

**GIRL GUIDES
AUSTRALIA**

2013





girls worldwide say

World Association of Girl Guides and Girl Scouts
Association mondiale des Guides et des Eclaireuses
Asociación Mundial de las Guías Scouts

With ten million Girl Guides and Girl Scouts from 145 countries across the world, the World Association of Girl Guides and Girl Scouts (WAGGGS) is the largest voluntary movement dedicated to girls and young women in the world.

ASIA PACIFIC REGION

Australia · Bangladesh · Brunei Darussalam · Cambodia · Cook Islands · Fiji · Hong Kong · India · Japan · Kiribati · Korea · Malaysia · Maldives · Mongolia · Nepal · New Zealand · Pakistan · Papua New Guinea · Philippines · Singapore · Solomon Islands · Sri Lanka · Taiwan · Thailand · Tonga

ARAB REGION

Bahrain · Egypt, Arab Republic of · Jordan · Kuwait · Lebanon · Libya · Mauritania · Oman, Sultanate of · Qatar · Sudan · Syria · Tunisia · United Arab Emirates · Yemen Republic

AFRICA REGION

Benin, People's Republic of · Botswana · Burkina Faso · Burundi · Cameroon · Central Africa Republic · Chad · Congo · Congo, The Democratic Republic · Gambia, The · Ghana · Guinea · Ivory Coast · Kenya · Lesotho · Liberia · Madagascar · Malawi · Mauritius · Namibia · Nigeria · Rwanda · Senegal · Sierra Leone · South Africa · Swaziland · Tanzania · Togo · Uganda · Zambia · Zimbabwe

WESTERN HEMISPHERE REGION

Antigua and Barbuda · Argentina · Aruba · Bahamas · Barbados · Belize · Bolivia · Brazil · Canada · Chile · Colombia · Costa Rica · Dominica · Dominican Republic · Ecuador · El Salvador · Grenada · Guatemala · Guyana · Haiti · Honduras · Jamaica · Mexico · Netherlands Antilles · Nicaragua · Panama, Republic of · Paraguay · Peru · Saint Kitts and Nevis · Saint Lucia · Saint Vincent and The Grenadines · Surinam · Trinidad and Tobago · United States of America · Uruguay · Venezuela

EUROPE REGION

Armenia · Austria · Belarus · Belgium · Cyprus · Czech Republic · Denmark · Estonia · Finland · France · Georgia · Germany · Greece · Hungary · Iceland · Ireland · Israel · Italy · Latvia · Liechtenstein · Lithuania · Luxembourg · Malta · Monaco · Netherlands · Norway · Poland · Portugal · Romania · Russian Federation · San Marino · Slovak Republic · Slovenia · Spain · Sweden · Switzerland · Turkey · Ukraine · United Kingdom

GIRL GUIDES NSW & ACT ANNUAL REPORT 2013

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GH1426 © Girl Guides
NSW & ACT May 2014

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based inks and an
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GIRL GUIDES
AUSTRALIA
NSW & ACT

ABN: 21 366 241 150



STATE COMMISSIONERS REPORT

Girl Guides is an iconic organisation with over 100 years of experience and expertise to enable girls and young women to grow into confident, self-respecting, responsible community members. Five years ago Girl Guides NSW & ACT adopted a new strategic plan, in line with Girl Guides Australia, which has led to significant change and revitalisation of the organisation. In 2013, due to some hard decisions taken five–six years ago, the organisation is now reaping the benefits and seeing resurgence in membership and increased passion amongst our volunteers and youth Members. There has been a cultural shift with greater cooperation across the Regions and Districts to support each other and offer a greater range of experiences for the girls and young women. At the beginning of the year, we welcomed Peta Gillies, CEO. Peta has made a significant contribution to Girl Guides NSW & ACT's goal to revitalise the movement. As you read this report you will read about the stories and the achievements of the volunteers and staff who work together for successful outcomes.

Highlights for 2013 have included:

- the introduction at the start of the year of Guide Handbooks, which resulted in a renewed focus on skills development in leadership, advocacy, the environment, teamwork, arts and culture, and the outdoors;
- the new Leader Qualification training course and Passport was rolled out, Learning partners introduced to better support the new Leaders and a greater variety of courses on offer to meet the needs of the experienced Leaders, State conferences to support skills development in Region and District Leaders and their teams;
- greater use of technology to connect Leaders and girls across NSW & ACT;
- increase in events for the 14–30 age groups to give the girls and young women a greater voice within the organisation. This resulted in a significant increase in the number of young women joining State, Region and Event committees;
- an increased participation in hiking and canoe expeditions, camps, caving and boating activities;
- increased community recognition through ABC's *Compass* program and other media hits.
- the launch of the online Leader support resource, supporting girls with special needs and the majority of Regions appointing a Region Special Needs Liaison to assist girls with a special need at Unit level. The Girl Guide online Leader support resource was recognised at the NSW Government Disability Innovations Awards in the category of supporting children and families;
- increase in the number of girls and women representing Guiding at a World Association of Girl Guides and Girl Scouts (WAGGGS), UN, Asia Pacific Region and at other Guiding Member organisation's events. At a number of the events there was a focus on issues such as violence against women and girls;

- Board member Susanna Matters was awarded the Australian Women's Weekly Women of the Future Award. Susanna established a charity **Goods for Girls** which acknowledges the connection between a healthy lifestyle and encourages girls to stay in school and provides feminine hygiene products and services to girls and women in Africa.
- Trefoil Guilds from across NSW & ACT gathered together for an inspiring weekend at Stanwell Tops. It was a wonderful time for friendship and fellowship as well listening to interesting speakers followed by stimulating discussion.
- for the first time the State Forum was held via webinar in February with Members gathering together in 56 locations across the eleven Regions. This was an opportunity for adult Members to meet Peta Gillies, CEO for the first time, ask questions and listen to presentations on the new Learning and Development program, strategies for growth and the Board's strategic direction for 2013; and
- Associations Forum Conference – I was on a panel with the CWA and RSL. We represented iconic organisations with discussion centred on keeping an old brand relevant, volunteers and staff – the balance and working together, staying relevant to the different generations and the challenges of the federated model.

Peta Gillies' Chief Executive Officer Report and Executive Summary provides much greater detail of the various factors that have contributed to the operating performance of Girl Guides NSW & ACT over the past year and I recommend that report to you, along with that from our Honorary State Treasurer, Rosemary Derwin.

Guiding in NSW & ACT would not exist without the support of our amazing team of dedicated volunteers who work at all levels of the organisation from the Board to the Guiding Districts, both men and women of all ages. Guiding is an inter generational organisation. Many of the volunteer roles have a fixed term, as a result in 2013 we sincerely thanked four retiring Region Leaders – Sue Tickell, Helen Eggleton, Yvonne MacRae and Joanne Weekes – and four retiring Board members – Gabrielle Curtin, Pamela Bedford, Lauren Adams and Fiona Langford – for their contribution to the leadership and management of Girl Guides NSW & ACT.

On behalf of all Guides in NSW & ACT, I would like to thank our Board members, Advisers, Consultants, Liaisons, staff and all volunteers for your wonderful efforts over the past year. It is your skills and contribution that enable girl and young women grow into confident, self-respecting, responsible community members.

Belinda

Belinda Allen | State Commissioner



CHIEF EXECUTIVE OFFICER'S REPORT

It is with great pleasure that I provide this executive summary of our work over the past year.

We operate in a complex environment, with ever-increasing obligations around legislation and governance, increased alternatives and pressures for our existing and potential members, increased costs and expectations with decreasing traditional income streams, and increased demand for volunteer time in a world that is becoming more and more time-poor. While ever evolving advances in technology allow us to more effectively communicate across our vast geographical Regions, they are also a key driver in requiring us to constantly review and evaluate how we can ensure our Organisation is relevant and responsive to the current needs of Girls and Young Women, who are core to everything that we do.

Despite these challenges we are proud to have achieved all that we have over the past year, a truly collaborative effort drawing together the strengths and expertise of our many dedicated volunteers and Staff. From the outset I would like to personally thank our Directors for their well-considered direction and support, our Region Managers, State Advisers, Consultants and Liaisons for their responsiveness to change. They have worked tirelessly to respond to the challenges before us, so of course our many Leaders, without whom Guiding would simply not exist. My sincere thanks also to the staff at Guide House who have continually evolved and supported many changes over the past 12 months, partnering with myself and our volunteer team to deliver some fantastic outcomes.

EXECUTIVE SUMMARY

Considerable activities were undertaken throughout 2013 to consolidate and further strengthen the Organisation in each of our strategic priority areas, namely:

Membership Growth and Retention

- Implemented significant changes to Learning and Development reflecting a more contemporary approach relevant to the modern volunteer.
- Ongoing review and analysis of Member experience, allowing responsiveness to key trends.
- Well defined, outcome based membership development projects in metropolitan and rural areas.
- Reinvigorated State and Region event calendars.
- Investment in promotional material at local level to assist reach prospective members.
- Focus on conversion of passive Members to active Members.

Compared to 2012, and among other things, these and other initiatives resulted in a 79% increase

in the recruitment of new Leaders, a 4% increase on overall Member retention rates, 48% of passive Members being converted to active Members.

Manage the Brand

- Development of a comprehensive style guide for all publications – emphasis on relevance to target groups and increased professionalism.
- Focus on building external networks and contacts with emphasis on maximising opportunities for exposure, resulting in an increased media presence at State and Region level.
- Social media strategy developed resulting in enhanced social media presence across multiple platforms.
- Development of marketing collateral including brochures, posters and booklets in accordance with new style guidelines.
- Design of new website with emphasis on enhanced user experience and redefined Organisational image.

Streamlined Business

- Operational review and restructure of the Guide House Team ensuring staffing aligns with, and is responsive to, the strategic priorities of the Association and that the needs of our Members are met.
- Outsourced payroll function.
- Review, selection and implementation of new accounting software (XERO – live from 1 January 2014).
- Review, selection and configuration on new membership database (iMIS – live from early 2014).
- Retail review and restructure to ensure effective and efficient operational and stock management practices.
- Development and implementation of suite of human resource policies and procedures – emphasis on legislative compliance, transparency and equity.
- The introduction of formalised project and change management methodologies to the Organisation both allowed us to successfully deliver our financial and membership system projects on time and budget, while also leaving legacy tools and processes for future use and project delivery.

These, and other strategies in 2013 resulted in a 24.5% reduction in administrative and operational expenditure compared to 2012, with a demonstrated increase in service quality and responsiveness to Members. Our overall core activity expenditure reduced by 10.47% compared to 2012, and our operating structure is now clear and transparent with defined roles and responsibilities.

Cultural Change

- Board level support in taking appropriate action to ensure adherence to and the upholding of Girl Guides NSW & ACT Code of Conduct and Values.
- Focus on our Values in all that we do, including incorporation into new website design and emphasise in publications, recruitment and appraisal processes.
- A focus on assisting Regions to manage conflict and challenging behaviours – with practical support through the delivery of conflict resolution training in 2013, as well as State Team assistance in the management of challenging and complex issues across Regions.
- Changes to Learning and Development resulting in a more modern approach to the development of our Leaders and Managers – this is a critical key to our ongoing cultural change management.
- Since the introduction of our Risk Management framework training in 2013, 60% of Leaders have completed and implemented the framework.
- Staff performance culture – each team operating to agreed key performance indicators and budgets.

Diversity of Income

- Emphasis on membership growth and retention directly impacts on income – in 2013 membership income increased by 4.7% compared to 2012.
- Continued focus on identifying Grant opportunities to assist at State, Region and District Level – with successful application outcomes including:
 - o \$199,827 in Community Building Partnership Grants from NSW Government
 - o \$41,791 in Volunteer Grants from the Department of Families, Housing, Community Services and Indigenous Affairs.
 - o \$60,828 in Crown funding from Public Reserves Management Fund.
- Review of State properties to ensure maximum value for money for external hirers and maximum utilisation – a resulting 4.1% increase to property management income compared to 2012.
- Emphasis on effective management of cash and assets to ensure ongoing financial viability – resulting in 8.5% increase in accumulated funds and reserves compared to 2012;
- Retail income increased by 10.7%, primarily due to release of handbooks and introduction of new merchandise.
- Overall expenditure as a percent of income dropped from 104% in 2012 to 95% in 2013.

Property and Asset Management

- Full risk analysis undertaken on State properties, with risk management plans subsequently developed and implemented.
- Full review of insurance requirements undertaken and new insurance broker appointed in 2013 – Property valuation process undertaken in 2013 resulted in an increase of insured property and contents by 10.6% (without an increase in premiums being passed onto Regions).
- Electronic property booking system introduced to allow more efficient and effective bookings of State properties.
- Glengarry redevelopment – significant work undertaken by Glengarry Redevelopment Committee to determine future use requirements and move to design stage. Final Draft master plan for Glengarry received from Architect in late 2013, with Girl Guides NSW & ACT Board moving to commence a second stage of the project (further refinement of plans, development applications etc) in early 2014.

I should also note that Girl Guides NSW & ACT continue to follow and support the Royal Commission into Institutional Responses to Child Sexual Abuse. The Royal Commission has not raised any concerns with any Girl Guide Organisation. With strong representation from Girl Guides NSW and ACT, work is being undertaken in conjunction with GGA and all other Girl Guide Organisations to ensure our policies and procedures satisfy any recommendations made by the Royal Commission.

Further details of our achievements are contained within this report. I am confident that our Organisation is responding to our challenges and opportunities in a very proactive way whilst remaining true to our Mission, Vision and Values.



Peta Gillies | Chief Executive Officer



STATE TREASURER'S REPORT

Girl Guides NSW & ACT is in a fortunate financial position. Acknowledgment for this should be made to previous Boards of the Organisation who had the foresight and strength to make decisions to consolidate property. These funds provide a firm foundation and have enabled us to deliver an operating surplus in 2013.

Funds invested as at 31 December 2013 totalled \$24,669.604. These funds are primarily managed by our external fund managers, Private Portfolio Managers and ANZ Trustees.

The funds are invested in a balanced portfolio with a focus on ethical investments. \$400,000 was withdrawn from our managed funds during the year to support operational expenses.

Total accumulated funds and reserves as at 31 December 2013 were \$29,742,313.

This reflects an 8.5% increase from last year.

Increases in 2013 included an increase in retail sales which can be attributed to the release of long-awaited new handbooks. Membership income rose by 4.7% compared to 2012.

Fundraising during the year included the annual Girl Guides NSW & ACT luncheon held at NSW Parliament House, the State Appeal, the Great Guide Sleepover at Taronga Zoo and Guide Biscuit sales.

Insurance premiums also continued to increase. The burden of our property insurance is shared with Guiding Districts. This expense is a challenge to many Districts.

It will be noted through this Annual Report that strategies have been implemented to improve the operational efficiency of the Organisation. This has resulted in reduced administrative costs which in turn contributed to our surplus operating results.

Our Guiding Districts were successful in receiving government grants totalling \$302,446.

The support of government through grants is greatly appreciated as it allows local fundraising to be channelled directly into Guiding activities for the girls.

A bushfire appeal account was established to enable us to support our Members effected by bushfires throughout the State. \$8,354 was donated.

The Association's land and buildings on freehold land have been valued at 31 December 2013 at \$35,542,430. The valuations are assessed based on the Valuer General land valuations and insurance valuations of buildings.

The balance of the Investment and Building Fund as at 31 December 2013 was \$2,639,149. This fund provides a secure option for the holding of surplus District and Region funds. The interest rate to be applied to funds held in the Investment Building Fund in 2013 is 3.27%.

Thanks are extended to the following for their time, guidance and advice relating to our finance and investments:

- members of the Finance Management Committee who oversee the financial stewardship of the organisation – David Fahey, Belinda Allen, Phillip Howe and Sarah Neil;
- our CEO, Peta Gillies;
- the teams at PPM and ANZ Trustees; and
- Mark Muller, and the team at HLB Mann Judd.

Additionally thanks are extended to all who have donated, helped fundraise or contributed in any way to securing the finances of Girl Guides NSW and ACT.



Rosemary Derwin | Honorary Treasurer



STRATEGIC PLAN

MISSION

“To enable girls and young women to grow into confident, self respecting, responsible community members”.

VISION

Australia’s leading organisation for girls and young women in leadership and personal development.

2015 ASPIRATIONS

Growing Membership & active Alumni.

Sustainable surplus with diversity of income.

National “top of mind” positioning as the leading development organisation for girls and young women.

STRATEGY

REVITALISING THE MOVEMENT

Membership Growth & Retention

Manage the Brand

Diversity of Income

Streamlined Business

Cultural Change

Property and Asset Management

VALUES

Empowerment

We support and encourage the people we work with to be the best they can be.

Collaboration

We include others, cooperate and share information to get a better outcome together.

Respect

We value the similarities and differences that others bring and recognise their good intentions.

Passion

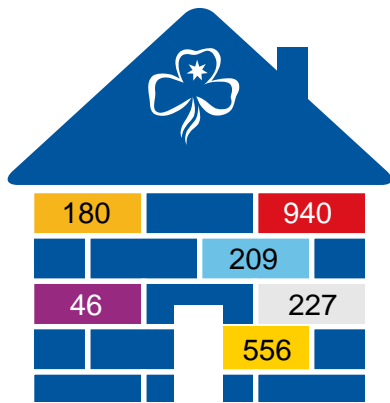
We conduct ourselves in everything we do with pride, enthusiasm and belief. We see answers not problems

Initiative

We are not afraid to accept new ideas and take responsibility to make them a reality.

MEMBERSHIP GROWTH AND RETENTION

As of December 2013 Girl Guides NSW & ACT was home to **8050** Members.



- Leader of Adults
- Leader of Youth
- Olave Program
- Resource Leaders
- Adult Member Non Leadership Role
- Trefoil Guild

*some Members may hold two of the above roles



*PJ & Junior Guides
(5-9 years old)*

*Guides
(10-13 years old)*

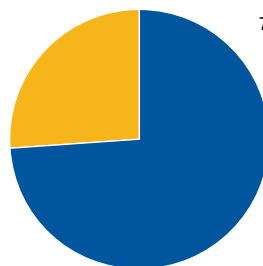
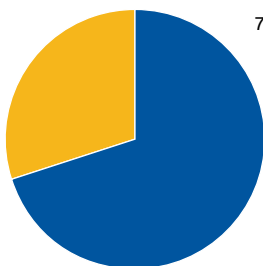
*Senior Guides
(14-17 years old)*

A number of strategies introduced have successfully seen our retention rates begin to rise:

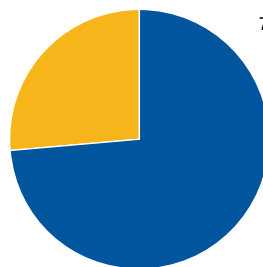
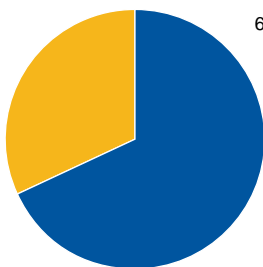
2012

2013

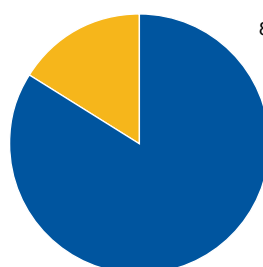
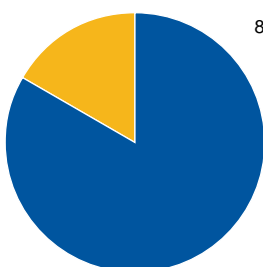
TOTAL MEMBERS



YOUTH MEMBERS

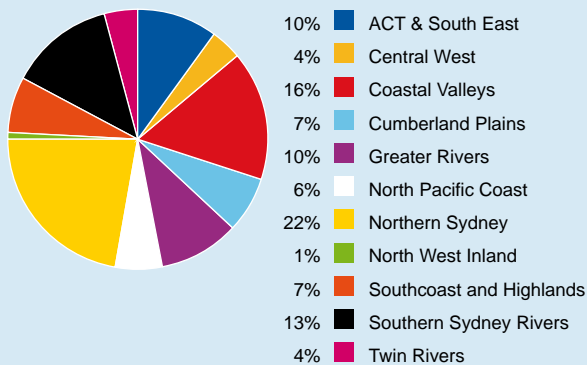


ADULT MEMBERS

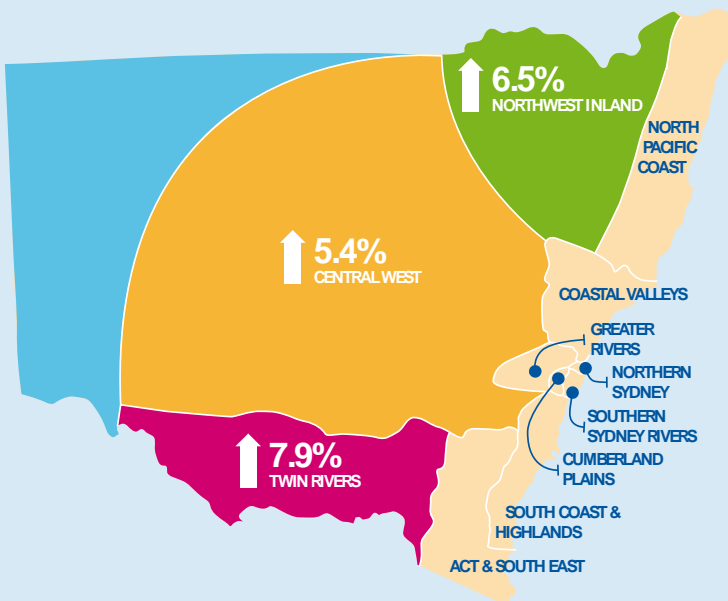


A **Parent survey** conducted in 2013 provided insight into why retention rose by **3.9%** and more importantly why **Youth Member** retention rates rose by **5.54%**. **Over half** of the parents surveyed said they found Girl Guides **very affordable** and another **30%** said the costs and benefits of Guiding was good compared to other extra-curricular activities. Almost **60%** of parents said their daughters were always given many opportunities to participate and attend events outside their Unit. Parents said that their daughters chose to participate in Girl Guides over other extra-curricular activities because they enjoyed the activities they undertook, **giving back to the community**, the **values instilled, teamwork, healthy interests** and **choice**. Parents also reported seeing **amazing benefits** and **growth** in their daughters. They listed increased **happiness, confidence, independence, knowledge** and **new friendships** as **key factors of development**.

Region Membership as % of NSW & ACT Total



Membership Growth in Remote Regions



The expansion of the **Membership Development Team** including the addition of **Rural Membership Development Officers** (funded in part by a grant) has also been crucial in the growth in membership. For example the efforts by one **Rural Membership Officer** in conjunction with a **Region Leader** and some **wonderful volunteers** saw a new District opened in Mudgee. Another **Membership Development Team** and **Guiding Member** collaboration saw a District with a **thriving Junior Guide Unit – Crestwood** – open a new Guide aged Unit. Over one-third of the 24 Junior Guide Members were **reaching the upper echalon** of the **Junior Guide** age group. **The Leaders** decided to split the Unit and establish a new one for **girls aged 9–14**. Events were set up for girls to **come and try Guiding** and a recruitment campaign was rolled out through local schools. The strategy proved successful with a **30%** increase in **Junior Guide** numbers and a **45%** increase in **Guide Members** for this District.

2013 saw **79.35%** increase in the **recruitment** of **new Leaders** – 165 compared to 92 in 2012. **138 Leaders completed** their qualifications, a **157%** increase on **2012**.

As with the parent survey, **Leader surveys** conducted in 2013 gave **insight** into what has aided such **positive outcomes** in the area of **Learning & Development**.

New Leaders were surveyed three months into their training, with their responses telling us **why** more Leaders were able to **complete** their learning passports and **gain qualifications** in a shorter time frame. Contributing factors included: **new Leaders** are now **given more support** from **District Leaders**; the new process **assisted** Youth Members **transition** to adult leadership roles; and roles and responsibilities have been clarified and articulated **Over 70%** of respondents reported **valuable** face-to-face meetings with their Learning Partners.



Leaders of Adults were also surveyed as a key focus group within our Organisation.

- **Half** of **Leaders of Adults** say they take on more than they should, with **90%** of these saying that the positive changes to Learning and Development will better enable them to manage their priorities.
- **People** elements are the **most important part** of the Leaders of Adults roles, including **supporting** leaders, **recognising** leaders, **developing** teams and **passing on** information.
- Leaders of Adults strongly support a **new approach** to their learning and development, **replicating** the approach **already developed** for **Leaders of Youth**.



In response to the Leader of Adult survey a number of recommendations were adopted. Leaders of Adults from 1 January 2014 commenced being referred to as District Managers and Region Managers, who will undertake **the new management qualification**. The success of the **redesigned leadership qualification** formed the basis for the roll out of new management qualifications. Two learning passports were developed and tried – one for **District Managers** and one for **Region Managers**. Both qualifications have five modules: **Leading Guiding, Leading your Team, Minimising Risk, Managing Administration** and **Building for the Future**, with a sixth module for those who have not been Leaders before: **Being involved with Guide Units**.

For Managers, the **benefits** of the new approach is that it: is a **single national qualification** – no retraining if you move State; it **values previous experience** as a Leader; it provides a **structured approach** to the first months in the role; it bases learning on the tasks that Managers need to do to be **successful**; it makes the **requirements** of roles **transparent**, it assists with recruitment and selection; it provides **better talent pathways** for young women and; achieves a **match** between **individual aspirations** and **organisational need**.

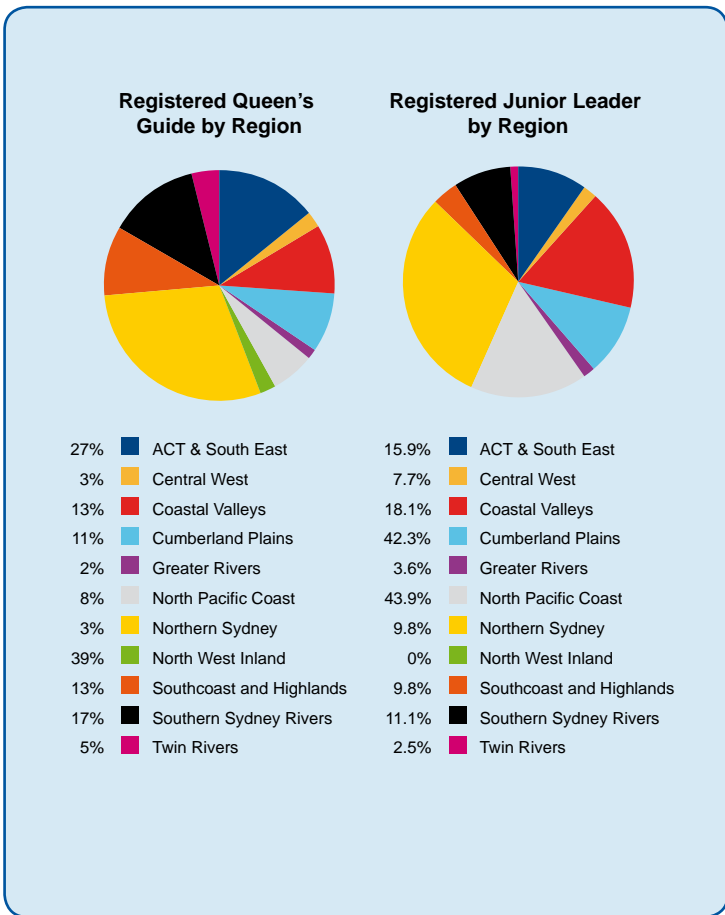
With more Adult Members in Leadership and Management roles, the task of growing Guiding becomes more achievable. Without volunteers in these crucial roles, it would be impossible for Guiding to function and for more girls to become Members. With the addition of just one Leader, Lane Cove District was able to open a second Junior Guide Unit, meeting the needs of the local area and alleviating the pressure on the growing waiting list.



THE AUSTRALIAN GUIDE PROGRAM

The Australian Guide Program (AGP) enables Girl Guides to develop as individuals with a focus on the areas of practical skills, physical relationships, and self development with others delivered through a program of **outdoors, environment and earth education, advocacy, international and world guiding, arts and culture, youth leadership**, Guides with **special needs** and the **Awards and Recognition System**.

In 2013 25.9% of Senior Guide Members were registered as Junior Leaders, with 48.6% of these registered to **complete the Queen’s Guide Award**, the highest **achievement award** for **Youth Members**. Work was also completed in the compilation of a **Junior Leader Resource** and **roadshows** providing **informative seminars** on the role of a Junior Leader and the Queen’s Guide Award commenced in November.



State Events

Adventure in the Garden – March 2013

After three years of Centenary celebrations (2010–2012) at The Australian Botanic Garden Mount Annan, **WAGGGS Party Time** was held for the final time in 2012. Due to the popularity of the event Adventure in the Garden was born in 2013, offering a day and night adventure with a host of activities that were exciting, adventurous and educational. Over 800 Guides and Leaders attended the adventure day in addition to sponsors, supervisors and staff.

Regatta – March 2013

Senior Guide and Olave Program groups converged together in team colours for the final Regatta to be held at Nords Wharf, Lake Maquarie. With a theme of **Game On**, 257 participants took part in boating events such as kayaking, canoeing and rowing, as well as boardgame inspired camp challenges and games.

Caving Weekend – May 2013

Thirty-nine Girl Guides, lit only by a head torch, strengthened their character by crawling through tight spaces in the ultimate trust exercise – caving. Run by the **Rover Speleological Society**, made up of current and former Guides and Scouts, this event was again completely booked out in 2013.

Glengarry Hike – June 2013

One of our most celebrated properties, Glengarry is surrounded by some **beautiful walking tracks**. Four distinct routes were mapped out for each of our Guide levels, with tracks suited to the novice walker or the more advanced hiker. All routes led to Glengarry, where a tasty sausage sizzle and refreshments were served to 190 Guides whose attendance supported development projects and improved facilities, and the chance for Guides of all ages to experience bushwalking.

Snow Week – July 2013

A contingent of 25 Guides embarked on this **winter adventure experience** which include ski lessons, day excursions and ski activities. Araluen Lodge in Jindabyne is an ideal base for Guides to take to the slopes for a full week in July.





Imagine More – July 2013

What a wonderful way to get everyone thinking and contributing to the future of Guiding in NSW & ACT. The **Imagine More Youth Forum** hosted 27 youth Members (14–17 years) and 16 Olave Members (18–25 years) at Glengarry in early July. Youth forums like this are an important tool for engaging with the Organisation’s youth Members to develop a program that is relevant to them and for **developing advocacy skills** and a capacity to **make change** at a local level, both within Guiding and the communities where Guides live, work and serve.



One initiative that was conceived at Imagine More was to add to the State Events Calendar a camp for the **visual and performing arts**. From these small seeds, **VISPERA** came to being, an arts camp that offered the girls a wide variety of activities, from the five core major groups of craft, drama, dance, visual arts and music to be held early 2014.

The Great Guide Sleepover – August 2013

One of the most anticipated events in the State Calendar, The **Great Guide Sleepover** 2013 saw 1250 Guides enter the Taronga Zoo at dusk to get the biggest annual Great Guide Sleepover underway. New additions to the line-up offered guessing games and hampers for Guides and Leaders and a special visit from Roxy, Taronga’s Primate Expert. As always, the sleepover’s focus is to educate Guides on the importance of **animal conservation**. Through the superb fundraising efforts of all, 2013 saw the highest donation to Taronga Conservation Society with a cheque presented for \$27,063 – well done to everyone involved.



Advocacy and Service

Very much a part of the history and traditions of Guiding, through Advocacy and Service there are many ways that Guides find to help others. Not only is service one of the **seven fundamentals** of the Australian Guide Program (AGP), service is also the embodiment of Girl Guides Australia's Promise & Law. The AGP equips girls and young women to have a **voice** and **speak up, educate** and **take action** on matters that concern them.

Guides once again assisted at, and participated, in the UN Women Australia's Sydney breakfast for **International Women's Day**, and continued to participate in and raise awareness and funds for a variety of causes including Clean Up Australia Day, EarthHour, Harmony Day, Dragons Abreast, Relay for Life, MS Megaswim, and the Lord Mayor's Picnic, Sydney, (New Years Eve) as well as Citizenship, Australia Day and ANZAC Day ceremonies.

Apart from many local community based service projects organised by Units and Districts, key Service projects for 2013 included:

Operation UPLift: Olave Program Members collected bras at their annual conference to pass onto an organisation called Uplift that sends them to women in disadvantaged communities globally – many of these bras are the first that these women have owned.

Rejectamenta: with more than 85,000 runners assembling at Sydney's Hyde Park for the annual City2Surf, over 170 Guides moved in after the start to collect the 9.5 tonnes of discarded clothing for The Smith Family.

Taronga Zoo Animal Sponsorship: funds were raised for animal conservation projects and the ongoing sponsorship of: Bilbies, Yellow-Footed Rock Wallabies, Feathertail Gliders and Tasmanian Devils.

Breast Care Bags: a new service project was conceived quite fortuitously when Deputy State Commissioner Joanne Muller overheard some Breast Care Nurses mentioning that their supply of Breast Care Bags was no longer available. Wheels were set in motion and a great deal of preparatory work conducted for this service project to be realised in 2014.



Girl Guides NSW & ACT also participated in **Graffiti Action Day 2013** organised by Rotary Downunder in conjunction with the NSW Government. The project was sponsored by Dulux, Selleys, Brookfield Johnson Controls and Smart Graffiti. Other key participants in the program included Scouts Australia (NSW Branch) and Mens Shed.

The Project allowed the community to work together as a combined effort against graffiti **vandalism**. Across NSW, Graffiti Action Day saw over **900 community members** participate with 196 nominated sites. There were **7 Guide Halls** who participated in the day and a number of Guiding Units participated within their community on other nominated sites. All equipment and materials were donated as part of the project.



International and World Guiding

EVENTS

FanTAStic Jamboree – January 2013

The Girl Guides Australia Jamboree **FanTAStic** held in Tasmania saw nearly 400 NSW & ACT Girl Guides headed south for the week long festivities. Despite the windy conditions, all of the girls had an amazing experience celebrating the notorious Tasmanian devil with a range of onsite and offsite activities. The Jamboree hosted 1700 in total over the week with Girl Guides and Girl Scouts from New Zealand, UK, US, Canada, Japan, Singapore, Fiji and Hungary camping, sharing ideas and skills with Guides from around Australia.

World Thinking Day – February 2013

Action around the World took place on an extremely wet weekend at the end of February at Winston Hills. 287 Girl Guides Members, youth and adult, from around the state participated in activities based on UN Millennium Development Goal 4 reduced child mortality and UN Millennium Development Goal 5 improve maternal health, in addition to getting a taste for the wonderful cultural diversity from WAGGGS' five focus countries (one from each World Region) of Venezuela, Malawi, Jordan, Pakistan and the Republic of Ireland. Over \$1000 was raised for the World Thinking Day Fund from the camp.

World Centres

Another successful fundraiser was held in August. The theme was **Celebrating Festivals at World Centres**. Guests participated in activities from the five countries where we have World Centres. The guest speakers, Renée Bianchi, Steffanie Cooper, Emily Smith and Cale Johnstone each shared a different aspect of international Guiding. Funds raised at this event were donated to the Friends of World Centres.

Jamboree Over The Air (JOTA)/Jamboree Over The Internet (JOTI)

JOTA/JOTI is a popular annual event enabling Guides around the world to communicate. Throughout NSW & ACT, Girl Guides chat to other Girl Guides and Girl Scouts via Amateur Radio and the internet (including Skype) in across States of Australia and other parts of the world including New Zealand, USA, Egypt, UK, Sudan, South Africa, Greece and more.



NSW & ACT GUIDES AROUND THE WORLD

Susan Tickell attended the **WAGGGS Leadership Development Programme** (WLDP) in Copenhagen Denmark; 8-12 February 2013. The WLDP seminar "Beyond Boundaries: leadership in diverse environments" provides an opportunity for Associations across WAGGGS to explore the **concepts and themes of leadership development** in a variety of settings and backgrounds.

Emily Smith joined the WAGGGS delegation in March at the **57th Commission on the Status of Women (CSW)** held at the United Nations in New York. Each year the CSW focuses on particular gender equality issue. In 2013 the Member States discussed the **elimination and prevention of forms of violence against women and girls**. The outcomes of these meetings can go on to become **international law**. During the Commission, there are also a variety of special events that are organised by different governments and non-government organisations (like WAGGGS), which pertain to the priority theme set annually for the Commission. Emily had an amazing and rewarding time in New York and developed stronger advocacy skills as a result.

Helen Storrow Seminar – WAGGGS Leadership Development Program 2013 in March at Our Chalet, Switzerland was attended by Celine Anderson. This high profile event has been offering leadership development opportunities for young women since 1986. The theme for 2013 was **Young Women Leading for a Greener Future**.

In May, Kate Jenkin attended **Stop the Violence** campaign training event in Rwanda. This was one of the pilot projects of WAGGGS' 5th World Centre, a week-long training program where participants discovered, discussed and were inspired by actions undertaken by the Association des Guides du Rwanda relating to the **Stop the Violence campaign** in an African context.

Judy Cuthbertson, Pauline Davidson and Alex Johnson attended camp at the Norwegian Jamboree, Stavanger, Norway in July. Judy then attended Camp Poacher in Lincolnshire, UK and in August, Camp Planet 13 in St. Georgen/Attergau, Austria with Pauline. Jaclyn Fletcher and Sarah Marsh went to **Camp Giggles** 2013 in North Yorkshire, UK, late July to early August. At the same time Helen Freeland, Courtney Harris and Erin Brissett enjoyed an 11 day **North Island Tour** of New Zealand with some local Guides. In the first week of August Claire McGurk, Sara Robinson, Ashley Van Lieshout and Brin McGowan travelled to Ardingly, West Sussex, UK for camp WS2013 **Ancient Antics**.

In August Sam Chenney participated as a member of the Australian and New Zealand (**Guiding Overseas Linked with Development**) **GOLD** Project Team, October 2013, in the Cook Islands. The Cook Islands Girl Guide Association, established for over 80 years, was in need of revitalisation, which is one of the main focuses of the GOLD project. The GOLD team worked with Guides, Ranger Guides and Leaders to inspire, motivate and teach them new skills and ideas.



Sam is 2nd from the right in both photos.

Events in Sangam, India, were well supported by NSW & ACT Members. Events included **Be the Change**, March 2013, attended by Samantha Walker and Cale Johnstone, and a four week **Community Tare Programme** in January/February attended by Steffanie Cooper and in October by Sue Bell, Peta Wright and Amy Maxfield. In December, Orla McGovern attended **Stop the Violence – Activate**, an opportunity where representatives from Member Organisations learned more about the **Stop the Violence: speak out for girls' rights campaign**.



MANAGE THE BRAND

Following on from the 2012 strategy of reinvigorating the brand for Girl Guides NSW & ACT priority in 2013 was given to managing the brand via:

- the development and roll out of a comprehensive **style guide** with an accompanying suite of **templates**, including:
 - o the development of a comprehensive **visual** and **graphic** style guide inclusive of summary and dissemination plan;
 - o the development of **distinct sub-brands** for different **audiences**, all of which sit under the GGA umbrella brand; and
 - o review and audit of existing communication materials.
- an **enhanced social media presence** through a rejuvenated social media **strategy**, laying the **foundation** for **growth** in 2014;
- **publicising** international Guiding events and opportunities; and
- foundation development for a website **redesign** and **improved user experience**.

Marketing and **communications collateral** was developed throughout the year in accordance with the **brand identity**, with posters, booklets and templated recruitment devices distributed to key volunteers to assist with membership **growth**, in both soft copy format and **free of charge** prints.

An appearance on **ABC's Compass** program on 4 August 2013 highlighted the **contemporary relevance** of an **iconic** organisation that has **flourished** since its **foundation** over **100 years ago**.

The framework for contemporary relevance was established through Compass following a three generation Guiding family; contrasting and comparing against the experiences of newer Leaders, their daughters; and Geraldine Doogue interviewing State Commissioner Belinda Allen.

With the success in membership growth, focus was given to **gaining press coverage** on opening of new Units and **recognising** the **achievements** in regional areas of growth.



APPEARANCE IN MEDIA CLIPS ROSE BY 18% IN 2013

*despite the extensive press
received by the Promise &
Law changes in 2012*



Inspired to guide

GOULBURN Girl Guide Kiara Beard has been presented with an award at the Abbotsleigh Anglican School in Sydney by Girl Guides State Commissioner for NSW and the ACT, Belinda Allen.

Her mother Carmel Beard is very proud of her efforts and described the things that Kiara had done to receive the award.

"Kiara has been participating in many different ways and has tried things she never would have dreamed of doing, such as taking on leadership service and teamwork skills," she said.

"She has experienced and developed these skills together with the values expressed in the Guide promise and law. These will stand her in good stead all the way through to adulthood."

Kiara has embarked on many adventures through her journey, such as learning to fly through her involvement with the Australian Air Force Cadets and her love of planes.

She recently undertook her first flight at Goulburn Airport and Mrs Beard said Kiara experienced both excitement and fear. But once she took over the controls, she was hooked, flying over the city at 5000 feet taking in the Goulburn landmarks and fulfilling a long-held dream.

"Kiara has been participating in community service in conjunction with the Smith Family, whereby she became a reading mentor for younger children trying to improve their reading skills. She would conduct these lessons over the phone two to three times per week during the school term," her mum said.

"She has even been getting back to nature, camping out in the bush and learning and developing skills to cook on an open fire and small camp ovens."

"This was challenging for her, because she always wanted to try out different cooking recipes and techniques, and it was hard to try and

navigate her way through the bush taking in all the native flora and fauna."

Kiara also took part in her Guide patrol activities whereby each member is introduced to a new skill, hobby, interest or achievement.

Through her patrol activities, she has got involved in other activities such as rock climbing, art and craft, canoeing, cooking, drama, and much more. Kiara would like to thank the leaders of 1A West Goulburn Guides, her assessors, her patrol unit, and her family and friends who have all assisted her on her journey.

The Goulburn Girl Guides meet in the guide hall at Victoria Park, with 7-10 year olds meeting on Mondays from 5pm-7pm, girls 10-14 yrs meeting on Wednesdays from 4:30pm-6:30pm, and 14-18 yr olds meeting on Monday nights from 6:45-8:45.

News

Guides earn highest junior honour on offer

A GROUP of four girls from the Hurstville Grove Junior Guides has achieved an award that had not earned since 2009.

The girls completed the work necessary for the peak achievement award, the Baden-Powell Challenge award.

The activities the girls participated in to receive the award included the Anzac Day dawn services and Clean Up Australia Day. They also visited nursing homes, obtained resuscitation safety skills and went abseiling and camping.

As junior Guides the girls are part of a group aged seven to 10 who work together to learn life skills, safety and leadership through craft, games and ongoing training.

The girls received badges, certificates and inscribed plaques.

Hurstville Grove Junior Guides meet on Thursdays, 6pm-7:30pm, at the Girl Guides Hall, Terry Street, Blakehurst.

New members are welcome.

Details: Nicole Oldfield, 9587 0284 or 0413 343 848.



Achievers: Lara Carroll, 10, Jacinta Smith, 10, Alisha Sutherland, 9, and Amanda McGilchrist, 10. Picture: Alana Kumar



CIVIC PRIDE – Representatives of Rotary Down Under, Girl Guides and Scouts help to launch Graffiti Removal Day with Parramatta MP Geoff Lee (left) and Attorney General Greg Smith (right).

Rolling up their sleeves to stamp out graffiti

CIVIC pride is the message community organisations hope younger generations will get from Graffiti Removal Day on October 20.

This year's event will be run by the State Government and Rotary Down Under, with the support of community organisations including The Australian Men's Shed Association (NSW branch), Scouts and Girl Guides.

Launching the event, Attorney General Greg Smith said a record turnout would send a powerful message to graffiti vandals

that the community would not tolerate their criminal and destructive behaviour.

Australian Men's Shed Association state secretary Kevin Callinan said the day was an opportunity to be part of the solution to one of society's problems.

"Graffiti is a source of great frustration to our members, and we don't want to just sit on the sidelines and complain about it – we want to take action and get rid of it," he said.

Last year more than 520 volunteers took part in cleaning over 8100 square metres of graffiti.

"The operation was a great success, with the efforts of volunteers saving the community over half a million dollars in graffiti clean-up costs," Rotary Down Under executive director Bob Aitken said.

People can volunteer or nominate a clean-up site by calling 1300-665-310 or complete a registration form at www.graffiti-removal.dazorg.au

Volunteers will be provided with training, graffiti removal equipment and protective gear on the day.

COMMUNITY

Online Guide launch

PHIL MCCARROLL

FOR Kiama Downs' Carly Bishop, joining the Girl Guides has resulted in nine years of friendship and activities she otherwise might not have experienced.

Sixteen-year-old Carly was born with an intellectual disability and joined the Guides at the age of seven with encouragement from her mother, Leonie.

"I saw an article in the newspaper about a girl with an intellectual delay, who was receiving her Queen's Guide Award – when I saw that I thought if somebody with a similar condition to Carly could receive the highest award available to Guides, then maybe it was something she could do," Mrs Bishop said.

"Carly was never going to be able to do things that kids do, like play sport and those kinds of things."

"The article in the paper I saw had our school secretary in it so I spoke to her about it and we



NSW Governor Marie Bashir with Kiama Downs Guide Carly Bishop at the recent launch of an online resource to help educate and support Guide leaders who work with Guides with special needs.

decided Carly would give it a try."

Mrs Bishop said the benefits of Carly's involvement with the Guides were easy to recognise.

"Being involved in the Guides has definitely helped Carly with her confidence and resilience and it's given her some great experiences with the activities they do," she said.

"It's also been a great social outlet for her – from being involved in the Guides, she's gone on to be involved in the surf club at Kiama and other groups."

"When Carly joined, there were a number of girls who were in the year above her at school so it was a good way for her to meet them and for them to learn about Carly."

Carly's ongoing involvement with the Guides is also being used to help educate Guide leaders across Australia.

"Girl Guides Australia launched an online resource to help support and educate Guide leaders who have a Guide with special needs in their unit."

"There's a video on there that includes Carly, her Guide leader and myself talking about Carly's experiences," Mrs Bishop said.

The online resource can be found at www.specialneedsgirlguides.com.au

NEWS

LANE COVE

Today TV presenters well guided

GIRL Guides and their leaders demonstrated activities and gave tips about road trips during a broadcast of Channel 9 program Today last week.

Hosts of the program were after advice from the Lane Cove Girl Guides during the broadcast from the Lane Cove River Tourist Park before heading on a road trip this week to broadcast the show.



Lane Cove Girl Guides pass on some tips.

Guides open new unit

A GROUP of five and six year old girls, along with their parents attended the opening to form a new pre-junior Guide unit in the North Nowra District.

From May 30, the girls will continue to meet weekly from 4pm to 5.15pm with their qualified Guide leader Wombat for fun and games suitable to their age group.

They will form teams for activities and make new friends.

They will learn new skills while completing badges and enjoy tasks with an outdoor and environmental theme.

The girls will learn about a 'secret good turn' and the Guide motto.

After learning the basics,

Gumnut Guides will be invited to make their promise as a Guide and receive a special promise badge and world wide join in membership with 10 million Guides worldwide.

The Guide law asks a Guide of any age to strive to, respect herself and others; be considerate, honest, trustworthy; be friendly to others; make choices for a better world; use her time and abilities wisely; be thoughtful and optimistic and live with courage and strength.

If there are more girls who would like to join the unit please ring Wombat, Julie McQuarters on 4448 6348 for more information.

Numbers will be limited to 20



LEADER: Julie McQuarters, an experienced Guide leader of 17 years.

girls for this unit as Wombat and her unit helpers provide a comprehensive program, based on the Australian Guide Program, for Gumnut Guides (the local name for pre-junior Guides).

Guides go green

By Craig Bealey

The youthful enthusiasm of the Girl Guides and a good turnout of other volunteers helped make the planting of trees in Queen Elizabeth Park on Sunday a thoroughly enjoyable occasion, according to City Council.



The Girl Guides with their fellow volunteers at the Lane Street side of Queen Elizabeth Park on Sunday. PICTURE: Shane Stenhouse

Twenty-five Guides joined another 25 members of the public and Council's Tidy Town Committee in planting just over 100 trees, shrubs and ground cover in the park for National Tree Planting Day.

The weather was warm and sunny and City Council shouted everyone to a barbecue lunch as a way of thanking them for all their hard work.

"We generally do get a reasonable turnout at these annual events and we were really pleased at the number of people there. I think the numbers were stronger this year than last," said Council's Manager of Infrastructure, Paul DeLisio.

"It was great to see the Girl Guides. They are regular participants and certainly help add liveliness and enthusiasm to the day, which is terrific," Mr DeLisio said.

"We are always pleased when clubs get involved in our volunteer events. It also tends to be an event that attracts families, particularly with young children, which is always nice to see."

Over the last six years, the Tidy Towns Committee

and its helpers have planted more than 750 plants in and around the city to make the landscape and environment more pleasant for everyone, Mr DeLisio said.

On Sunday they planted coral gums on the footpath along the Lane Street side of the park and melaleuca along Chapple and Lane streets.

The trees were also planted inside the park, and around a seating area for shade, along with decorative grasses and

a white-flowering ground cover.

"Council and the Tidy Towns Committee would like to thank the volunteers who gave up their time to help out on the day and we hope that each year can be as successful," Mr DeLisio said.

He also invited anyone who would like to become a member of the Tidy Towns Committee to give Council a call.

MY CLUB: Dapto Girl Guides

A guiding light for girls

Guides has come a long way since its humble start 103 years ago.

The association formed in 1910 after many girls turned up to Lord Baden-Powell's first Boy Scout Rally in London in 1909.

Dapto Guides leader Gai Hemley said before the Guides, girls had to wear white, stay inside and do sewing and cooking.

"They saw their brothers having so much fun, so that's why they turned up to this [Scouts] rally," she said.

Dapto Girl Guides was set up in 1949, promoting equality and diversity and enabling girls to grow into confident and responsible community members.

Trained leaders provide a wide variety of programs, including outdoor activities such as hiking and nature trails, badge and rewards systems, life skills, teamwork, leadership and many challenges.

The girls also provide



Hard at work: Dapto Guides are selling biscuits for \$3 a packet to support the group's activities.

community service, such as clean-ups, car drives, sleepovers, fund-raisers and Anzac marches.

Ms Hemley said the group is keen for more members and leaders. Girls can try two weeks for free.

Delicious Girl Guides biscuits are now on sale and the girls will be at Dapto Mall on May 18 from 8:30am-3pm, selling the original

biscuits as well as chop top and mini biscuits. Funds raised will help support the Dapto Guide hall.

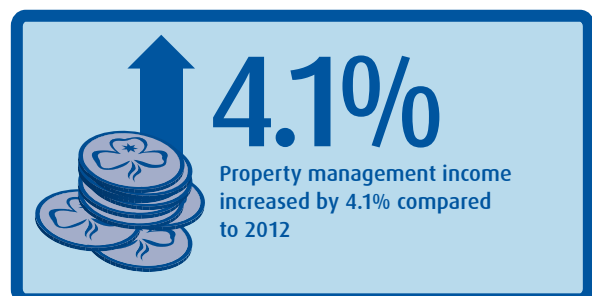
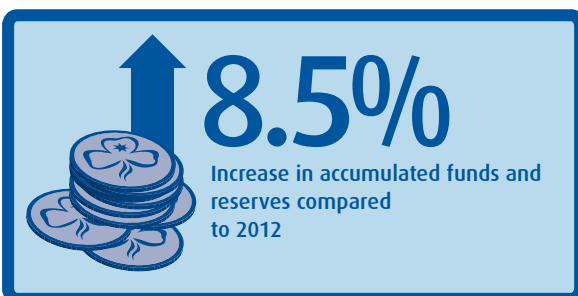
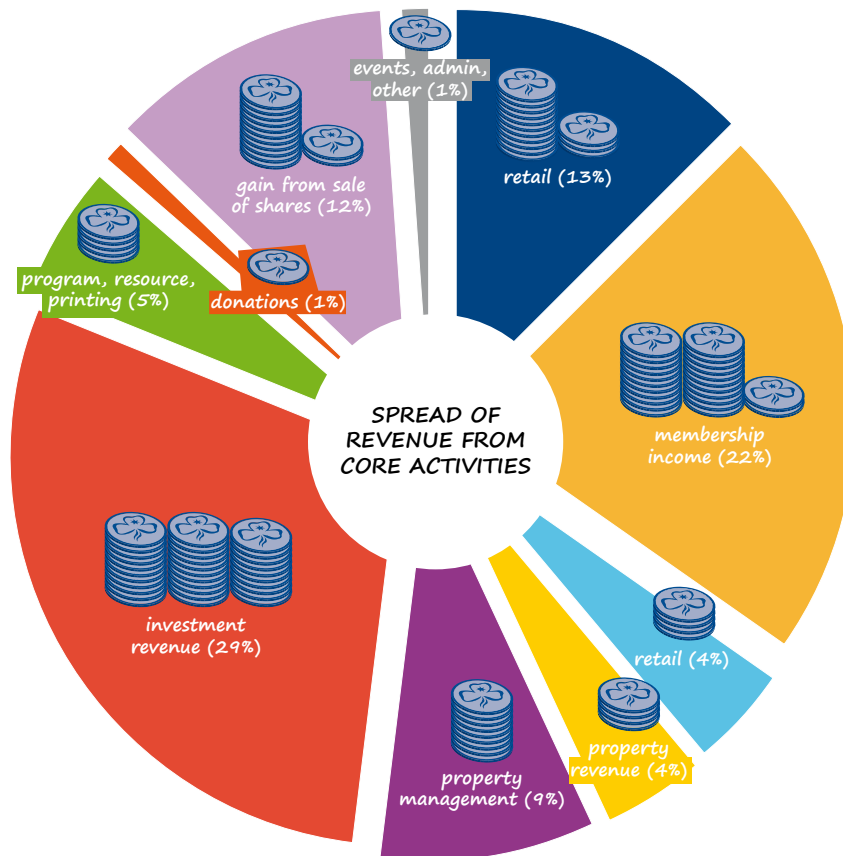
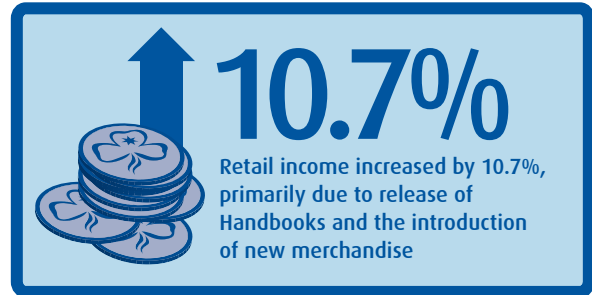
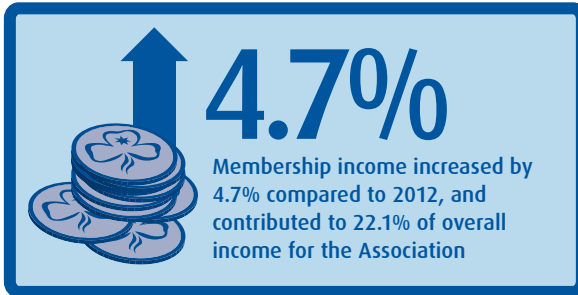
The Guides hold two sessions on Mondays at their Emerson Road hall – five to 10-year-olds from 4:30pm-6pm and 6:15pm-8pm for 10 to 15-year-olds.

Information: 0408 215 011 or hemley@earth.net

DIVERSITY OF INCOME

Girl Guides NSW & ACT is fortunate to be in a strong position financially – thanks to previous Boards and their preparedness to make tough decisions to ensure the ongoing viability of our Organisation.

With close focus on income generation and identifying new opportunities for income growth, some indicators of our success include:





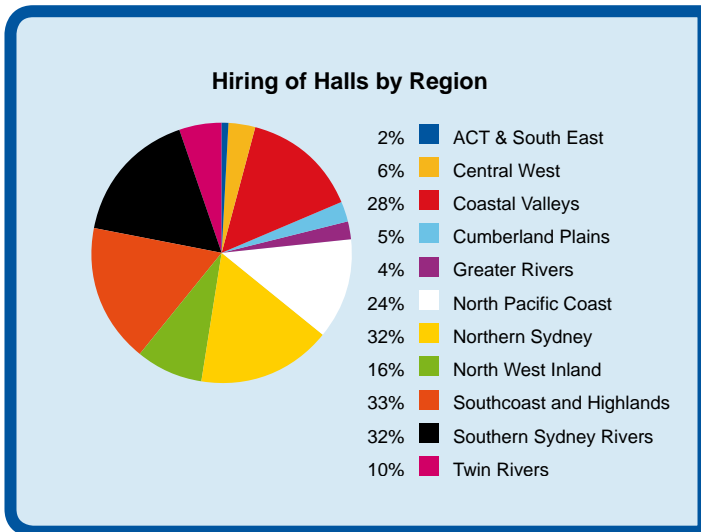
Successful allocation of funding grants from Grants received:

\$199,827 in Community Building Partnership Grants from NSW Government across 20 Guide properties.

\$41,791 in Volunteer Grants from the Department of Families, Housing, Community Services and Indigenous Affairs, benefiting 15 Districts.

\$60,828 in Crown funding from Public Reserves Management Fund across 7 successful locations.

The recipients of the above grants undertook a range of development and upgrade activities including: disabled access ramp installation, roof replacement, carpark installation, fence replacement, verandah repairs, the installation of illuminated exit signs, bathroom and kitchen upgrades, replacement of sewer pipes, repairs to hall foundations and replacement of flooring.



This graph shows the breakdown of Hall Hire Income by Region. We have seen an increase in external hall hiring resulting in diversified revenue streams for Districts.

Expenditure as a percentage of revenue (from core activities)

2012 – 104%



2013 – 95%



STREAMLINED BUSINESS

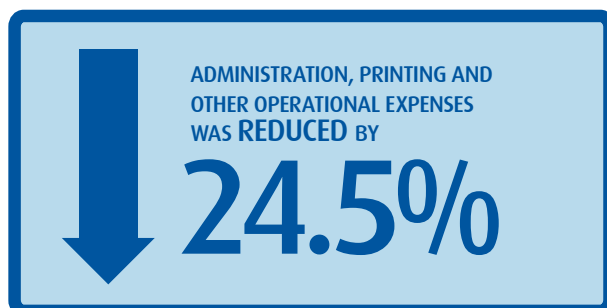
Many activities were undertaken in 2013 with the end goal of increasing efficiency without compromising quality. Ultimately, these key activities laid the foundation for a resounding success.

These activities included:

- a complete **restructure** of the Guide House Team ensuring staffing aligns with and is responsive to the **strategic priorities** of the **Association**, while there was a reduction in salary expenditure, an increase in quality of team outputs is evident through surveys and evaluations;
- the selection and commenced implementation of a **new membership database** and **website** and the accompanying change management activities;



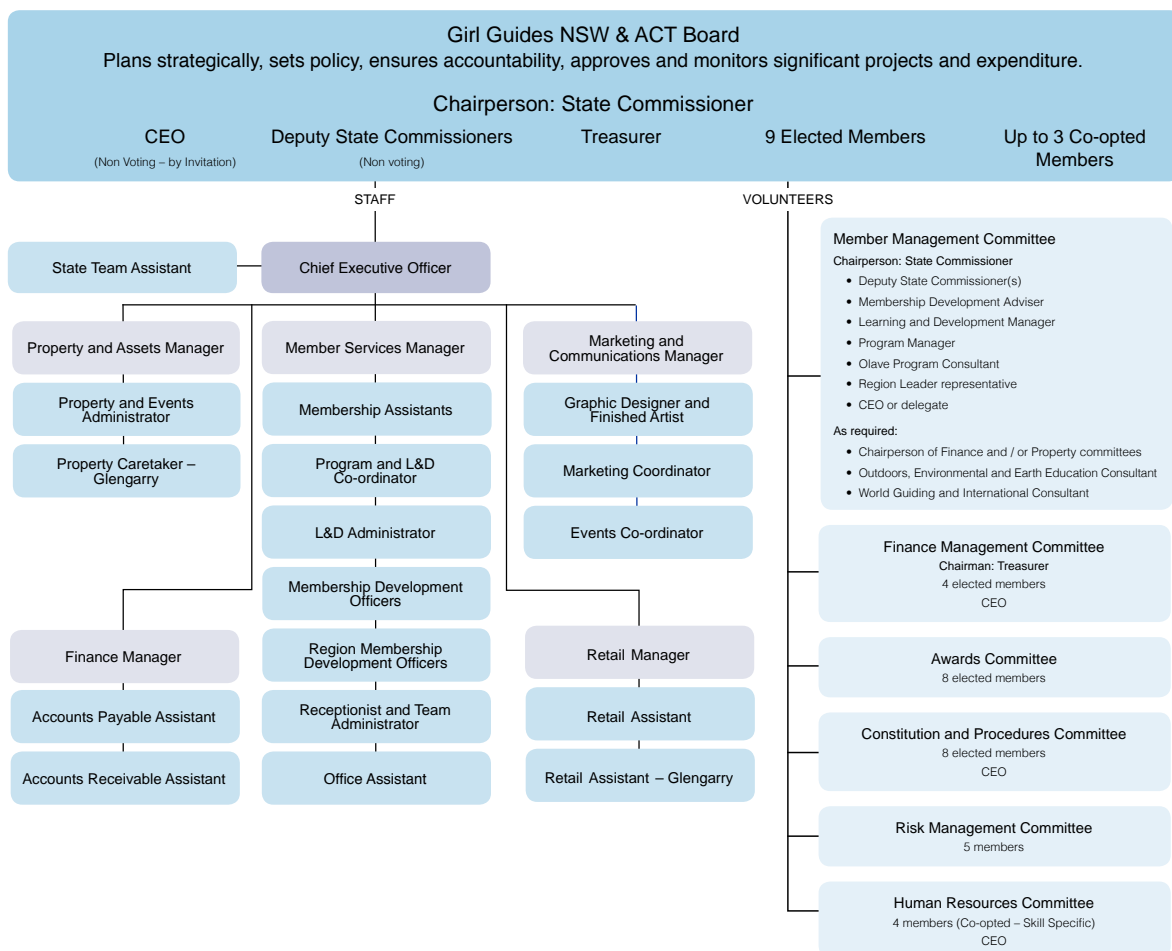
- selection and implementation of **new financial management software** to ensure business **systems** and **tools** are **streamlined** and reflective of current business practice. The existing system was out-dated creating significant risk. Requirements for a replacement system were scoped, a product selection process was undertaken and implementation of XERO accounting was proceeded with, meeting a go-live date of 1 January 2014, in line with our new financial year;
- the **outsourcing** of the **payroll** function in the interest of **cost savings efficiencies** and **quality control**;
- **marketing** and **communications** scope **expanded** to include external marketing partnerships and sponsorships facilitating revenue diversification;
- the transitioning to a **new insurance broker**, to facilitating the identification of potential **cost efficiencies** and the **proactive management** of insurance liabilities;
- development and implementation of suite of **Human Resource policies** and **procedures** – emphasis on **legislative compliance**, **transparency** and **equity**;



- a **dedicated reception** position was introduced and **business hours extended** to better **facilitate** the handling of **enquiries** and meet the **needs** and **availability** of our **Members**;
- a **new** staff team commenced in **Retail** in June 2013. Initial priority was to create a **an improved retail space** and **efficient operating processes**. With stock discrepancies being a major issue in the previous years, 2013 also saw a **complete stock management review**;
- Retail also commenced the **development** of a **long term strategy** on the **appropriateness** of current **retail space** and **service** offered. The Alexandria lease was renewed for 12 months to assist with any transition; and
- Information Technology & Communications changes included an **increased network backup; remote access lines to Retail**; and the **implementation** of a **disaster recovery plan** and a **secure** administrator structure.

GIRL GUIDES NSW & ACT OPERATING STRUCTURE

The following charts describe our operating structure post restructure and role delineations:





CULTURAL CHANGE

Cultural change within an Organisation such as Girl Guides NSW & ACT requires a **uniquely faceted approach** to ensure the needs of all stakeholders are considered. As a member of a federated Association, there are channels of communication and requirements that feed to and from Girl Guides Australia. There are Youth Members for whom a **service is provided**, and Adult Members who not only receive a service but many also **volunteer their time** providing service to other Members of the Association. And of course there is also the **administrative and operational component** – the staff. Any cultural shift must consider the **intricacies of these relationships** ensuring an improvement for one is not to the detriment of the other and that at all times our **mission** and **values** are upheld.

Across both staff and volunteer positions, clarified roles and responsibilities and improved position descriptions combined with restructuring led to **a number of improvements** that increased **member retention rates** (see *Membership Growth and Retention pp 8–11*).

For adult Members in Leadership roles, changes to the management of Regions has seen significant improvements – particularly with the introduction of **Region Membership Advisers, Region Guides with Special Needs Liaisons** and the **greater use of technology**.

Focus was given to assisting Regions to **manage conflict and support** to ensure adherence to and the upholding of the Girl Guides NSW & ACT **Code of Conduct**, with training and resources in conflict resolution delivered to Region Leaders at a Region Management conference.

The introduction of the new Learning and Development program has led to Leaders being better supported with a greater emphasis on the delivery of a quality Guiding Program and range of activities. From a business perspective, the staff of Girl Guides NSW & ACT underwent enormous cultural change in 2013 – making internal culture a focus, with staff and management working hard to ensure **cohesiveness** as a team and **responsiveness** to the membership of Girl Guides NSW & ACT as well as external and prospective **clienteles and relationships**:

- Teams are operating to **agreed strategic KPIs** and within redesigned budgets;
- **formal communication** strategies were developed to ensure team engagement and effective information sharing;
- opportunities for **internal growth & promotion** transparent and equitable; and
- **clear delineations** between management and governance accountabilities.

PROPERTY & ASSET MANAGEMENT

Combined with optimised restructuring, significant projects undertaken by the Property and Asset Management Team in 2013 included:

- in collaboration with a volunteer team the development of a **Property Management Manual** targeted towards **reducing the amount of red tape** in the management of Guiding Districts and facilitating the consistent and auditable recording of compliance with **legislative requirements**, due for roll out in 2014;
- **insurance premiums** increased by 10.6% in 2013 due to a mix of **property and contents revaluations** and the **weather events** of recent years (such as significant flooding, bushfires and cyclones), however Girl Guides NSW & ACT were able to **absorb this increase** and not alter the rate charged to Districts or Property Committees for insurance from those charged in 2012;
- **full risk analysis** was undertaken on State Properties with **risk management plans** then **developed and implemented**; and
- coordination of **Graffiti Action Day** 2013.

The Association was again the beneficiary of **Deloitte's business volunteer scheme** – Impact Day – just over 50 Deloitte staff volunteering to participate in a range of low risk maintenance and house keeping tasks such as painting, cleaning, laying pavers, checking equipment, pruning trees, weeding and the like across three of our properties.



Girl Guides NSW & ACT State Properties



Glengarry

Located in the heart of Ku-ring-gai, Sydney's Northern Suburbs, this State Guiding property is open to dorm style accommodation and camping year round. Girls take part in low rope activities, archery, hiking and abseiling and the property is also regularly used as a training facility. With a state of the art commercial standard kitchen, Glengarry is also available for weddings and private functions.



Ranger Training Ship (RTS) Tingira

Situated on Sydney's picturesque Hen Chicken Bay, RTS Tingira is the hub of Girl Guides' water activities – with sailing, canoeing, rafting, rowing, kayaking and other activities led by the Tingira Committee.

RTS Tingira is available for hire by both Members and the public. Accredited as a Discover Sailing Centre by Yachting Australia, it's the perfect place

for the young and the young-at-heart to explore sailing and boating. RTS Tingira has kitchen facilities and is also available to hire for functions. Girl Guides NSW & ACT can organise sailing courses with our qualified instructors for private groups.



Araluen

From a base in Jindabyne, Araluen is perfect for summer activities include mountain biking, horse riding and hiking; and skiing and snowboarding in the snow season. Available year round, the Lodge sleeps 45 people including a room suitable for disabled access with a fully equipped kitchen, dining area, recreation area, BBQ, TV and DVD player.

Thank you to the Friends and Property Committee members who volunteer so many hours to ensure these properties are well maintained and provide life experiences for our Members.



APPOINTMENTS

Our sincere thanks is also extended to many other Members who have actively participated on various ad-hoc State and National committees throughout the year.

State Appointments

State Commissioner	Belinda Allen
Deputy State Commissioner	Joanne Muller
Deputy State Commissioner	Luisa Simeonidis
Honorary Treasurer	Rosemary Derwin
State Membership Development Adviser	Gillian Garsia
State Program Adviser	Kerry Rymer
State Learning and Development Adviser	Sue Carr
State Archivist	Chesne Jones
State International and World Guiding Consultant	Kerrey Williams
State Olave Program Consultant	Sam Cheney
State Outdoor Environment and Earth Education Consultant	Carol Meiklejohn
State Guides with Special Needs Consultant	Anne Knight
State Trefoil Guild Adviser	Rosalind Farley
State Risk Management Committee Chair	Leisa Evans
State Awards Committee Chair	Tricia Smith, finished Nov Prue Carpenter, commenced Dec
State Constitutions & Procedures Committee Chair	Judith Hooper
State HR Committee Chair	Debra Lewis, finished Jul Bryony Tainton, commenced Jul

Board Of Girl Guides NSW & ACT

Belinda Allen (Chair)	Rosemary Derwin (Honorary Treasurer)	Alice Mee
Leisa Evans	Debra Lewis Co-Opted Member	Gillian Moore Co-Opted Member
Elizabeth Starr	Jan Dilworth	Bev Orr
Nyun Mui Lee	Anne Kerle (Elected May 2013)	Katrina Nash (Elected May 2013)
Susanna Matters (Elected May 2013)	Bryony Tainton (Elected May 2013)	Pamela Bedford (Resigned May 2013)
Lauren Brincat (Term finished May 2013)	Fiona Langford (Term finished May 2013)	Gabrielle Curtin (resigned May 2013)

Region Leaders

Cumberland Plains	Susan Belling	North West Inland	Robyn Davis
Coastal Valleys	Carol Peterson from Jun Helen Eggleton prior	Northern Sydney	Position Vacant from Jun Sue Tickell prior
Central West	Vivian Evans from Sep Yvonne Macrae prior	South Coast & Highlands	Sarah Neill from Mar Wendy Monsen prior
ACT & SE NSW	Fiona Langford from Oct Shareen Gleeson prior	Southern Sydney Rivers	Jenny Hull
Twin Rivers	Robin Laverty from Nov	Greater Rivers	Kerrey Williams (Acting) from Aug Joanne Weeks until May
North Pacific Coast	Jenny Cox		

AWARDS

AM

Susan Craig Maple-Brown

OAM

Susan Louise Wakefield

Star Of Merit

Allanah Krix

Bar To Emu

Roslyn Sim

Emu

Sue Tickell Helen Eggleton Julie Anne Knight Gillian Garsia Luisa Simeonidis

Wattle

Carol Peterson Jodie Chilvers Elise Crofts Elizabeth Baker Elizabeth Starr Alice Mee

Bar To Banksia

Karen Finch Kylie Gray

Banksia

Deborah Jenkins Margaret Long Jennifer Duffus Pamela Provost
Vicki Marsh Pam Denham Jan Dilworth Tricia Smith

Boronia

Elaine Bell Jane Cordina Kylie Collins Janet Shearer
Linda Cormack Jacqueline Scutt Elizabeth Betts Lynne Lazarus
Janet Ward Peta Wright Rita Turnbull

Members in Volunteer Roles with Girl Guides Australia

Assistant L&D Manager – L&D Committee	Amanda Doxatt-Pratt
Director – GGA Board	Belinda Allen
Member – Outdoor Activities Committee	Carol Meiklejohn
Member – Human Resources Committee	Cassie Robins
Member – Awards Committee	Jan Dilworth
Honorary Legal Advisor – GGA	Joanne Muller
Legal Representative for GGA and State Girl Guide Organisations – Royal Commission into Institutional Responses to Child Sexual Abuse	Joanne Muller
Member – International Committee	Kerrey Williams
Member – Program Committee	Kerry Rymer
Member – Risk Advisory Committee	Leisa Evans
Member – Management Advisory Committee	Peta Gillies
Chair – Olave Program Committee (term concluded May 2013)	Renee Bianchi
Member – Trefoil Guild Committee	Roslyn Farley
Member – Olave Program Committee	Samantha Cheney
Member – L&D Committee	Sue Carr
	Margaret Norris – Archivist
Company Secretary – finished April 2013	Bev Orr
Company Secretary – finished February 2013	Fiona Langford
Member – Policies and Procedures finished Apr	Bev Orr
Member – Policies and Procedures finished Apr	Gillian Moore

Summary of the Financial Report for 2013

This summary is a true representation of the detailed, audited financial report and should be read in conjunction with the accompanying notes, a copy of which is available on request.

GIRL GUIDES ASSOCIATION (NEW SOUTH WALES) STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2013

	Notes	2013 \$	2012 \$
Continuing operations - Revenue			
Retail sales		571,613	516,246
Membership income		995,810	950,665
Fundraising activities		194,608	221,396
Property revenue		181,926	189,964
Property management		400,569	384,559
Investment revenue		1,318,663	1,291,808
Program, resource, printing		234,695	342,645
Donations		44,080	63,559
Gain from sale of shares		523,727	47,872
Events, administration, other		39,811	552,944
Total revenue from core activities	4	4,505,502	4,561,658
Expenditure			
Retail		545,042	581,865
Administration, printing and other		1,075,153	1,423,001
Membership		899,355	793,933
Property		603,513	509,674
Property management		310,933	285,036
Fundraising		172,154	185,001
Program and events		228,650	287,815
Resource and training		351,370	351,347
Impairment loss recognised in financial assets		109,232	327,263
Total expenditure from core activities		4,295,402	4,744,935
Gain/(loss) from core activities	16	210,100	(183,277)
Income from reserve fund transactions	4	31,382	27,469
Expenses from reserve fund transactions		8,774	8,774
Surplus/(loss) from reserve transactions	15	22,608	18,695
Surplus from sale of property	15	95,486	222,792
Bequests	16	8,598	-
Surplus from non-core activities		104,084	222,792
Operating surplus from continuing operations		336,792	58,210
Other comprehensive income			
Changes in fair value of available-for-sale financial assets	15	2,264,494	2,247,070
Total comprehensive (loss) income for the year		2,601,286	2,305,280

GIRL GUIDES ASSOCIATION (NEW SOUTH WALES)
STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2013

	Notes	2013 \$	2012 \$
ASSETS			
Cash and cash equivalents	6	265,011	604,794
Trade and other receivables	7	256,305	891,246
Inventories	8	268,735	285,319
Other		103,861	91,456
		<u>893,912</u>	<u>1,872,815</u>
Available-for-sale financial assets	9	<u>24,669,604</u>	<u>21,550,855</u>
TOTAL CURRENT ASSETS		<u>25,563,516</u>	<u>23,423,670</u>
Property, plant and equipment	10	4,862,291	5,013,049
Intangible assets	11	<u>36,726</u>	<u>-</u>
TOTAL NON-CURRENT ASSETS		<u>4,899,017</u>	<u>5,013,049</u>
TOTAL ASSETS		<u>30,462,533</u>	<u>28,436,719</u>
LIABILITIES			
Trade and other payables	12	610,841	561,320
Borrowings	13	-	657,022
Employee benefits	14	<u>92,008</u>	<u>70,624</u>
TOTAL CURRENT LIABILITIES		<u>702,849</u>	<u>1,288,966</u>
Employee Benefits	14	<u>17,371</u>	<u>6,726</u>
TOTAL NON-CURRENT LIABILITIES		<u>17,371</u>	<u>6,726</u>
TOTAL LIABILITIES		<u>720,220</u>	<u>1,295,692</u>
NET ASSETS		<u><u>29,742,313</u></u>	<u><u>27,141,027</u></u>
ACCUMULATED FUNDS AND RESERVES			
Reserves	15	4,023,223	3,905,129
Market value reserve	15	4,099,759	1,835,265
Accumulated funds	16	<u>21,619,331</u>	<u>21,400,633</u>
TOTAL ACCUMULATED FUNDS AND RESERVES		<u><u>29,742,313</u></u>	<u><u>27,141,027</u></u>



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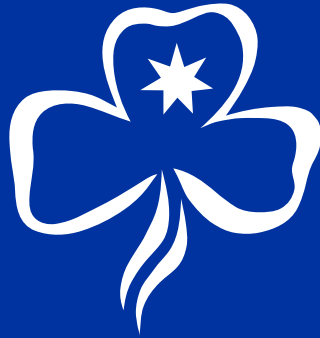
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GIRL GUIDES
A U S T R A L I A

Our mission is to enable girls and
young women to grow
into confident, self-respecting,
responsible community members.

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