



girlguides-nswactnt.org.au

**2023 ANNUAL REPORT**



**GIRL GUIDES  
AUSTRALIA  
NSW ACT NT**



Girl Guides Association (New South Wales)

t/as Girl Guides NSW, ACT & NT

ABN: 21 366 241 150

The liability of its members is limited

GH24005 © May 2024 Girl Guides NSW, ACT & NT

# CONTENTS

State Commissioner & Board Chair's Report	2
Treasurer's Report	6
Acknowledgement of Funders	7
2023 Financial Statements	8
Operational Report	10
Strategic Plan 2023–26	14
The Girl Guides NSW, ACT & NT Community	16
Adult Good Service Awards	20
WAGGGS Asia Pacific Region Awards	21
Honorary Australian Associates (HAAS)	21
Youth & Olave Awards	22
Appointments	23

# STATE COMMISSIONER & BOARD CHAIR'S REPORT

2023 will be marked in many memories as a year where there was heightened political unrest and Member tensions. The cast of this shadow is unfortunate because significant progress was achieved on our strategy and key initiatives. Consolidation and reset shaped the story of change this year, as we navigated post-pandemic recovery and embedded changes in our operating model to better enable our Mission, boost our brand position, and reassure relevancy. An overview of the operational impact can be viewed in the operation report on pages 10-13.

Our Mission and our Method inspires us to recognise girls and young women as active creators – leading change, connecting community, and carving a world we want in which we can all thrive. This hope drives us forward.

## STRATEGY

Alongside my team, I led a refresh of our Strategic Plan (pp 14-15), working closely with the Board, State Leads, Region Managers, and Guide House Staff Management. This was a mid-point review of the 2020-2026 Strategic Plan.

In a post pandemic environment, it became apparent it was necessary to highlight and cement a clear focus on people and culture in the heart of our strategy. A People & Culture strategic pillar was introduced alongside the pillars of Product & Delivery, and Sustainable Operations. Our people power our purpose, and this strategy refresh better reflects the responsibility to drive a positive and safe culture, and the expectations on each of us to play our part.

Core change programs of work, such as the Financial Transformation Project and Digital Experience Transformation, remained in place, and their ongoing relevancy was validated through this process. The achievements to date reflect foundational investment in futureproofing Guiding and bring our organisation

forward to standard with market expectations, contemporary governance, and other regulatory requirements.

## GOVERNANCE

Several governance reviews were finalised in 2023, recalibrating our Board Committees and governance structure in line with contemporary governance, and fortifying foundational systems-change to shift our organisation into one that thrives in a rapidly changing world.

Financial consolidation efforts to bring the organisation into a more cohesive, compliant, and contemporary position escalated over the course of the year with the Financial Transformation Project adopted into the 'business as usual' finance function (Treasurer's Report p4 and Operational Report p9). This journey is not yet over and is a staged change, but I am pleased to report the forecast for this work is positive.

The Board has pursued an agenda to reduce internal commerce within the organisation, asking how we might 'stop doing business with ourselves' and achieve efficiency gains and better prioritise and deploy our finite resources. This strategic lens on the business and operational performance and its relationship with Guiding and our Members has been instrumental and crucial to our progress to date. These achievements have accelerated the deep change required to shift our operating model toward a more sustainable position that can support our goals, rather than hinder our ambition.

Amid the strategic review, the Board parted ways with a CEO in the middle part of year. An Interim CEO was appointed to see out the year, and recruitment activity was conducted for a new CEO, with an appointment made in early 2024



## OUTDOORS, ACTIVITIES & EVENTS

2023 began with more than 500 of our Members attending the Australian Jamboree, Kani-Karrung, in Ballarat, in January, comprising nearly half of overall attendees.

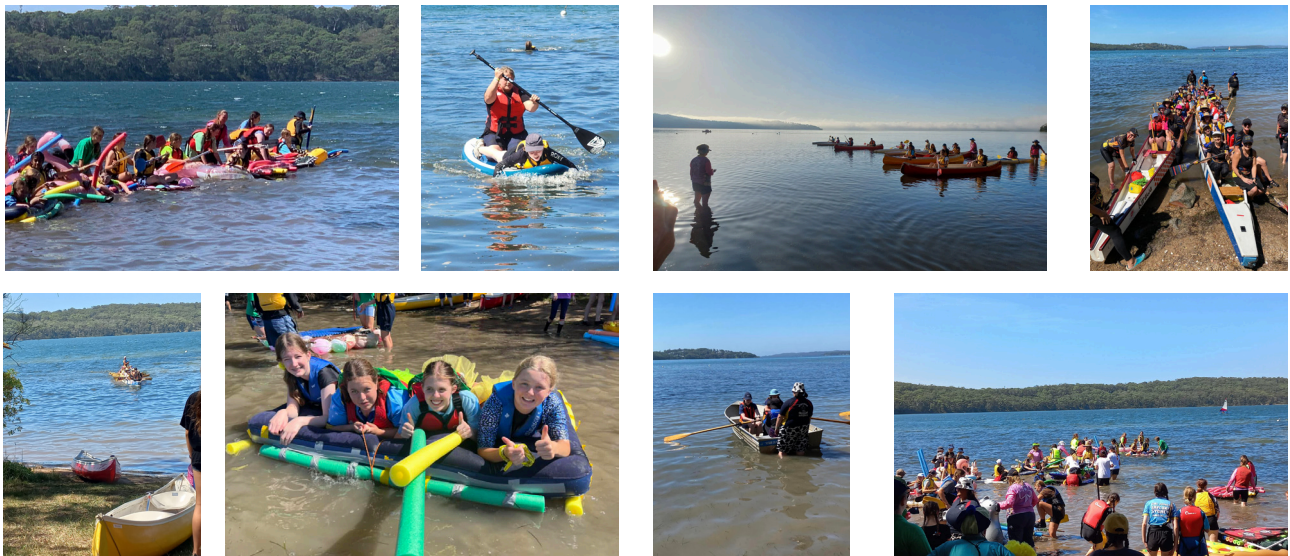
Girl Guides laughed, danced, kayaked, painted, cycled, paddled, cooked, dragon-boated, crafted, adventured, caved, badge-swapped, flew, surfed, hiked, and sang

their way through an unforgettable week. At the closing ceremony of Kani-Karrung, I was pleased to announce our success in the bid to host the next Australian Guiding Jamboree in 2025 in the NSW north coast. The bid process and subsequent preparations were extensive; Joint Leaders in Charge were appointed alongside a growing team.



In March over 235 Members attended our State Regatta for a weekend of incredible fun and adventure with the theme Go for Gold. There were water and

land races, nightly campfires, buckets of laughter and inspired costumes-making for an incredible weekend at Myuna Bay.





Lark in the Park, our flagship event for girls under the age of 10, relocated to Western Sydney Park Lands in 2023, making a return to the Guiding Calendar post the pandemic. Pre-Junior and Junior Guides from around

NSW and ACT braved a rather wet day to experience a reinvigorated program of activities and a fantastic return of this event



The Great Guide Sleepover was again held across three locations with the NT event held for the first time in Alice Springs, with funds raised this year going to support Girl Guides NSW, ACT & NT, The Taronga Conservation Society, and for Mala Conservation with the Territory Wildlife Park.

I was pleased to join with so many Members at both Alice Springs and Dubbo locations and support the incredible effort to diversify our program offer, enable more opportunities for more girls, especially regional and rural Members, and enhance our integrated event approach deploying a coordinated campaign across multi-locations.







**THANKS**

In a year with such uncertainty, I record special notes of thanks to the Board in 2023 for their ambitious and thoughtful leadership, serving as exemplars of value-driven leadership and living with courage and strength. To the leadership team throughout 2023: Deputy State Commissioners Kerrey Williams, Shaylah McClymont, Michelle Kothe and Lisa Walters, Board Chair Michelle Kothe and Deputy Board Chair Charlotte Weatherall, and Interim CEO Brendan Moore for serving with a focus on delivering better outcomes for our Members and prioritising and protecting the interest of our organisation. You have each been keepers of the Guiding flame, illuminating a path forward with your Guiding light. To the Guiding management team, comprising the State roles and Region Manager cohort, for their dedication, determination, and personification of our Promise & Law. To our capable and focussed staff who are united with our Volunteers in serving our purpose. And finally, to our Volunteers. Our Mission comes to life in the hands of our Leaders, Member Volunteers, and the many Non-Member Volunteers and Guiding families who support our impact.

On behalf of the Board and the leadership of Girl Guides NSW, ACT & NT, as State Commissioner and Board Chair, I commend to you the 2023 Annual Report.



*Emily Milton Smith*

**Emily Milton Smith** She/Her  
State Commissioner & Board Chair

# TREASURER'S REPORT

I present the audited Financial Statements for the year ended 31 December 2023.

This is the first year I can present consolidated Financial Statements for the entire Association including the majority of the Regions, Districts and campsites.

## OVERVIEW

2023 has seen a lift of all pandemic restrictions and a return to positive Guiding. Our Membership results are positive, reflective of the hard work of Volunteers and the value that Guiding brings to the community. Event income has also increased as we reactivated our events in line with the return to face-to-face activities.

The Financial Transformation Project is an important part of Girl Guide NSW, ACT & NT's commitment to meeting the legal requirements of the Australian Charities and Not-for-profits Commission. The positive outcome of the project will reduce the administrative burden on our volunteers enabling them to focus on the Guiding pillars of our strategic plan.

The Financial Consolidation project has enabled the Association to consolidate the revenue and expenditure of the Regions, Districts and campsites and bring the results to account. The result has meant an increase in net assets 1 January 2023 of \$4,596,489.

Consolidation has led to a decline in the net operating balance of the Association in 2023.

Work is continuing on this project in 2024 and efficiencies from this project and others will reduce our deficit in coming years.

As we continue to strengthen our financial sustainability we have had a marked increase in the value of our investment portfolio.

## ACKNOWLEDGEMENTS

I would like to acknowledge our funders without whom we would be unable to deliver an many Guiding projects.

I would like to take this opportunity to thank the Volunteer members of the Finance Committee throughout the year; the previous Treasurers, David van Gogh, Alex Ayscough, Aine Leonard, Emily Milton Smith, and Cecily Zhu. As always, their contribution and commitment to ensuring good financial practices at Guiding is appreciated.

Thank you also to Interim Chief Executive Officer in 2023, Brendan Moore, and the Guide House team, who work hard to support the Association and its Volunteers. I would also like to thank our previous Finance Manager, Margaret Heppell, for her dedication and hard work over almost seven years of service in Guide House.

I thank the Board and all the Volunteers for their hard work and dedication to the Association. We continue to grow Guiding and empower girls and young women to become future leaders. This is so relevant and important in today's society and I look forward to the pursuit of this strategy in 2024.



**Lisa Walters** She/Her

Treasurer



# ACKNOWLEDGEMENT OF FUNDERS

Girl Guides NSW, ACT & NT gratefully acknowledges the following entities from whom we have received grant funds or bequests in 2023

## COMMONWEALTH GOVERNMENT

Department of Industry, Science and Resources  
Stronger Communities Programme

## STATE AND TERRITORY GOVERNMENTS

Department of Communities and Justice

Department of Regional NSW

Stronger Country Communities Fund

Department of Planning and Environment

Department of Premier and Cabinet

Premier's Discretionary Fund

Community Building Partnership

Crown Reserves Improvement Fund

Environment Protection Authority NSW

Government of the Australian Capital Territory  
Community Support and Infrastructure Grants

Government of the Northern Territory Families,  
Housing and Communities Community Benefit  
Fund

## LOCAL GOVERNMENT

City of Sydney

## OTHER ENTITIES

ActewAGL

Alfred Chapman Trust

Ballina RSL Club Limited

Belmont 16ft Sailing Club

Castle Hill RSL Club

Chatswood RSL Club Limited

Cessnock Leagues Club Ltd

Club Rivers

Corowa RSL Club

Dendarii Charitable Trust

Ella Chapman Trust

Estate of the late SM Blackmore

Estate of the late ML Duckworth

Goffacan Pty Ltd

Goulburn Workers Club

Hornsby RSL Club

Katherine Club Inc

Kendall Op Shop

Kiama Leagues Club Ltd

Maple Brown Family Foundation

Singleton Returned Servicemen's Club

Smart Communications (Canberra)

Windsor RSL Club Limited

Wyong Rugby League Club Ltd

# 2023 FINANCIAL STATEMENTS

GIRL GUIDES ASSOCIATION (NEW SOUTH WALES)  
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	2023 \$	2022 \$
<b>Continuing operations – Revenue and other income</b>			
Events, marketing and communications		360,291	228,858
Government including grants		971,925	460,752
Investments		1,283,904	1,347,750
Membership		1,352,387	1,220,647
Property		1,015,384	246,323
Retail		18,254	-
State Guiding		34,836	18,717
State operations		1,643,038	64,598
Total revenue and other income from core activities	<b>4</b>	<u>6,680,019</u>	<u>3,587,645</u>
<b>Expenditure</b>			
Events, marketing and communications		224,561	298,164
Grants		761,440	468,179
Investments		135,457	131,950
Membership		257,617	293,506
Property	<b>5</b>	990,593	646,713
Property sales		-	-
Retail		61,490	-
State Guiding		309,165	374,388
State operations		6,092,275	3,116,629
Total expenditure from core activities		<u>8,832,598</u>	<u>5,329,529</u>
<b>Deficit from core activities</b>	<b>20</b>	<u><b>(2,152,579)</b></u>	<u><b>(1,741,884)</b></u>
<b>Expenses from reserve fund transactions</b>		<u>-</u>	<u><b>(8,774)</b></u>
<b>Deficit from reserve transactions</b>	<b>20</b>	<u>-</u>	<u><b>(8,774)</b></u>
Net fair value (losses)/gains on financial assets at fair value through profit or loss - realised		(16,264)	478,165
Net fair value (losses)/gains on financial assets at fair value through profit or loss - unrealised		3,232,917	(4,813,120)
Bequests and profit from property sales	<b>4</b>	141,513	110,335
<b>Surplus/(deficit) from non-core activities</b>	<b>20</b>	<u><b>3,358,166</b></u>	<u><b>(4,224,620)</b></u>
<b>Operating surplus/(deficit) from continuing operations</b>		<u><b>1,205,587</b></u>	<u><b>(5,975,278)</b></u>
<b>Other comprehensive income/(loss)</b>		<u>-</u>	<u>-</u>
<b>Total comprehensive income/(loss) for the year</b>		<u><b>1,205,587</b></u>	<u><b>(5,975,278)</b></u>

**GIRL GUIDES ASSOCIATION (NEW SOUTH WALES)**  
**STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2023**

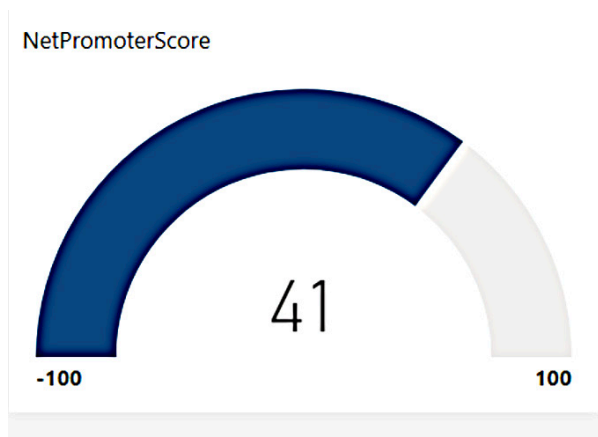
	Notes	2023 \$	2022 \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	6	3,613,317	400,215
Financial asset at amortised cost	7	2,202,400	2,307,894
Trade and other receivables	8	535,255	485,418
Other assets	9	302,870	448,920
<b>TOTAL CURRENT ASSETS</b>		<b>6,653,842</b>	<b>3,642,447</b>
<b>NON-CURRENT ASSETS</b>			
Financial asset at fair value through profit and loss	10	34,413,516	34,543,260
Financial asset at amortised cost	7	-	7,338
Property, plant and equipment	11	2,034,405	1,821,016
Investment Property	12	2,239,212	2,346,134
Right-of-use assets	13	43,511	80,732
<b>TOTAL NON-CURRENT ASSETS</b>		<b>38,730,644</b>	<b>38,798,480</b>
<b>TOTAL ASSETS</b>		<b>45,384,486</b>	<b>42,440,927</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	14	633,630	776,517
Contract liabilities	15	290,595	509,355
Provision for make good	16	513,000	540,000
Employee benefits	17	173,232	137,174
Financial liabilities	18	-	2,436,800
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,610,457</b>	<b>4,399,846</b>
<b>NON-CURRENT LIABILITIES</b>			
Provision for make good	16	162,000	189,000
Employee Benefits	17	12,991	55,119
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>174,991</b>	<b>244,119</b>
<b>TOTAL LIABILITIES</b>		<b>1,785,448</b>	<b>4,643,965</b>
<b>NET ASSETS</b>		<b>43,599,038</b>	<b>37,796,962</b>
<b>ACCUMULATED FUNDS AND RESERVES</b>			
Reserve funds	19	15,922,357	16,053,473
Accumulated funds	20	27,676,681	21,743,489
<b>TOTAL ACCUMULATED FUNDS AND RESERVES</b>		<b>43,599,038</b>	<b>37,796,962</b>

# OPERATIONAL REPORT

The Girl Guides NSW, ACT & NT Board of Directors, The State Commissioner's Team, The Region Managers and the staff management team reviewed the organisation's strategic plan with a view to ensuring relevance, and to evolve to meet the interests of current and future Members.

This journey of transformation included a Pulse Check Survey with the Adult Membership of our Associations. Nearly 40% of all Adult Members participated helping us see our Guiding Community through the volunteer lens. It's through this lens that we can truly evolve our organisation to be better suited to our valued Volunteers.

The Pulse Check Survey gave us a Net Promoter Score® of 41.



Net Promoter Score (NPS) measures how likely customers are to recommend a company or product to others based on their experiences.

An NPS of 41 indicated that Girl Guides had more promoters (those likely to recommend) than detractors (those unlikely to recommend), suggesting overall positive sentiment among the Adult Members surveyed, but there is still room for improvement.

We asked a few other questions in the pulse check survey and through quantitative and qualitative analysis determined that while Girl Guides' Adult Members are fiercely loyal and believe in the benefits the program affords the Youth Members, improvements could be

made in cultural and operational support.

Strategic dialogue between Region Managers, the State Commissioner Team, the Board, and operational management reviewed the progress and intent of the Shared Collaboration Environment, Digital Experience Transformation, Financial Transformation, Philanthropy & Partnership Strategy, and Marketing Engagement Strategy projects to ensure that together, we are charting a path to ensure Guiding thrives for generations to come, focusing on sustainability across operations, culture, and finances.

Embracing change as a catalyst for growth and resilience, and with every step fuelled by positive intent while recognizing the varying complexities of challenges the organisation was facing, the above projects were reviewed and prioritised based on their impact on Girl Guides and the effort required for resolution.

Insights from surveys and conversations have shaped our focus, highlighting key themes such as administration streamlining, enhanced accessibility to information, and awareness of priorities.

The Board endorsed and released an updated strategic plan (see page 14) refining and renewing Strategic Objectives, Goals, and the Strategic Pillars to develop a reinvigorated strategic direction that gives Girl Guides NSW, ACT & NT the best chance possible in ensuring that a girl who is born in 2024 still gets to experience Girl Guiding.

The reinvigorated strategic direction is intended to see Girl Guides NSW, ACT & NT through a period of evolution in people & culture, product & delivery, and sustainable operations between now and 2026. Priority has been given to continuing the Shared Collaboration Environment, Digital Experience Transformation, and Financial Transformation projects while the Philanthropy & Partnership Strategy has been slowed down, and the Marketing Engagement Strategy held in a stasis, maintaining



growth and awareness activity while preparing to reactivate once operational gain achieved through the priority infrastructure projects is realised and can capitalise on increased marketing activity.

### **Customer Experience Insights**

Armed with the insight from the pulse check survey Girl Guides NSW, ACT & NT embarked on a Customer Experience Insight project to better understand the end-to-end customer experience journey from a customer experience perspective. Starting with the families and influential parties of Youth Members, the Customer Science Group was engaged for an independent assessment to gain an informed understanding of what pain points exist and to identify any improvements that could be made to increase customer ease and improve membership retention as well as growth.

This project is expected to provide key insight in the delivery of all projects in support of the strategic plan.

### **Financial Transformation Project (FTP)**

FTP is an ambitious but necessary project streamlining processes and ensuring compliance at every step, positioning Girl Guides NSW, ACT & NT at the forefront of contemporary Guiding practices while giving the volunteers administering Guiding in the Districts more time to spend on quality Guiding by alleviating administrative burden.

In 2023, phase one of this project incorporated accounts from across our Regions, Districts, and Units into a common ledger for the Association resulting in the Treasurer being able to present consolidated Financial Statements for the entire Association in accordance with current financial reporting standards and practise.

A culmination of many years' hard work, proof of concept was achieved in 2022, by January 2023 18% of Districts were onboarded to the project, by July the number had risen to 71% of Districts and by end of November the project was ready for adoption into business as usual (BAU). Future enhancements of FTP will be incorporated into our Digital Experience Transformation Project.

### **Digital Experience Transformation (DET) and Shared Collaboration Environment Projects**

The Digital Experience Transformation (DET) Project is an opportunity to enhance and integrate all of Girl Guides' digital systems and business processes. It is necessary to rectify known issues with the current environment as well as to address changes in legislation and compliance. As such, the Shared Collaboration Environment Project has been reduced to necessary functional progress and will be escalated in response to many improvements realised by the DET project.

DET is comprised of four main areas of attention: Customer Relationship Management (CRM) Upgrade, Learning Management System (LMS) Upgrade, Property Booking Platform, and Website & Social Media Engagement.

### **Property Compliance Projects**

Asbestos inspections and re-inspections of properties were undertaken across most of the property portfolio in 2023, and resulting reports shared with Region and District Managers. Inspections were last done in 2017/18, and not all properties were able to be inspected in that first round.

In 2023, inspections were done for all properties that were found to have asbestos in 2017/18, and for all properties in NSW and ACT not inspected in that first round where Girl Guides NSW, ACT & NT are responsible for maintenance. Asbestos inspections of NT properties will be carried out in 2024.

- 161 inspections were carried out across NSW and ACT.
- Only 1 high risk item was identified. This item has now been remediated.
- 27 moderate risk items were identified, and low risk items were identified in the majority of properties (to be expected in the kinds of older properties that are Guide halls)

### **Property Operational Improvements**

The Association currently has 259 properties in its portfolio. These include:

- Properties we own
- Properties we lease – from Councils in NSW, and those on long term leases from the Crown in ACT and NT
- Properties in NSW for which we are Crown Land Manager
- Properties we jointly manage with Scouts
- Community spaces where we are one of multiple hirers, including church halls, neighbourhood centres, and school halls.

Adult Members and Volunteers at each District and Campsite are responsible for day to day and ongoing maintenance and repair of the majority of these properties. They are also responsible for on the ground project management of grant funded maintenance and upgrade works, and do a lot of the work to put together grant applications. The Property Team provides support for Members and Volunteers, and it is important to acknowledge the many hours of time and energy and skill that Members and Volunteers put into Guiding properties, to ensure they are safe and welcoming for Guides, and for hall hirers.

In 2023 planning and consultation was undertaken to start to change how properties in the portfolio are managed and maintained. An external specialist provider, Progroup Management Pty Limited, was engaged in the last quarter of 2023 to undertake property inspections of all properties in the portfolio for which we have maintenance responsibility.

The aim of this change is:

- To help reduce the burden on members and volunteers of property maintenance and compliance
- To get a point in time condition report on all properties in the portfolio, to inform decision-making on which properties should be invested in and retained, and which properties should be considered for relinquishment

- To ensure consistency in how all properties are maintained and kept up to date with compliance requirements.
- To improve the risk profile of the property portfolio to assist with the annual renewal of cost-effective building insurance of our properties, in an increasingly tight insurance market
- Reports from the property inspections will form the basis of maintenance plans for each property for the members and volunteers, as well as a ready checklist for grant applications.

### **Insurance**

The Association changed insurance brokers, and insurers for its Industrial Special Risks (ie. Building and contents) insurance, at the very end of 2023. This followed our existing ISR insurer advising us at short notice that they would not be renewing our ISR policy from 1 Jan 2024. This is indicative of the changing insurance market for organisations like Girl Guides, with a number of insurers withdrawing from the market. Our new insurance brokers are Lockton Companies Australia Pty Ltd. The focus for 2024 will be on working with the broker to resolve outstanding ISR claims from 2021-2023, and start to improve the risk profile of the property portfolio.

### **Property Grants**

The time frame of applying for, and then carrying out, grant-funded works on our properties usually carries over a 2-3 year time frame. In 2023, we applied for grants, and carried out works for grants we were successfully awarded in 2022-2023. Property grants are only possible due to the collaborative relationship between Region teams, District teams, and the Property team.

**Grants Awarded In 2023 And Grant-Funded Work That Was Carried Out In 2023**

ACT Government Community Support and Infrastructure Grants:

- Innabaanya - \$9,385 (awarded 2023)  
Sewer system upgrade
- South Canberra Guide Hall - \$2,800 (awarded 2023)  
New hot water system, security improvements

NT Government Community Benefit Fund:

- Katherine Guide Hall - \$121,187 (awarded 2022)  
Major upgrade including new kitchen, new bathroom, new concrete floor, construction of shaded verandah, installation of solar panels

Katherine Club grant

- Katherine Guide Hall - \$6000 (awarded 2023)  
Removal of 3 trees

Commonwealth Government Stronger Communities Grants Round 8 (all awarded in 2023)

- Lalor Park Guide Hall - \$3,000  
new awning
- Eastwood Guide Hall - \$2,915  
new guttering
- Kentlyn Campsite - \$20,000  
2 bathroom pods
- Alpen Guide Hall - \$8,000  
new doors
- Mosman Guide Hall - \$5,000  
painting, window repairs, asbestos removal

NSW Government Community Building Partnership 2022 Round (all awarded in December 2022)

- Wyong Guide Hall - \$43,580  
internal and external painting, kitchen upgrade, disability access ramp to front door, new entrance doors, reverse cycle air conditioning
- Random Cottage - \$1,500  
solar panel repairs
- Maitland Guide Hall - \$12,668  
flooring upgrade

Lugaro Guide Hall - \$10,401  
minor maintenance and upgrade works

Kurrajong Guide Hall - \$12,705  
retaining wall

Holsworthy Guide Hall - \$29,650  
replace cladding on Guide Hall and remove asbestos

Hazelbrook-Lawson Guide Hall - \$10,000  
solar panels

Grays Point Guide Hall - \$10,000  
New doors, new guttering, ceiling fans, wall heaters

Charlestown Guide Hall - \$9,243  
guttering and heating upgrade

Burrabaroo Campsite - \$8,820  
repairs and drainage for access road

Beresfield Guide Hall - \$32,436  
solar panels and electrical upgrade

Auburn Guide Hall - \$15,950  
New roof (in conjunction with CRIF 2022 grant) and electrical rewiring

Crown Reserves Improvement Fund 2022 round (awarded December 2022)

Auburn Guide Hall - \$29,700  
New roof (in conjunction with CBP 2022 grant)

Stronger Country Communities Round 4

Sawtell Guide Hall (awarded Dec 2022, work to be completed in 3 years) - \$109,954  
Bathroom upgrade

Grenfell Guide Hall (awarded Nov 2021, work to be completed in 3 years) - \$50,974  
Bathroom upgrade, new kitchen cabinetry, new windows, fire safety upgrades, new lighting, new heating

# Strategic Plan

2023-2026

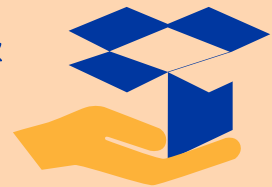
**FUN** **FRIENDSHIP** **ADVENTURE**

## GROWING GUIDING PILLARS

### PEOPLE & CULTURE



### PRODUCT & DELIVERY



Share a sense of belonging where everyone engaged with the Guiding experience feels valued and respected.

Enable a unique high-quality relevant girl led experience that empowers and fosters leadership capabilities.



- Collaborate as one team in everything we do
- Build a positive, high performing culture
- Best practice Leader development pathway
- Paid / flexible Guiding facilitation
- Effective Volunteer and Alumni engagement

- Accessible, high quality, contemporary resources
- Simplify, enhance and innovate the delivery of Guiding,
- Improve digital experience, capability, and capacity
- Expand accessibility to Guiding (location, demographic & language)
- Cultivate new markets





**OBJECTIVE** We will grow Guiding and empower girls and young women to grow their potential as leaders of their world for many years to come. We will do this through transforming into an organisation that thrives in a rapidly changing world.



## STRATEGIC GOALS



Amplify our powerful brand, to increase relevance & engage with our diverse community

Grow participation, and increase our voice & impact



Strengthen our financial sustainability



Create an intentionally positive culture through connected people



## SUSTAINABLE OPERATIONS



### OBJECTIVE

Ensure Guiding has an efficient, cost effective asset base, including property and finance which is leveraged for scale and future benefit.

### FOCUS AREAS

- Unified brand and image with greater reach
- Reduce administrative burden
- Finance and property consolidation and simplification
- Revenue diversification
- Scale through digitalisation
- Create partnerships that support the delivery of our Mission



# THE GIRL GUIDES NSW, ACT & NT COMMUNITY

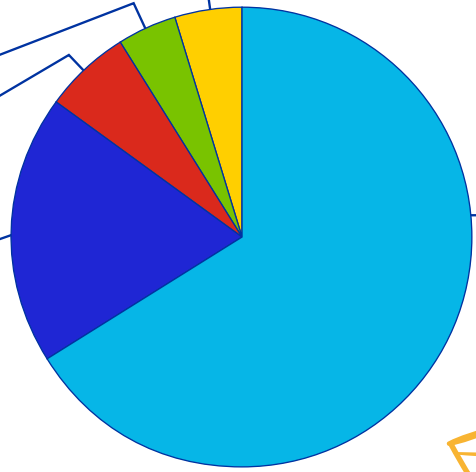
CASUAL VOLUNTEERS

ONGOING VOLUNTEERS

TREFOIL GUILD MEMBERS

YOUTH MEMBERS

ADULT MEMBERS



996 Adult Members (AM) in Leadership Roles



797 Qualified Leaders



141 Leaders in Training



81 Resource Leaders



7 Assistant Unit Leaders & III Unit Helpers



148 Mentors



122 Qualified District Managers



14 Qualified Region Managers



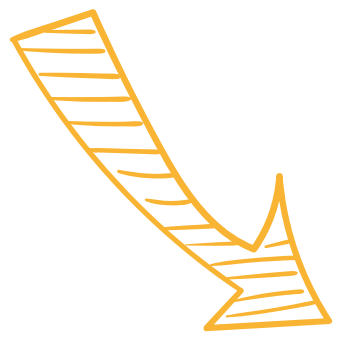
15 Qualified Trainers



1 Training Partner



5 Workshop Presenters

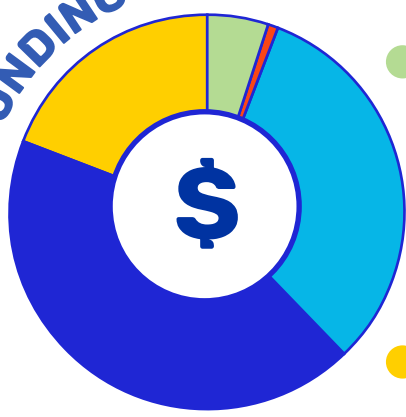


*Demography of AM in Leadership Roles*

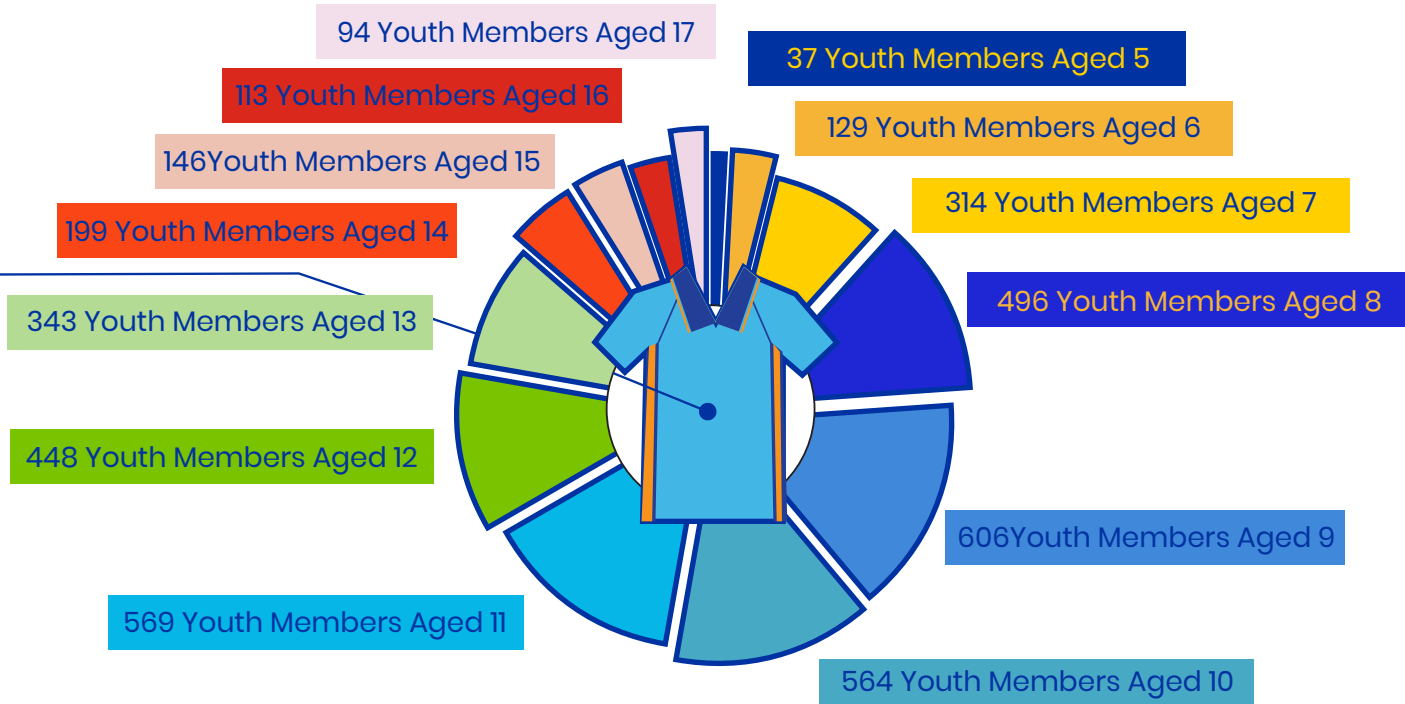
18-29	24%
30-39	15%
40-49	21%
50-59	19%
60-69	13%
70+	8%



FUNDING



- Government
- Donations
- Investments
- Membership
- Other

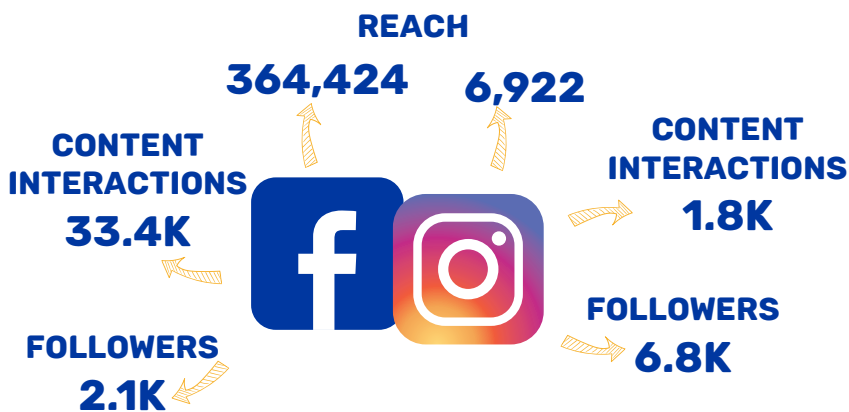


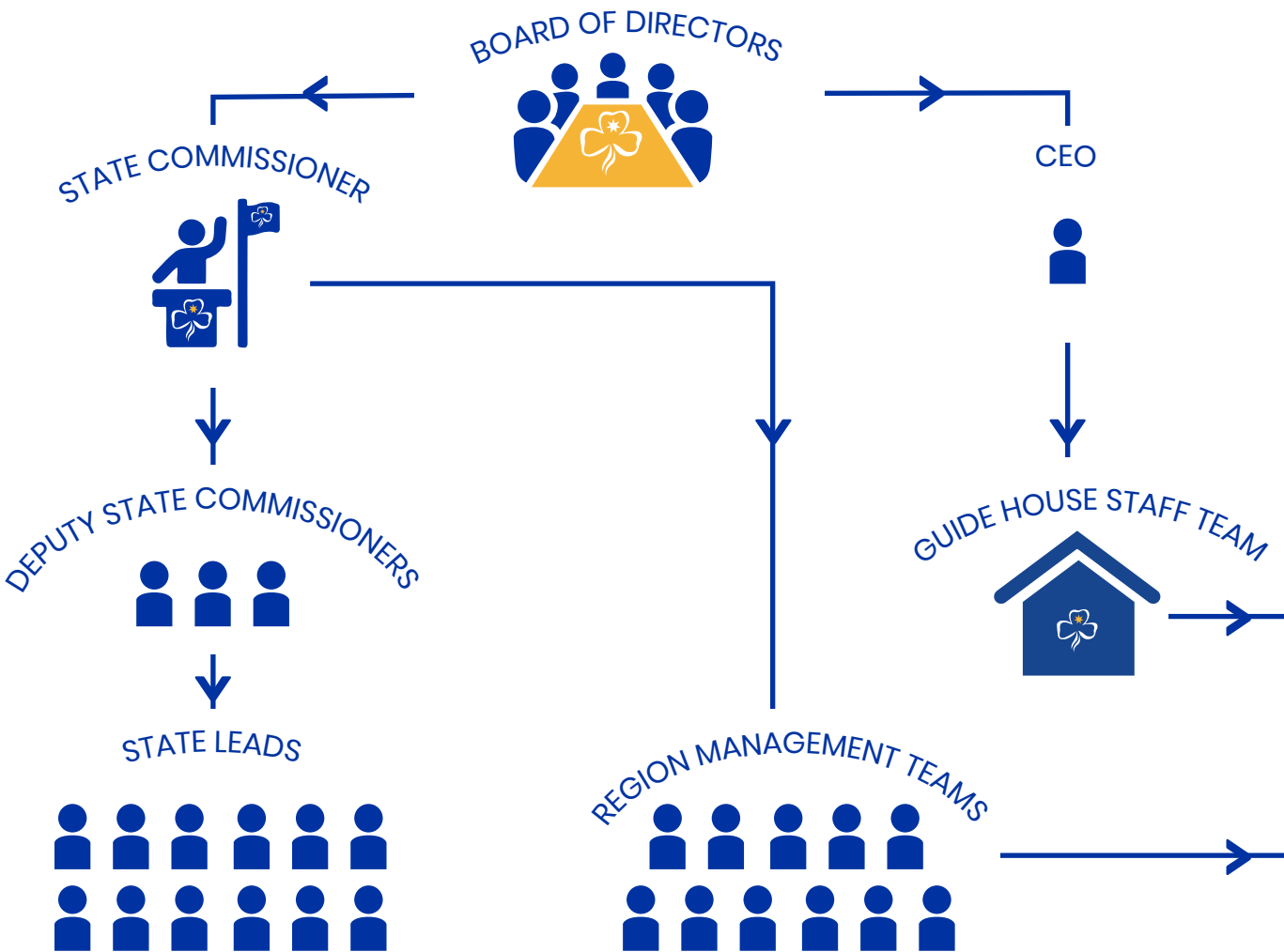
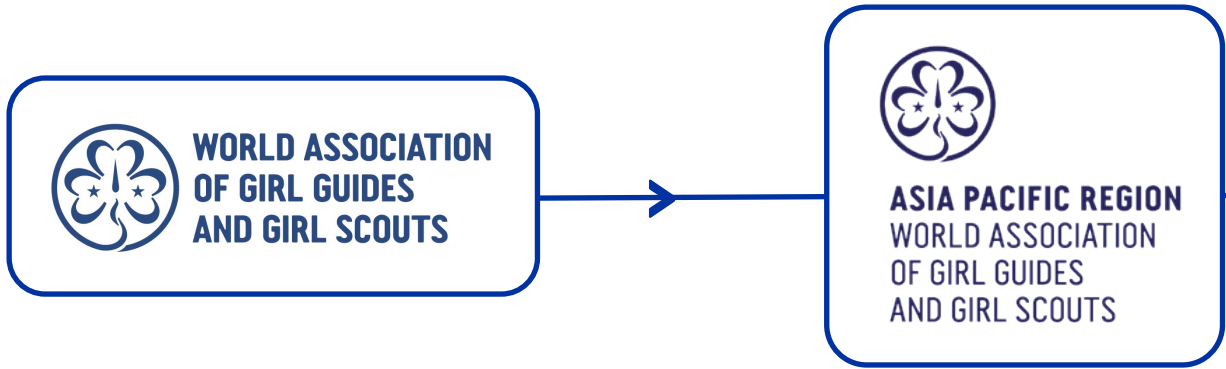
### TOP 5 LAND ACTIVITIES

- Archery
- Bush Walking
- Camping
- Hiking
- Sleepovers

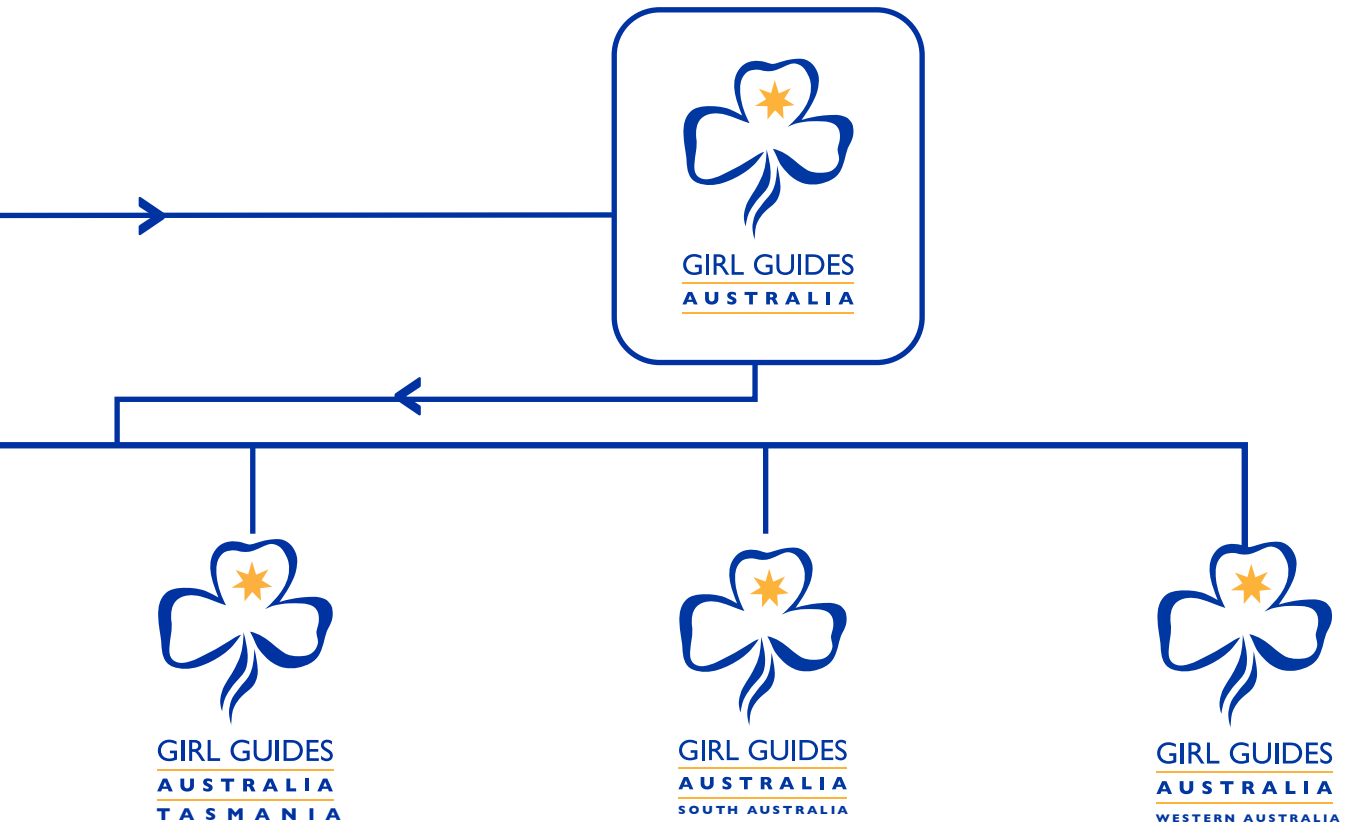
### TOP 5 WATER ACTIVITIES

- Canoeing
- Kayaking
- Stand Up Paddle Boarding
- Rowing
- Swimming

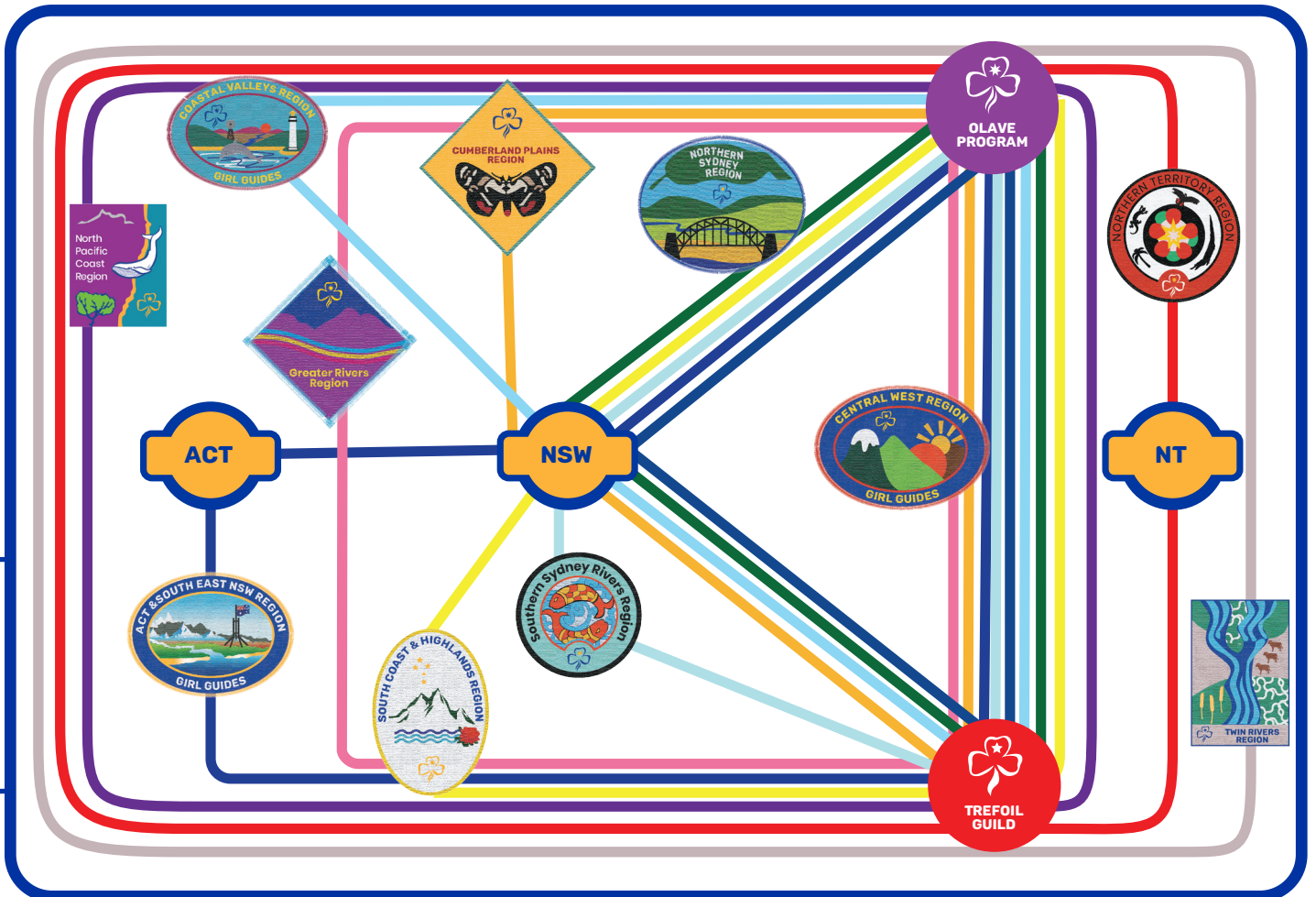








474 UNITS > 210 DISTRICTS > 11 REGIONS



# ADULT GOOD SERVICE AWARDS

## Thanks Badge

David Van Gogh	Patricia Law	Catherine Cook
Chris Corcoran	Jennifer Corcoran	Melanie Lord
Michelle Stewart		

## Boronia

Jacinta Ainley	Tracy Nankervis	Rosemary Taylor
Ann Hindmarsh	Denise Sheridan	Helen Wilkinson
Kerri McPhee	Glenda Robin Howell	Annette Halpin
Radhika Ram Tevita	Deb Hawker	Lydia Magenta
Katharine Gills	Belinda Hines	Jennifer Anne Cornford
Brenda Prendergast	Sarah Dixon	Belinda McFarlane
Vanessa Saines	Amy Lamotte	Vanessa Robinson
Alicia Gregor	Leonie Davis	Shannon Ross
Alana Vodopianoff	Vikki Rogers	Kirsty Dingwall
Sarah Rumble	Donna Staff	Jessie Thomas
Sara Ellis-Jack	Gabrielle Head	Linda Walker
Kelly Steele	Sarah Bradley	Leesa Abrams

## Banksia

Karen Moon	Barbara Hopkinson	Cassandra Talbot
Helen Jarvis	Katie Dunn	Marilyn Johnson
Elizabeth Cheater	Kristen Collier	Naomi Manning
Jacqueline Elizabeth Flood	Janice Johnstone	Kerri Meyer-Gleaves

### Bar to Banksia

Julie Smith		
-------------	--	--

### Wattle

Robyn McNamara	Mary Nunan	Kirstyn Taylor
----------------	------------	----------------

Jennifer Whitehead	Rachael Hatton	Helena Edwards
--------------------	----------------	----------------

### Flowering Gum

Lesley Buchan	Yvonne MacRae	Dianne Dalton
---------------	---------------	---------------

Carol Peterson	Fiona Tucker	Michelle O'Hare
----------------	--------------	-----------------

# WAGGGS ASIA PACIFIC REGION AWARDS

### Asia Pacific Adult Leaders Achievement Award for Unit Leaders

Tiarn Lockwood		
----------------	--	--

### Asia Pacific Adult Leaders Achievement Award for District, Division or Region Manager and State Commissioner

Julie Smith	Kirstyn Taylor	Sue Vandervliet
-------------	----------------	-----------------

# HONORARY AUSTRALIAN ASSOCIATES (HAAS)

Michaela Collins	Orla McGovern	
------------------	---------------	--

# YOUTH & OLAVE AWARDS

<b>Commonwealth Award</b>		
Ashleigh Hansen (nee Armstrong)	Elise Morley	
<b>Olave Challenge Award</b>		
Ashleigh Hansen (nee Armstrong)	Jessica Twells	
<b>Queen's Guide</b>		
Trisha Chari	Ericka Dean	Phebe Glover
Carmen Groves	Maya Havens	Khushi Jerath
Amelia Mukherjee	Madeleine Newton	Grace Russell
Makayla Steele	Jaimie Thomas	Mieke H. Van Wel



**2023 State Awards Ceremony At Government House.** Pictured, Left to right, back row: Jessica Twells, Khushi Jerath, Carmen Groves, Trisha Chari, Erika Dean; third row: Elise Morley, Mieke H. Van Wel, Amelia Mukherjee, Jaimie Thomas, Grace Russell, Makayla Steele; second row: Ashleigh Hansen, Madeleine Newton, Maya Havens, Phebe Glover; front row: Helen Reid, Chief Commissioner, Girl Guides Australia, Her Excellency the Honourable Margaret Beazley AC KC, Emily Milton Smith, State Commissioner, Girl Guides NSW, ACT & NT.

# APPOINTMENTS

<b>Board Directors</b>		
Emily Milton Smith State Commissioner Board Chair (Jan–Oct 2023)	Michelle Kothe Casual Vacancy (Aug 2023) Board Chair (Oct 2023)	David van Gogh Treasurer (Till May 2023)
William Tse Treasurer (May–Aug 2023)	Lisa Walters Treasurer (Aug 23)	Virginia Brown Elected Director (Resigned Jul 2023)
Jo Tonon Elected Director (Resigned Jul 2023)	Bev Orr OAM Elected Director (Resigned Jul 2023)	Charlotte Weatherall Elected Director Deputy Chair (Apr 2023)
Aine Leonard Elected Director	Cecily Zhu Elected Director	Irini Agollari Co-opted Director
Navdeep Johal Casual Vacancy (Aug–Dec 2023)	Race Barstow Casual Vacancy (Aug–Dec 2023)	Jo Higgins Co-opted Director (Till Sep 23)
Andrew Da Silva Co-opted Director (Sep 23)		
<b>Board Committee Chairs</b>		
Awards Committee Margaret Rudwick	Finance, Audit & Investment Committee Lisa Walters	Risk & Compliance Committee Irini Agollini
Governance, Nominations and Remuneration Committee Aine Leonard (Nov 23)	Youth Advisory Committee Lily McCormick Zara Huljich, Deputy Chair	Membership Strategy Committee Emily Milton Smith
<b>Volunteer Leadership Team</b>		
Emily Milton Smith State Commissioner	Shaylah McClymont Deputy State Commissioner	Kerrey Williams Deputy State Commissioner
Lisa Walters Deputy State Commissioner (Till Feb 23)	Michelle Kothe Deputy State Commissioner (Feb–Oct 2023)	Chesne Jones Archivist
Patsy Marshall Engagement Lead	Julia Becker Inclusion Lead	Sophie Bogart Innovation Lead
Kristina Teodorovic Leadership Lead (May 2023)	Sally Woodhouse Outdoors Lead	Janice Johnstone Sustainability Lead
Cassie Talbot Young Women Lead	Position Vacant Impact Lead	Molly Tweedie State Trefoil Guild Advisor
Natalie Schmitzer State Olave Program Consultant	Shea Rigney State Youth Recognition and Awards Liaison (Till March 2023)	Kerry Rymer Water Activities Committee Chair
Shauna Jarret Company Secretary	Ashleigh Hansen Youth Awards Coordinator (May 23)	

## Region Managers (RM), Assistant Region Managers (ARM), and Region Administrators (RA)

<p><i>ACT &amp; South East NSW:</i> Kaz Ely RM Rhonda Foley ARM Chris Butler ARM</p>	<p><i>Central West:</i> Lee Judd RM (Till Feb 23) Judy Hansen ARM (Till Feb 23) Gemma Evans RM (Feb 23) Kate Anderson ARM (Feb 23)</p>	<p><i>Coastal Valleys:</i> Elizabeth Baker RM Kirstyn Taylor ARM</p>
<p><i>Cumberland Plains:</i> Leslie Meiklejohn RM Tara Cordina ARM</p>	<p><i>Greater Rivers:</i> Haylee Brown RM (Till July 23) Heather Pinning ARM (Till July 23) Heather Pinning RM (July 23) Kristie Hotz ARM (July 23) Stephanie Dilge ARM (Nov 23)</p>	<p><i>North Pacific Coast:</i> Virginia Hey RM Belinda Schmitzer ARM</p>
<p><i>Northern Sydney:</i> Joanne Kitchener RM (Resigned Sep 23) Alison Cappetta ARM (Till Jul 23) Alison Cappetta RA (Jul-Nov 23) Alison Cappetta RM (Nov 23) Robyn Macnamara ARM</p>	<p><i>South Coast &amp; Highlands:</i> Mel Davis RM</p>	<p><i>Southern Sydney Rivers:</i> Leanne Murray RA (Till May 23) Michelle Thyrd RM (May 23) Leanne Murray ARM (June 23)</p>
<p><i>Twin Rivers:</i> Kara Renwick RM Ros Steel ARM</p>	<p><i>Northern Territory:</i> Letitia Baldwin RM</p>	

## Girl Guides NSW, ACT & NT Members In Volunteer Roles With Girl Guides Australia

<p>Rosemary Derwin AM Chief Commissioner (Till Feb 23)</p>	<p>Joanne Muller AM Girl Guides Australia Director (Resigned Sep 23)</p>	<p>Joanne Muller AM Honorary Legal Advisor</p>
<p>Micheala Collins Assistant Chief Commissioner Young Women (Till Feb 23)</p>	<p>Prue Carpenter AM Honorary Australian Associates State Coordinator</p>	<p>Sharyn Smith-Anderson National Trefoil Guild Advisor</p>
<p>Joanne Muller AM Governance Committee</p>	<p>Sarah Neill National Coordinator Adult</p>	<p>Catherine Searson National Postbox Secretary</p>
<p>Emily Milton Smith Girl Guides Australia Director (Sep 23)</p>		







**GIRL GUIDES**  
**AUSTRALIA**  
**NSW ACT NT**



**SCAN ME**  
to learn more about  
who we are, what  
we do, and where  
we meet!

**empowering  
girls and  
young women  
to discover  
their  
potential as  
leaders of  
their world**



**Girl Guides NSW, ACT & NT**

Level 2, 55 Holt Street, Surry Hills NSW 2010

T: 1300 447 548

E: [guides@girlguides-nswactnt.org.au](mailto:guides@girlguides-nswactnt.org.au)

[girlguides-nswactnt.org.au](http://girlguides-nswactnt.org.au)