

**DRAFT MINUTES OF THE ANNUAL GENERAL MEETING OF THE COUNCIL OF THE
SCOUT ASSOCIATION HELD ON SATURDAY 3 SEPTEMBER 2016 AT GILWELL
PARK, CHINGFORD, E4 7QW**

Present:

Wayne Bulpitt – UK Chief Commissioner (in the Chair)
Gordon Boyd – TSA Treasurer and Trustee
Matt Hyde – Chief Executive and TSA Trustee
Hannah Kentish – UK Youth Commissioner
Ann Limb – Chair of the Board of Trustees
Members of the Council – 117
Guests and Observers – 41

1. Welcome and Introductions

Mr Jagz Bharth, Deputy UK Youth Commissioner, welcomed and thanked all Council members for attending the Annual General Meeting. Mr Bharth introduced the hosts of the meeting, Mr Ed Lunnon, County Youth Commissioner, Cheshire, and Miss Anna Skipworth, District Youth Commissioner, Barking and Dagenham District.

2. Review of the Year

a) Growth

Miss Skipworth explained to the Council that the Association has four strategic areas, and by 2018 we want to see a Movement that is growing, inclusive, youth shaped and making a positive impact in our local communities. Miss Skipworth continued by asking Mr Bulpitt, UK Chief Commissioner whether the Association has grown and if so by how much. In response, Mr Bulpitt noted that the Association has seen overall a very positive trend in membership growth, figures are up by nearly 5% across the Board (4.8%) to 573,960. Youth membership is up by 1.8% in the 6-18 year old category and female youth membership is up by 7.7%. The Association has seen a rise in young leaders (up by 25% to 13,134), rise in adult leaders (up by 8.7%) and a huge jump in organisational support (up 45%) which is largely due to the demise of the adult membership fee. Mr Bulpitt explained that to achieve target we need to grow by another 50,000 young people and 30,000 adults. England has seen the biggest increase in both youth and adult members in terms of numbers and Northern Ireland has seen the biggest percentage increase in youth members (up 5%).

Mr Bulpitt outlined the more challenging areas for growth; youth membership has grown in all areas except London (reasons include: long commutes for adults, transient populations) and numbers of 13, 14 and 15 year olds are down. The Association has further opportunities to increase growth by focusing on quality programme, ensure 'full sections' and 'full groups', keeping open new provision, keep articulating the benefits of joining Scouting to young people and potential adult volunteers (activities, opportunities and skills for life) and address issues in London. An action plan is being devised to address this and to identify what the pressures are around teenage members.

b) Inclusive

Mr Lunnon invited Dr Ann Limb to update the Council with progress in the area of inclusion. In response, Dr Limb explained that the overall progress is very positive. 25% of the membership is now female with 144,000 girls and women in Scouting. This comes 25 years after the Association welcomed girls into the youth movement. The Better Prepared project met target, providing Scouting

where it is needed most; 237 new sections have been set up in areas of deprivation. The Muslim Scout Fellowship has grown by 36% and the Scope partnership (which is working to deliver resources to support leaders in delivering disability awareness) has been a great success. In terms of what the Association can do better, Dr Limb explained that 25% of the Movement being female is a great achievement, but we now need to set our sights on that figure growing to 50% which is more reflective of the overall gender ratio in the UK and we need to have better data on our members so that we can monitor and celebrate diversity within Scouting.

c) Youth Shaped

Miss Hannah Kentish outlined the highlights for Youth Shaped Scouting. YouShape week was a great success with 25,000 young people and adults participating across the UK. There was also the YouShape Conference 2016 which was attended by 200 people across the UK. 145 District and County Youth Commissioners have now been appointed. The Youth Shaped strategy has now been approved which relates directly to Scouting for All. New adult support material has been launched to support the concept of adults and young people working together in partnership.

Miss Kentish explained that her UK Youth Commissioner team are working on ways to improve support for peer leadership as this is where leadership begins. There will not be a national event in 2017 called YouShape as Youth Commissioners will be invited to Summit17, the National Conference, but YouShape events can take place at any time of the year locally.

d) Community Impact

Mr Matt Hyde explained that the Association launched A Million Hands last year, over 6,000 sections are now registered from 4,000 Groups; which is a reach of over 200,000 young people. Media coverage has been fantastic with nearly 400 media stories in total. Mr Hyde explained that the registration phase was very successful and most sections have their issue. The crucial thing now is for groups to take action on these issues.

e) Valued, Empowered, Proud

In response to a question raised by Mr Lunnon in relation to the morale of the Movement, Mr Bulpitt explained that each year the Association conducts an online membership survey to gauge how members feel about a range of issues. A key test is whether members feel valued, empowered and proud. The Association keeps a note of these each year as key performance indicators.

Results for 2016 are as follows:

- **Valued: 64%**
- **Empowered: 70%**
- **Proud 90%**

Revised Programme

Miss Kentish explained that the Association:

- Supported a roll out of the new programme based on member feedback and research
- Made some tweaks following the launch, in particular to the size and shape of the Bronze, Silver and Gold Chief Scouts awards as well as the introduction of the Beaver Scout Health and Fitness Badge
- Launched a new Network digital platform
- Awarded 798 Queens Scout Awards in 2015-2016, against a target of 781.
- Conducted a successful pilot project of Scouting in Schools.

Cubs100

- There have been Cubs100 associated events across the UK
- Fantastic support from Steve Backshall and Bear at Fun days and Adventure camps
- Promise renewals in high profile locations on 16 December 2016

23rd World Scout Jamboree

Mr Bulpitt explained that:

- The event had seen 3,500 participants, with 500 IST
- There were over 1,034 pieces of media in all, raising awareness of the opportunities available in Scouting as well as the size, scale and reach of our work.

Compass

Mr Hyde explained that:

- The adult functionality on Compass was successfully reintroduced between January and March this year.
- The system is now secure, stable and working as expected.
- When disclosures are embedded we will look at other functionalities such as training and awards.
- It is still the intention to reintroduce youth functionality. Work to revisit the scope is underway.

Underpinning Strategies – Movement highlights

Mr Bulpitt was invited to give an overview of the background work to ensure Scouting is safe and effective. Mr Bulpitt explained that the Association has launched new manager training modules as well as Executive training. The Trainer Adviser experience that was evaluated as good/very good exceeded target (87% against a target of 70%). 76% of volunteers say they have the skills/knowledge to carry out their role against a target of 70%. In terms of safeguarding, there has been a historic files review. Safety incidents are static, with 'serious' incidents down. 74% of volunteers agree their manager motivates them, against a target of 68%.

Underpinning Strategies – HQ highlights

The Council noted that there has been positive progress in a number of key areas:

- The Association's reach across digital channels is increasing and our Facebook page had 264,000 likes last year, making us one of the most popular in the sector.
- Staff restructures are now complete, so we are now aligned to provide the right services to the Movement in the right way.
- Changes to the culture have led to an Investors in People Silver award for The Scout Association; work is progressing towards the Gold award.
- We continue to develop and manage our assets, including the opening of an International Volunteer Lodge at Gilwell, the opening of the Gilwell Mosque, as well as development of Baden-Powell House and Scout Adventures, Youlbury.
- Commercially the Association has had a good year. A new head of Scout Shops has energised the retail operation with improvements in product quality and service. World Scout Shops has exceeded profit targets, as has Unity Insurance.

Underpinning Strategies – Governance

Dr Limb explained that:

- There has been a Governance review and we are committed to the highest possible standards.
- There was a new Chair and Trustees and a new UKCC will shortly be appointed.
- There have been a number of Board improvements, including training and self-evaluation work.

3. Apologies

Mr Lunnon advised the Council that the President, His Royal Highness The Duke of Kent, very much regretted that he was unable to attend the Annual General Meeting. However, he had written to the Association to wish it well for the coming year. The Chief Scout was also unable to attend. In light of this the Board of Trustees therefore proposed that the UK Chief Commissioner, Wayne Bulpitt should Chair the AGM. The Council unanimously approved the proposal.

Mr Bulpitt thanked all for attending the Annual General Meeting and particularly welcomed Vice President John Beresford. Apologies had been received from 2 members of the Council.

4. Minutes of the AGM held on 12 September 2015

The Minutes of the Annual General Meeting of the Council of The Scout Association held on 12 September 2015 were approved and signed.

5. Annual Report and Accounts

Mr Bulpitt reported that, in accordance with the Bye Laws, the Annual Report and Accounts had been formally approved and adopted by the Trustees before presentation to the Council. The Report was not required to be formally adopted by the Council. However the Report must be presented to the Council and Members continue to be entitled to ask questions on its content.

Treasurer's presentation

Mr Gordon Boyd, TSA Treasurer, reported that the Movement has continued to make good progress against the strategic objectives set out in the 2014-2018 strategic plan, although this has not been without its challenges.

a) Income

The total income received last year was over £43m. However, to enable a more meaningful like-for-like comparison between 2015/2016 and the previous year, we should exclude the £10.8m of income relating to the World Jamboree in Japan. This would have resulted in income for the year of £32.6m, some £2.6m or 9% higher than the previous year. This like-for-like increase arose largely due to higher income generated by the activity centres with excellent results from our trading activities. However, unrestricted voluntary income increased only slightly in the year and did not reach the levels we have hoped for.

The restricted income we received in the year enabled us to complete the international volunteer lodge at Gilwell, provide grants for development work in deprived areas and support our future work in schools.

Membership subscription is by far the Association's largest source of unrestricted income at 61% of the total and brought in just under £10.4m last financial year.

b) Membership Fees

The Headquarters Subscription income in 2015/16 (this is the income received based on Census 2015) did not increase. As announced last year, the method of collecting membership subscriptions for the current financial year has changed with only young people under 18 years required to pay subscriptions to Headquarters with no charges now being levied against volunteers. This change in the way that we collect our fees did not result in any increase in total income received by the Association.

The Association implemented transition arrangements which resulted in grants totalling in excess of £6,400 being made directly to Groups where their annual increase, as a result of the change in collection method, amounted to £200 or more. Approximately 180 groups were eligible for these grants and the grants will again be available in June 2017.

For the first time since June 2011, on a like-for-like basis, the Trustees at their recent Board meeting agreed to increase the HQ fees by £1 to £26 (assuming prompt payment) per young person, from 2017.

c) Income Stream

Income from trading activities increased by 16% to £10.7m. The conference centres and Scout Shops in particular had an excellent year partly achieved in the wake of the significant work for the 2015 World Scout Jamboree.

The Commercial team firmly believes that further commercial opportunities exist that can benefit both Headquarters and local Scouting and they are in the process of implementing a new combined commercial and fundraising strategy, which is expected to begin to deliver results in the next two years.

Donations, legacies and similar income decreased by 13% to just under £2.5m. This was largely due to a £0.5m reduction in restricted income which was only partly offset by an increase in unrestricted income. The Association has a number of new initiatives and partnerships planned for 2016 and 2017 which will redress the disappointing results of recent years.

Investment Income continues to represent a relatively small part of the Association's overall income as the amount we have to invest reduces as our capital investment programme has increased.

Income from our charitable activities (excluding Jamboree income) Income from the National Centres and other charitable activities again reported solid growth last year – up 21% to around £8.5m.

The services which The Scout Association provides to the Movement continue to face considerable cost pressure, most notably in relation to the total salaries bill and operational overheads. The Trustees began the year by asking the Senior Leadership Team to identify and prioritise cost savings and efficiencies in the way that the Association procures goods and services and to ensure that we consider value for money whenever we incur expenditure. A clear business case is now required in support of all significant areas of our activities and especially for large items of expenditure.

c) Spend on charitable activities

The Association's largest area of expenditure is related to charitable activities at £37m out of a total spend of £45.5m. Both numbers include £10m of Jamboree expenditure, which is included within Youth programme and Activities.

After stripping out the effect of the Jamboree there was an underlying increase in Charitable Activities spend of £3.4m over the previous year. Much of the increase related to the Better Prepared programme which continues to create new groups and sections within deprived wards across the UK.

The main funding from the Youth United Foundation for this programme ran out in March 2016 and efforts are being made to replace it within income from Government and other funders so that work can continue.

Youth programme and activities: (37% - £13.9m) this includes the various educational activities that members participate in, including items such as the provision and updating of youth programme resources and £10m of Jamboree expenditure.

Development of Scouting: (21% - £7.8m) relates to those activities focussed on growing the movement and include items such as the public affairs work and the regional development service.

Adult support and training: (19% -£6.7m)

Support and Services to the Movement: (23% -£8.6m) includes Headquarters services centrally such as safeguarding, insurance and the Information Centre.

The Association has incurred an additional £8.5m of spend in addition to the £37m relating to Charitable Activities, taking total spend to £45.5m. This additional spend related to the costs associated with supporting our retail activities, fundraising and governance.

Total income generated in the year was £43.4m and therefore after deducting total expenditure of £45.5m, the operating loss for the year was £2.1m, similar to the net reduction in reserves.

d) Reserves

The Association show an overall reduction in total reserves (unrestricted and restricted) of approx £2.1m, to £41.6m. The total value of reserves still looks substantial. Unrestricted reserves have come down from £15m to £10.5m. This is slightly above target level of £10m which is broadly equivalent to 6 months of the Association's expected unrestricted spend.

General Reserves include a reduction for a future pension liabilities reserve of £10m. This relates to the Association's defined benefit scheme which was closed to new members a number of years ago.

As noted last year, the pension scheme deficit calculated using accounting rules does not in itself trigger a requirement to make any additional payments into the Scheme over and above the annual payments of £600,000 which we already make as part of a deficit reduction plan to repair the £5m actuarial deficit identified at the last actuarial triennial valuation in 2013. However, this situation is likely to change next year when the result of the 2016 actuarial triennial valuation is available.

Early indications are that the revised actuarial deficit will move closer to that calculated by the accountants (i.e. an increase from £5m to £10m) and we are preparing for either an increase in our annual payments or the need to make a capital injection into the Scheme to address the expected deficit. This will be subject to agreement with the pension fund trustees.

A review of our current financial strategy is in train to ensure we have sufficient funds to underpin a new and exciting programme of activities until 2018 and beyond. Despite the reduction in reserves, our balance sheet remains one that would be envied by many charities and will allow us to face the financial challenges ahead, with funds available to continue to spend and invest in furthering our objectives.

e) Financial challenges ahead

- To create a financial model that will enable the Association to be both financially sustainable and to manage its key risks.
- To maintain our reserve levels and to maximise the potential income from all our assets.

- To continue to obtain value for money from our business, assets and activities, for the benefit of our membership.
- To invest in new initiatives that will contribute to the growth and development of Scouting for the coming years such that we can achieve our objectives as outlined in 'Scouting for All' by 2018 and beyond.

Mr Boyd noted special thanks in particular to Mr John Kennedy, TSA Trustee, who chaired the Finance Committee whilst he recovered from an illness. This year the Finance Committee welcomed two new independent members Mr Bernard Kinchin and Mr Steven Findlay.

Mr Boyd extended his thanks to the Finance team led by Mrs Lindsay Sartori, Director of Support Services and Mr Mark Webb, Head of Finance for their hard work in preparing the accounts and for keeping control of the Association's finances during the course of the year.

Mr Bulpitt thanked Mr Boyd for his presentation about the Association's finances and invited questions from the Council. There were no questions to note.

6. Vice President of The Scout Association

Mr Bulpitt handed the chairing of the meeting to Dr Limb and excused himself for this item.

Dr Limb reported that the Board of Trustees at their meeting on 9 July 2016 decided in recognition of his outstanding service as first UK Chief Commissioner, to recommend to the Council that Mr Wayne Bulpitt should be appointed as an additional Vice President of The Scout Association. The Board also asks that the Council elect Mr Bulpitt as an Elected Member of Council, for an initial 3 year term until 2019 AGM. Council members had been sent a brief biography for Mr Bulpitt. Mr Boyd on behalf of the Board proposed the appointment of Mr Bulpitt as Vice President and Elected Member of the Council for an initial term of three years from 2016-2019. Mr Kieron Moir seconded the proposal. All votes cast were in favour, with one abstention.

Mr Bulpitt returned to the meeting. Dr Limb was delighted to congratulate Mr Bulpitt on his appointment as Vice President of The Scout Association and election as Elected Member of Council for a 3 year term until 2019 AGM.

7. Elected Members of the Council (Bye Law 3[c])

On the proposal of Miss Fi Durrant seconded by Ms Liz Jack, both Members of the Board of Trustees, the Council approved unanimously the election of the following Elected Members of the Council for a period of three years 2016-2019.

The Speaker, The House of Commons	Currently Rt. Hon. John Bercow, MP
The Chief Guide	Currently Ms Valerie le Vaillant
The Rt. Hon. The Earl of Airlie, KT, GCVO, PC	Vice President
Chairman, Board of Trustees, Scouts Scotland	Currently Mr Moray MacDonald
Chairman, Board of Trustees, ScoutsCymru	Currently Dr David Chapman
Chairman, Committee of the Council, Northern Ireland Scout Council	Currently Mr Henry Brown
Mr W. George Purdy, CBE	Vice President and Former Chief Scout
Chair of the UK Chapter of the World Scout Foundation	Currently Dr Richard Butler
Mr John Capper	Former Treasurer

Moderator, Free Churches Group	Currently Reverend Dr Hugh Osgood
Representative of the Moderator of the Free Church of Scotland	Name to be confirmed
Dr Derek Twine	Former Chief Executive

8. Appointed Member of the Board of Trustees (Bye Law 22[c])

Mr Bulpitt asked Ms Frances Craven to leave the meeting for this item.

Mr Bulpitt informed the meeting that Ms Sally Cantello's term as Trustee comes to an end at this AGM. In Ms Cantello's place the Board decided to recruit a Trustee with specialist safeguarding expertise in line with good practice and governance. The Nominations and Governance Committee conducted a competitive recruitment and interview process on the Board's behalf. The Board agreed to propose that Ms Craven be appointed as Trustee for an initial three year term. Council members had received a brief biography for Ms Craven.

Mr Byron Chatburn on behalf of the Board proposed the appointment of Ms Craven as Trustee for an initial term of three years from 2016-2019. Ms Lexie Sims seconded the proposal. Council voted unanimously in favour of the proposal.

Ms Frances Craven re-joined the meeting. Mr Bulpitt was delighted to congratulate Ms Craven on her appointment as Trustee of The Scout Association for a 3 year term until 2019 AGM.

9. Elected Members of the Board of Trustees (Bye Law 22[a])

Mr Bulpitt advised the Council that this year the call for candidates from the electoral colleges of England North, England South and Scotland resulted as follows:

- One vacancy and one candidates for the England North Electoral College
- One vacancy and one candidate for the Scotland Electoral College
- One vacancy and two candidates for the England South Electoral College

As there was only one candidate for the England North Electoral College a ballot was not necessary. Mr Bulpitt Wayne thanked Mr Stuart Howells for standing and welcomed him to the Board of Trustees for a second term. Mr Howell's term of office as a Trustee will be from 2016-2019, subject to him remaining a Member or Associate Member of the Association.

Similarly, as there was only one candidate for the Scotland College Mr Bulpitt congratulated Mr John Kennedy on his re-election to the Board of Trustees. Mr Kennedy's term of office as a Trustee will be from 2016-2019, subject to him remaining a Member or Associate Member of the Association.

For the England South College, there were two candidates. Their details were sent to Council members at the end of July and voting was held online.

The successful candidate was:

- **England South - Gareth Davies**

Mr Gareth Davies was duly re-elected for the period 2016-2019, subject to him remaining a Member or Associate Member of the Association.

10. Elected Youth Member of the Board of Trustees (Bye Law 22[b])

Mr Bulpitt advised the Council that there was one vacancy and 10 candidates for the role. Year on year the Association is seeing more candidates wishing to become Youth Trustees. Mr Bulpitt explained that the Association wants to make this process as positive as possible, even for those who are not successful in being elected on this occasion. As a result, following on from the successful pilot of the 'Soft Landings' process last year, we will be working with those candidates who were not successful on this occasion to harness their enthusiasm and continue their development as volunteers within Scouting.

Candidates' details were sent to Council members at the end of July and voting was held online.

The successful candidate was:

- **Youth Member - Jack Bullon**

Mr Jack Bullon was duly elected for the period 2016-2019, subject to him remaining a Member or Associate Member of the Association.

11. Other Business

There being no other business the Chair thanked Members of the Council for their attendance and formally closed the meeting.

Following the close of the Annual General Meeting, Presentations were undertaken: Ms Sally Cantello and Mr Jake Myatt received thanks and a gift following the end of their term as Trustees. Finally, a special presentation was made thanking Mr Wayne Bulpitt for his service to the Association during his term as UK Chief Commissioner.

Lisa McDonald
Governance Officer
18/11/2016