	342
Short Term Investment Service	437	528	437	528
Other deposit interest	520	472	791	681
Rental income	29	9	129	109
	<b>1,380</b>	<b>1,351</b>	<b>1,751</b>	<b>1,660</b>

## 6. RESOURCES EXPENDED

### a. Costs of generating funds

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Retail operating costs	14,288	13,849	2,995	2,884
Hostel and conference expenditure	597	541	597	541
Sponsorship and promotions	77	60	67	60
Support costs	268	252	268	252
	<b>15,230</b>	<b>14,702</b>	<b>3,927</b>	<b>3,737</b>



# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 6. RESOURCES EXPENDED (continued)

#### b. Costs of activities in furtherance of the Charity's objects

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Camping and accommodation costs	2,458	2,180	2,458	2,180
Programme and training activities	1,891	1,447	1,891	1,447
Development and Child Protection services	1,285	1,047	1,285	1,047
World and European membership fees	421	443	421	443
Records and awards	263	259	263	259
Information Centre	387	367	387	367
Insurance	2,381	1,738	1,681	1,368
SCOUTING Magazine	468	419	468	419
Short Term Investment Service interest	401	474	401	474
Grants payable	278	137	278	137
	<b>10,233</b>	<b>8,511</b>	<b>9,533</b>	<b>8,141</b>

#### c. Support costs

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Accounting, legal and IS support	412	454	412	454
General overheads	507	652	507	652
Central administration	346	268	346	268
	<b>1,265</b>	<b>1,374</b>	<b>1,265</b>	<b>1,374</b>

#### d. Management and administration

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Management and administration includes:				
Auditor's remuneration:				
Audit fees	67	65	44	43
Other	33	6	8	6
Trustees' expenses reimbursed	30	30	30	30

During the year 24 (2001: 23) Trustees were reimbursed for part of their out of pocket expenses arising from attending meetings and carrying out their duties. The Association provided accommodation for the Chief Scout and others while they were on Scout business. Travel expenses were also paid, including the provision of a car for the Chief Scout.

#### e. Transactions with Trustees

With the prior approval of the Charity Commission the Association carried out transactions during the year with Sawyer Fisher, a firm of Quantity Surveyors, to provide surveying services. Mr. W.L. Cockcroft was a Trustee of the Association until 31 December 2001 and a partner in Sawyer Fisher for the whole year. Payments made to Sawyer Fisher in the year amounted to £54,370 (2001:£11,820) net of VAT.

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 7. STAFF COSTS

	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>
Wages and salaries	5,536	5,137
Social security costs	481	483
Other pension costs	640	622
	<u>6,657</u>	<u>6,242</u>

All staff are employed by the Association and the average number of persons employed during the year was 421 (2001: 415).

The numbers of employees whose total emoluments for the year exceeded £50,000 were as follows:

	<u>2002</u>	<u>2001</u>
£50,001 to £60,000	2	-
£60,001 to £70,000	1	3
£70,001 to £80,000	-	-
£80,001 to £90,000	1	-
£90,001 to £100,000	-	1

The Chief Executive is a member of the Committee of the Council. The Chief Executive received remuneration and benefits for his service in that office which amounted to £83,658 (2001: £93,975).

### Pension Schemes

The Association operates a pension scheme providing benefits based on final pensionable salaries. The scheme is funded with the assets being held by the pension scheme's Trustees separately from the assets of the Association. The pension costs are assessed by a qualified actuary and are charged to the Statement of Financial Activities so as to spread those costs over the employees' working lives with the Association.

The Scheme was closed to new members in the year ended 31 March 2001.

The most recent full valuation of the Scheme was carried out as at 31 March 2001 and the Projected Unit method was used. The Scheme's assets and liabilities are valued in accordance with section 56(3) of the Pensions Act 1995, the Occupational Pension Scheme (Minimum Funding Requirements and Actuarial Valuations) Regulations 1996 and the mandatory guidelines on minimum funding

requirement (GN27), prepared and published by the Institute of Actuaries and the Faculty of Actuaries.

At the valuation date, the market value of the assets of the Scheme was £18.4m and the actuarial value of those assets represented 94% of the value of the benefits that had accrued to members, after allowing for expected future increases in salaries.

The Association contributed £617,000 (2001: £613,000) to the Scheme, which was 22.9% (2001: 22.9%) of pensionable salaries. It also made a special contribution of £600,000 as noted below. The contribution rate for 2003 has been set at 21.9%.

A refund of £2,681,000 was made from the pension scheme to the Association in 1996 in accordance with the requirements of the Inland Revenue and the Occupational Pensions Board. This was subsequently reduced by special contributions of £1,200,000 made to the Scheme in the year to 31 March 1999 and £600,000 during this year.

In accordance with the requirements of Statement of Standard Accounting Practice No. 24 the balance of the refund was being recognised as income over the service lives of the members of the Scheme. At 1 April 2001, the balance was £660,000 and the whole of this amount has been released to the Statement of Financial Activities this year to offset the special contribution paid during the year.

The Statement of Recommended Practice requires all incoming resources becoming available to the Association during the year to be recognised in the Statement of Financial Activities. There is a conflict between this treatment and the requirements of Statement of Standard Accounting Practice No.24 which has been adopted in previous years financial statements.

For the purposes of FRS17 the most recent full valuation has been updated to 31 March 2002 by a qualified independent actuary. The major assumptions used by the actuary were (in nominal terms):-

	<u>2002</u>
Rate of increase in salaries	4.25%
Rate of increase in pension payment*	2.75%
Discount rate	6.00%
Inflation assumption	2.80%

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### Pension Costs (continued)

The assets in the Scheme and the expected rate of return were:

	2002	2002 £'000
Equities	8.25%	11,486
Bonds	5.25%	6,402
Cash	4.50%	942

Total market value of assets	18,830
Actuarial value of liabilities	(19,262)

Recoverable (deficit) in the Scheme	(432)
Related deferred tax asset/(liability)	-

Net pension (liability)	(432)
-------------------------	-------

- \*Pension increases in payment
- Pre 1 April 2000 pensions
  - Post 31 March 2000 pensions

5.00%
2.75%

The Association also contributed £23,400 (2001: £9,300) towards individual defined contribution personal pension schemes for certain employees.

### 8. NET MOVEMENT IN FUNDS

The net movement in Funds arises as follows:

	2002 £'000	2001 £'000
The Scout Association	1,493	1,391
Subsidiaries	(8)	(297)
	<b>1,485</b>	<b>1,094</b>

The Association movement for 2001 includes a £755,000 provision against Scout Shops Limited which is eliminated on consolidation.

### 9. TANGIBLE FIXED ASSETS

	Freehold Property £'000	Leasehold Property £'000	Furniture, Fittings and Equipment £'000	Motor Vehicles £'000	Total £'000
<b>CONSOLIDATED COST</b>					
At 1 April 2001	9,580	1,280	4,687	822	16,369
Additions	517	56	827	120	1,520
Disposals	-	-	(2)	(82)	(84)
<b>At 31 March 2002</b>	<b>10,097</b>	<b>1,336</b>	<b>5,512</b>	<b>860</b>	<b>17,805</b>
<b>DEPRECIATION</b>					
At 1 April 2001	1,456	746	2,437	482	5,121
Charge for the year	180	27	768	170	1,145
Eliminated on disposals	-	-	(2)	(82)	(84)
<b>At 31 March 2002</b>	<b>1,636</b>	<b>773</b>	<b>3,203</b>	<b>570</b>	<b>6,182</b>
<b>NET BOOK VALUES</b>					
<b>At 31 March 2002</b>	<b>8,461</b>	<b>563</b>	<b>2,309</b>	<b>290</b>	<b>11,623</b>
<b>At 31 March 2001</b>	<b>8,124</b>	<b>534</b>	<b>2,250</b>	<b>340</b>	<b>11,248</b>



# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 9. TANGIBLE FIXED ASSETS (continued)

#### THE ASSOCIATION

	<i>Freehold Property</i>	<i>Leasehold Property</i>	<i>Furniture, Fittings and Equipment</i>	<i>Motor Vehicles</i>	<i>Total</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
<b>COST</b>					
At 1 April 2001	9,580	1,280	3,674	648	15,182
Additions	517	56	714	106	1,393
Disposals	-	-	-	(61)	(61)
<b>At 31 March 2002</b>	<b>10,097</b>	<b>1,336</b>	<b>4,388</b>	<b>693</b>	<b>16,514</b>
<b>DEPRECIATION</b>					
At 1 April 2001	1,456	746	1,814	397	4,413
Charge for the year	180	27	639	126	972
Eliminated on disposals	-	-	-	(61)	(61)
<b>At 31 March 2002</b>	<b>1,636</b>	<b>773</b>	<b>2,453</b>	<b>462</b>	<b>5,324</b>
<b>NET BOOK VALUES</b>					
<b>At 31 March 2002</b>	<b>8,461</b>	<b>563</b>	<b>1,935</b>	<b>231</b>	<b>11,190</b>
<b>At 31 March 2001</b>	<b>8,124</b>	<b>534</b>	<b>1,860</b>	<b>251</b>	<b>10,769</b>

The net book value of tangible fixed assets used for charitable purposes is £10,114,000 (2001:£9,960,000). Other assets are used in trading by subsidiaries.

Depreciation rates are as follows:

Freehold Property	2% - 10% per annum (see note 3.e)
Leasehold Property	Over the period of the leases or useful economic life if shorter.
Furniture, Fittings and Equipment including Software	10% - 100% per annum
Motor Vehicles	25% per annum

### 10. INVESTMENT IN SUBSIDIARY COMPANIES

	<i>2002 £'000</i>	<i>2001 £'000</i>	<b>Provision for diminution in value</b>	<i>2002 £'000</i>	<i>2001 £'000</i>
<b>Cost</b>			Balance at 1 April 2001	652	2
Cost of shares	302	302	Provision in the year	-	650
Loan account	450	450	Balance at 31 March 2002	652	652
	<b>752</b>	<b>752</b>	<b>Net investment in subsidiaries</b>	<b>100</b>	<b>100</b>

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 10. INVESTMENT IN SUBSIDIARY COMPANIES (continued)

The Association owns 100% of the following unlisted companies:

	<i>Country of incorporation</i>	<i>Issued share capital</i>
Scout Shops Limited	England	£200,000
Scout Insurance (Guernsey) Limited	Guernsey	£100,000
Scout Services Limited	England	£100
Scoutways Limited (dormant)	England	£5,000
The Award Series Limited (dormant)	England	£2
Scouting 2007 (dormant)	England	£1

Scout Services Limited and Scout Shops Limited have entered into deeds of covenant under which they pay a proportion of their otherwise taxable profits to the Association each year. In the case of Scout Services Limited the proportion is 100% and in the case of Scout Shops Limited 85%.

Provision has been made against the investment in, and amounts due from, Scout Shops Limited. The provision is made up of £650,000 against the investment and £105,000 against amounts due from Scout Shops Limited shown in debtors.

Scouting 2007, a company limited by guarantee, commenced operations on 1 April 2002.

The summarised profit and loss accounts for the active subsidiary companies are shown below:-

	<u>2002</u>			<u>2001</u>	
	<i>Scout Shops Limited £'000</i>	<i>Scout Insurance (Guernsey) Limited £'000</i>	<i>Scout Services Limited £'000</i>	<i>Total £'000</i>	<i>Total £'000</i>
Gross profit	6,164	76	176	6,416	5,761
Other income	155	-	-	155	138
Other costs and expenses	(6,310)	(53)	(55)	(6,418)	(6,236)
Profit (loss) before taxation	9	23	121	153	(337)
Taxation	-	-	-	-	-
	9	23	121	153	(337)
Covenant to the Association	-	-	(121)	(121)	(70)
Net profit (loss)	9	23	-	32	(407)
Net (loss) gain on investments	-	(40)	-	(40)	110
<b>Retained profit (loss)</b>	<b>9</b>	<b>(17)</b>	<b>-</b>	<b>(8)</b>	<b>(297)</b>
Shareholders' funds					
Share capital	200	100	-	300	300
Reserves	(746)	1,117	(2)	369	377
	<b>(546)</b>	<b>1,217</b>	<b>(2)</b>	<b>669</b>	<b>677</b>

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 11. FIXED ASSET INVESTMENTS

#### QUOTED INVESTMENTS

<b>CONSOLIDATED</b>	<u>2002</u> £'000	<u>2001</u> £'000
Market value at 1 April 2001	19,469	22,786
Less: Disposals at opening value	(12,637)	(663)
Add: Acquisitions at cost	9,431	564
Net (losses) on revaluation at 31 March 2002	(548)	(3,218)
<b>Market value at 31 March 2002</b>	<b>15,715</b>	<b>19,469</b>
<b>Historical cost at 31 March 2002</b>	<b>13,914</b>	<b>13,960</b>

#### THE ASSOCIATION

Market value at 1 April 2001	17,169	20,595
Less: Disposals at opening value	(12,637)	(663)
Add: Acquisitions at cost	8,422	564
Net (losses) on revaluation at 31 March 2002	(508)	(3,327)
<b>Market value at 31 March 2002</b>	<b>12,446</b>	<b>17,169</b>
<b>Historical cost at 31 March 2002</b>	<b>7,383</b>	<b>11,650</b>

Included in quoted investments are amounts of £4,148,075, £1,800,127 and £892,191 invested in each of the Cazenove Growth Trust for Charities, the Cazenove Income Trust for Charities and the Cazenove North American Fund (2001: £9,898,000 in the Cazenove Portfolio Fund) and an amount of £3,862,000 (2001: £4,358,000) invested in units in The Scout and Guide Trust Fund.

### 12. STOCKS

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u> £'000	<u>2001</u> £'000	<u>2002</u> £'000	<u>2001</u> £'000
Goods for resale	4,171	2,233	918	153

The stocks of the Association at the year end include supplies of new publications introduced during the year.

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 13. DEBTORS

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	£'000	£'000	£'000	£'000
Trade debtors	994	282	260	194
Amounts owed by subsidiaries	-	-	2,289	777
Other debtors	4,196	4,602	2,352	3,440
	<u>5,190</u>	<u>4,884</u>	<u>4,901</u>	<u>4,411</u>

### 14. CREDITORS

	<u>CONSOLIDATED</u>		<u>THE ASSOCIATION</u>	
	<u>2002</u>	<u>2001</u>	<u>2002</u>	<u>2001</u>
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Deposits by Scout Groups in the				
Short Term Investment Service	9,189	8,630	9,189	8,630
Instalments on hire purchase agreements	62	102	-	-
Trade creditors	1,181	1,573	815	1,315
Amounts owed to subsidiaries	-	-	716	107
Other creditors	7,021	5,041	4,688	3,390
	<u>17,453</u>	<u>15,346</u>	<u>15,408</u>	<u>13,442</u>
Amounts falling due after more than one year:				
Pension scheme refund (see note 7)	-	660	-	660
Insurance fund	1,914	2,002	-	-
	<u>1,914</u>	<u>2,662</u>	<u>-</u>	<u>660</u>

The Insurance fund is a provision made in the financial statements of Scout Insurance (Guernsey) Limited against future claims. Under the terms of Financial Reporting Standard 12 this amount should not be treated as a provision by a non-insurance entity. The Trustees consider that, in order to give a true and fair view, it is necessary for the Association to show this under long-term creditors following the view taken by the directors of Scout Insurance (Guernsey) Limited.

If this treatment had not been adopted, income for the year would have been decreased by £88,000 (2001: increased by £91,000) and reserves would have been increased by £1,914,000 (2001: £2,002,000).

The pension scheme liability brought forward has been released to the Statement of Financial Activities during the year to match against a special contribution made to the scheme of £600,000 during the year.

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 15. FUND BALANCES

#### a. UNRESTRICTED FUNDS

	<u>2002</u>	<u>2001</u>
	<u>£'000</u>	<u>£'000</u>
General	9,477	8,936
Designated	18,771	19,848
Non-charitable trading	369	377
	<u>28,617</u>	<u>29,161</u>

#### b. DESIGNATED FUNDS

	<u>Fixed Assets</u>	<u>Scouting</u>	<u>Staff Pensions</u>	<u>World Scout Jamboree</u>	<u>National Campsite</u>	<u>Total</u>
	<u>£'000</u>	<u>2007</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Balance 1 April 2001	11,248	3,000	600	-	5,000	19,848
Expended in year	-	(148)	(600)	(218)	(22)	(988)
Transfer between funds	464	-	-	-	(464)	-
Transfer (to) General Funds	(89)	-	-	-	-	(89)
<b>Balance 31 March 2002</b>	<b>11,623</b>	<b>2,852</b>	<b>-</b>	<b>(218)</b>	<b>4,514</b>	<b>18,771</b>

The fixed asset fund is set aside to show the amount invested in tangible fixed assets as this is not available to be used for revenue expenditure. The other funds are set aside to meet future calls on the Association's finances which will occur within the next five years.

The World Scout Jamboree Fund has been set up to monitor the outcome of this project over the coming year and the debit balance arising represents staff and ancillary costs on this project to date. Amounts received from participants as deposits for the World Scout Jamboree, to be held in December 2002, are included in other creditors.

#### c. RESTRICTED FUNDS

Restricted funds include income received by and paid from the Short Term Investment Service and 51 (2001:49) funds administered by the Association.

	<u>Balance</u>	<u>Net income</u>	<u>Investment</u>	<u>Balance</u>
	<u>1 April 2001</u>	<u>£'000</u>	<u>Revaluation</u>	<u>31 March 2002</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Brotherhood Fund	242	1	(13)	230
Development Grants Fund	-	2,190	99	2,289
G Weston Campsite Fund	-	279	-	279
International Friendship Fund	302	1	(29)	274
King George VI Leadership Fund	721	(8)	(72)	641
HS Richards Charity for Scouts	269	7	(30)	246
Treloar Fund	267	(14)	(27)	226
Whitehead Bequest	1,138	-	(130)	1,008
All other funds	1,382	(22)	(98)	1,262
	<u>4,321</u>	<u>2,434</u>	<u>(300)</u>	<u>6,455</u>

# The Scout Association

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 31 March 2002

### 15. FUND BALANCES (continued)

The Development Grants Fund and the G Weston Campsite Fund were set up following the transfer of assets from The Scout Foundation.

The Development Grants Fund is to assist development of local Scouting and training at Gilwell Park.

The G Weston Campsite Fund is for general development at Gilwell Park.

#### d. ENDOWMENT FUNDS

The income is unrestricted and passed to General Funds.

#### e. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	<u>Unrestricted</u> £'000	<u>Restricted</u> <u>Funds</u> £'000	<u>Endowment</u> <u>Funds</u> £'000	<u>Total</u> £'000
Fund balances at 31 March 2002 are represented by:				
Tangible fixed assets	11,623	-	-	11,623
Investments	9,989	4,912	814	15,715
Current assets	26,372	1,543	-	27,915
Current liabilities	(17,453)	-	-	(17,453)
Long term liabilities	(1,914)	-	-	(1,914)
	<u>28,617</u>	<u>6,455</u>	<u>814</u>	<u>35,886</u>

### 16. OTHER FINANCIAL COMMITMENTS

At 31 March 2002 the group was committed to making the following payments under non-cancellable operating leases in the year to 31 March 2003:-

	<u>Land and buildings</u>	
	<u>2002</u>	<u>2001</u>
	£'000	£'000
Operating leases which expire:		
Within one year	91	31
Between one and five years	149	132
Over five years	829	851
	<u>1,069</u>	<u>1,014</u>



# The Scout Association

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE SCOUT ASSOCIATION

For the year ended 31 March 2002

We have audited the financial statements on pages 22 to 38 which have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets, and the accounting policies set out on pages 26 to 28.

### Respective responsibilities of the Trustees and auditors

Charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the results for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- comply with applicable accounting standards subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The Trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Act 1993. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards. We have been appointed as auditors under section 43 of the Charities Act 1993 and report in accordance with regulations made under section 44 of that Act.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities Act 1993. We also report to you if, in our opinion, the Trustees' Report is not consistent with the financial statements, if the Charity has not kept proper accounting records, if we have not received all

the information and explanations we require for our audit, or if information specified by law regarding Trustees' remuneration and transactions with the Charity is not disclosed.

We read the other information contained in the Annual Report, and consider whether it is consistent with the audited financial statements. Our responsibilities do not extend to any other information.

### Basis of opinion

We conducted our audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming an opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### Opinion

In our opinion the financial statements give a true and fair view of The Scout Association and the Group's state of affairs as at 31 March 2002 and of their incoming resources and application of resources in the year then ended and have been properly prepared in accordance with the Charities Act 1993.

### Mazars Neville Russell CHARTERED ACCOUNTANTS and Registered Auditors

Times House  
Throwley Way  
Sutton  
Surrey SM1 4JQ

10 July 2002

# The Scout Association COMMITTEE STRUCTURE AND MEMBERSHIP

April 2001 - March 2002

## FOUNDER

Robert Baden-Powell, OM,  
First Baron Baden-Powell of  
Gilwell

## PATRON

Her Majesty The Queen

## PRESIDENT

His Royal Highness The Duke of  
Kent, KG, GCMG, GCVO

## VICE-PRESIDENTS

The Rt. Hon. The Earl of Airlie,  
KT, GCVO, PC  
The Lord Baden-Powell  
John Beresford CBE  
The Hon. Mrs. Betty Clay, CBE  
Sir William Gladstone, KG, Bt, JP  
Lt Col Bill Hall OBE TD DL  
Garth Morrison, CBE  
Major-General Michael Walsh, CB,  
CBE, DSO, DL

## THE COMMITTEE OF THE COUNCIL

### Elected Members (voting)

Alex Alexander [1999 - 2002]  
John Asplin [2000-2003, Chairman  
from Sep 2001]  
Roger Avenall [1999 - 2001]  
John Bevan, OBE [1998 - 2001,  
Chairman to Sep 2001]  
Robert Brook [2000 - 2003]  
Wayne Bulpitt [2001 - 2004]  
Richard Butler [2001 - 2004]  
Chris Creelman [2001 - 2002]  
Marylyn Evans [2000 - 2003]  
Martin Gerrard [2001 - 2004]  
Sandy Jack [2000 - 2003]  
Neil Leatherland [2001-2002]  
John May [1999 - 2002]  
Peter Nicol [1999 - 2001]

Clare Pepper [1999 - 2001]  
Craig Symonds [2001 - 2004]  
Kenneth Thomson [1998 - 2001]  
Victor Thys [2001 - 2004]  
Andrew Wellbeloved [2000 - 2003]  
Daniel Wood [1999 - 2002]

### Ex-officio members (voting)

George Purdy CBE, Chief Scout  
Peter Barnes, Chief Commissioner  
of England [from Jan 2002]  
Paul Brenham, MBE, DL, Chief  
Commissioner of England  
David Bull, International  
Commissioner  
Bill Cockcroft, JP, DL, Chief  
Commissioner of England [to  
Dec 2001]  
John Emly, Treasurer  
Stuart Little, Chief Commissioner  
of England  
Andy Matthew JP, Chief  
Commissioner of Scotland  
Peter Nicol, Chief Commissioner  
of England  
Philip Scott, Chief Commissioner  
of Northern Ireland  
Derek Twine, Chief Executive  
Roy Whittington DL, Chief  
Commissioner of Wales

### Right of attendance (non-voting)

County and Area Commissioners  
National Commissioners  
The Scout Association Adviser for  
Religious Development

### Invited to attend (non-voting)

The Chief Guide, Girlguiding UK  
John Fogg, Director of  
Communications  
David McCarthy, Director of  
Finance  
Stephen Peck, Director of  
Programme and Development

Dr Derek Pollard OBE, Chairman  
Scouting 2007  
David Shelmerdine, The Secretary

## EXECUTIVE COMMITTEE

\* indicates Member of the  
Committee of the Council

### Members (voting)

Chairman, Committee of the  
Council [Chairman] \*  
Chairman, Finance sub-  
Committee \*  
Chairman, General Purposes sub-  
Committee \*  
Chairman, Programme &  
Development sub-  
Committee \*  
Chief Executive \*  
Chief Scout \*  
Treasurer \*

### Members (non-voting)

Director of Communications  
Director of Finance  
Director of Programme &  
Development  
The Secretary

### Right of attendance (non-voting)

Members of Committee of the  
Council

## CHIEF SCOUT'S COMMITTEE

\* indicates Member of the  
Committee of the Council

Members (voting)  
Chief Scout [Chairman] \*  
Chairman, Committee of the  
Council \*  
Chief Commissioners \*

# The Scout Association COMMITTEE STRUCTURE AND MEMBERSHIP

April 2001 - March 2002

Chief Executive \*

International Commissioner \*

## SUB-COMMITTEES OF THE COMMITTEE OF THE COUNCIL

\* indicates Member of the  
Committee of the Council

### Finance sub- Committee

#### Members (voting)

John Asplin [to Sep 2001] \*

Robert Brook \*

Wayne Bulpitt [Chairman from Sep  
2001] \*

Richard Butler [from Sep 2001] \*

Simon Cook

John Emly \*

Rodney Galpin

Hamish Gillon

John Hickman

Sandy Jack \*

Stuart Little \*

David McCarthy [Secretary]

Roger Moore

Dr Derek Pollard OBE

Kenneth Thomson [Chairman to Sep  
2001] \*

#### Right of Attendance (non-voting)

Chairman of the Committee of  
the Council \*

Chief Scout \*

Chief Executive \*

#### Invited to attend (non- voting)

Managing Director, Scout Shops  
Ltd.

Managing Director, Scouting 2007

Representative of the Scottish  
Scout Council

## General Purposes sub-Committee

#### Members (voting)

Paul Barber

John Fogg

Martin Gerrard \*

Neil Leatherland [from Sep 2001] \*

Martin Payne

Clare Pepper [to Sep 2001] \*

Ben Richardson [from Sep 2001]

Ray Salisbury

Roger Sands

David Shelmerdine [Secretary]

Craig Symonds [from Sep 2001] \*

Victor Thys [Chairman] \*

Andrew Wellbeloved \*

#### Right of Attendance (non-voting)

Chairman of the Committee of  
the Council \*

Chief Scout \*

Chief Executive \*

## Programme and Development sub- Committee

#### Members (voting)

Alex Alexander \*

Roger Avenall [to Sep 2001] \*

Colin Coleman

Chris Creelman [from Sep 2001] \*

Sue Camper [to March 2001]

Joanna Danbury

Marylyn Evans [from Sep 2001] \*

Brian Hilton [to Sep 2001]

John May [Chairman] \*

Stephen Peck [Secretary]

Fr. John Seddon

Roger Starr

Richard Wade

Daniel Wood \*

## Right of Attendance (non-voting)

Chairman of the Committee of  
the Council \*

Chief Scout \*

Chief Executive \*

National Commissioners

## Invited to attend (non-voting)

Representative, Northern Ireland  
Scout Council

Representative, Welsh Scout  
Council

Representative, Scottish Scout  
Council

# The Scout Association CENSUS OF MEMBERSHIP

For the year ended 31 March 2002

## Youth Membership

Beaver Scouts	103,604
Cub Scouts	150,058
Scouts	109,829
Venture Scouts	18,397
<b>Total Youth Membership</b>	<b>381,888</b>

## Leadership

Section Leaders	51,067
Group Helpers & Skills Instructors	16,132
Group Scout Leaders	5,883
District Skills Instructors & Advisers	750
District Scouters	1,090
County Skills Instructors & Advisers	470
County Scouters	186
Commissioners	3,816
<b>Total Leadership</b>	<b>79,394</b>

Organisational Support	
District Administrators	1,240
District Officer Bearers	2,294
County Administrators	267
County Office Bearers	297
Scout Fellowship	9,101
Members & Associate Members	2,511
<b>Total Organisational Support</b>	<b>15,710</b>

## **Total Membership      476,992**

Beaver Scout Colonies	7,176
Cub Scout Packs	9,075
Scout Troops	7,378
Venture Scout Units	2,612
Scout Fellowships	877
<b>Scout Groups</b>	<b>8,639</b>
Scout Districts	922
Scout Counties and Areas	114



***scouts***

***be prepared . . .***

The Scout Association  
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