



# National Board Chair Information Pack

April 2024



**SCOUTS**<sup>®</sup>  
Aotearoa

## OUR PURPOSE

We empower youth through adventurous experiences to lead lives that make a positive difference.

## OUR VISION

In 2025 more than 25,000 youth will enjoy Scouting adventures. They will come from every background, with a place for all, shape their own experiences, and make a positive difference for New Zealand.

## TE KĪ TAURANGI SCOUT — OUR SCOUT PROMISE

### Te kī Taurangi Kea

Ka tohatoha ahau, ka manaaki ahau, I share, I care,  
ka kite ahau, ka whanake ahau.

### Our Kea Promise

I discover, I grow.

### Te kī Taurangi Scout

E mana ai taku kī taurangi,  
Kia pukumahi te mahi,  
Kia tau te whakapono-ā-wairua,  
Kia ihu oneone ki te hapori,  
ki te whenua tupu, ki te ao,  
Kia manaakitia tangata kē atu,  
Kia ū ki tā te ture i kī mai ai.

### Our Scout Promise

On my honour,  
I promise to do my best,  
To develop my spiritual beliefs,  
To contribute to my community,  
country and world,  
To help other people,  
And to live by the Scout Law.

## TE TURE SCOUT — THE SCOUT LAW

### He Whai Whakaaro

Ki a koe, ki tangata kē atu

Ki te taiao

### Kia Tika

Kia manawanui

Kia ngākau pono

### Kia Ngākau Pai

Tū whitia te hopo

Hei hoa ki te katoa

### Have Respect

For yourself and others

For the environment

### Do What is Right

Be trustworthy and tolerant

Have integrity

### Be Positive

Accept challenges with courage

Be a friend to all





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## Our major supporters



# OUR STRATEGY

## Ko Tā Matau Rautaki

### Better Prepared is for all of us

When all of us - youth, leaders, kaiārahi, volunteers, and employees focus on the Better Prepared priorities and work as One Team in the same direction, we are a powerful force for future Scouting.

### Undergoing Refresh

The Scouts Aotearoa Better Prepared strategy is for 2015 - 2025 and a new strategy is currently being developed for the future of Scouting.

### Priorities



# GRASS ROOTS SCOUTING

## Ngā Mahi a Scouts Aotearoa ki ngā Pakiaka

11,766


Total Youth Members



7152

Volunteers



 = 1000 Members

SCOUTS AOTEAROA HAS DONATED OVER 1 MILLION CONTACT HOURS OF YOUTH DEVELOPMENT THIS YEAR:

**753,120 hours**  
Weekly Hours of Youth Development

**135,148 hours**  
Weekend Event Hours of Youth Development

**107,800 hours**  
Major Events

**26,362 hours**  
National Schools

**31,800 hours**  
Gang Shows



[Metrics on this page reference the Scouts Aotearoa 2023 Annual Report.](#)

### Our Challenges

We are a proud movement with some significant challenges. e.g:

1. Our business model relies heavily on volunteers to run and deliver services. Volunteering in Aotearoa (and Scouts) has been on a gradual decline over the last two decades.
2. The movement has a colonist history and is generally described by many as a 'white middle class movement'. This impacts our ability to appeal widely to a range of diverse communities.

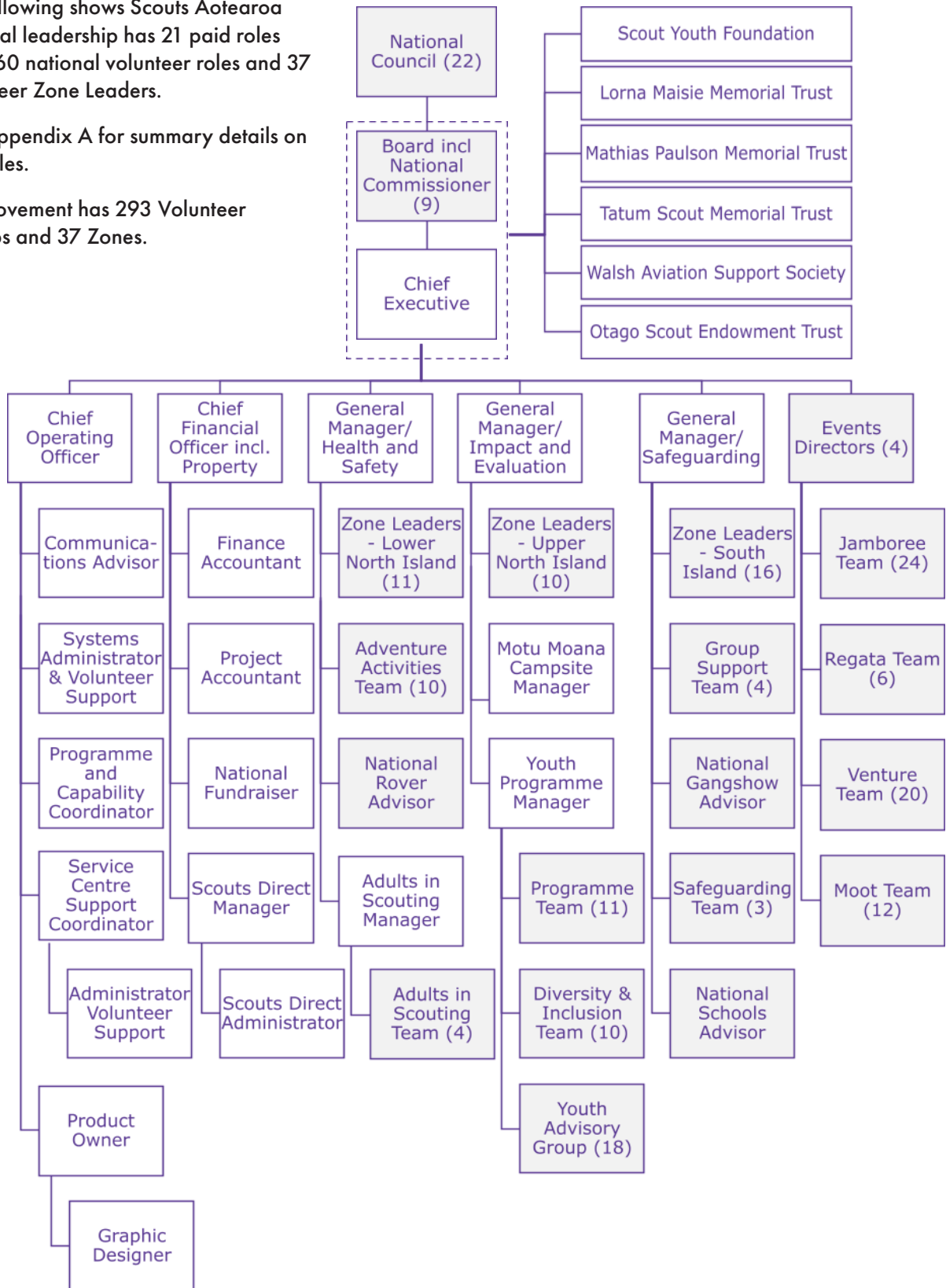
# ORGANISATION STRUCTURE

## Te Anga o te Whakahaere

The following shows Scouts Aotearoa national leadership has 21 paid roles and 160 national volunteer roles and 37 volunteer Zone Leaders.

See Appendix A for summary details on key roles.

The movement has 293 Volunteer Groups and 37 Zones.



# BACKGROUND

## He Kōrero Whakamārama

### Our Entity Structure

The Scout Association (in the United Kingdom) was incorporated by Royal Charter in January, 1912. The Scout Association of New Zealand was incorporated by The Scout Association of New Zealand Act, 1956, and is the only official Scout Association in New Zealand.

### Our Business Model

Scouts Aotearoa operates a devolved model that seeks to empower frontline volunteers and their scouting communities.

The work of the volunteers is supported by the work of the National Scout Centre. The National Scout Centre's role is to provide the necessary tools and guidance to ensure the work of our volunteers is robust, enjoyable and is within the scouting frameworks. The employees of the National Scout Centre report into the CE, whereas the volunteers report into their respective Zone leadership.

The role of the Chair is to guide the Board and National Council. The Chair provides strategic direction, fosters collaboration, and ensures that the Organisation operates effectively and ethically.

The role of the CE is to manage the National Scout Centre, but also to guide, support, and influence the movement volunteers. The CE is a direct report to the Board via the Chair.

The devolved operating model extends to a devolved financial model. The National Scout Centre provide key policies and frameworks to the movement, but the groups and zones are free to manage their individual financial affairs.

This devolved model is both a strength of the movement as it empowers volunteers, but also a weakness as it makes change through influence and not through centralized decision making.

### Financial Status

The National Scout Centre receives income of approx. \$4m from Scout levies and external funding, and carries \$3m in cash reserves.

Scouts Aotearoa is also required to report on the consolidated financial affairs of the entire movement. It is these consolidated financial statements that show the extent of the financial scale of the movement, with income of \$10m to \$15m (depending on events) and assets in excess of \$65m.

### Our Property

Scouts Aotearoa have a property portfolio of 335 properties with a capital value estimated at \$65 million dollars. The portfolio is a mixture of property types spread across New Zealand, most commonly Scout Halls and Campsites. The portfolio consists of owned building & land, owned building on leasehold land, and leased building & land. Many of our properties represent an opportunity to improve the dated condition and improve utilisation.

Our current approach is to evolve our property portfolio to be responsive, sustainable, and safe, leveraging property as a tool to support and deliver on our purpose to provide places to host positive youth development.

### Our Trusts and Fundraising

Scouts Aotearoa have \$8m across 6 trusts. There is a body of work required to align efforts and improve relationships to have a bigger impact.

In 2018, Philanthropy NZ estimated annual giving to be \$3.8b. With many adult New Zealander's having participated in scouting in their younger days, there is significant opportunity to capture new funding to support our purpose.

## Our Advocacy

Scouts Aotearoa can provide leadership in a variety of areas that effect young people. Through the youth programme, youth currently engage in a Better World Programme which has seen young people take on the organisation of the Climate Strike for Schools and advocate locally for environmental changes. Moreover, Scouts Aotearoa has a long history of protecting our natural world, current national initiatives such as Conservation Week were started by Scouts Aotearoa. However, we have not yet formulated an approach to supporting young people to better engage in broader topics within an A-political setting.

## Our Research

We have several current streams of research focusing on best practices in youth development. Most notably, our Healthy Gender Norms Research which has identified key areas for transformative cultural growth within the Aotearoa population, expressing emotions, displaying empathy and so on. We are currently on a journey to integrate some of the positive practices that have been co-developed during the research and trial phases into the rest of our organisation. We have high hopes that in creating transformative change in our rangitahi/ tamariki we will eventually have a far-reaching impact on Aotearoa's society.

## Our Software and Insights

We are on a journey to implement Salesforce to improve the experience of our members and empower our volunteers. As part to this implementation, we integrated general and exit satisfaction surveys for young people, parents, and volunteers. This information is providing significant insight into our culture and quality of our programme, which is empowering leadership to make evidence-based service improvement with targeted support for volunteers. With a volunteer-led delivery model, this insight has proven invaluable and is demonstrating significant potential.





# CONSOLIDATED FINANCIALS

## Ngā Ripanga Pūtea

The Scout Association Of New Zealand  
Consolidated Statement Of Comprehensive Revenue And Expense  
For The Year Ended 30 September 2022

	Note	2022 \$	2021 \$
<b>Revenue</b>			
<b>Revenue from Exchange Transactions</b>			
Youth membership fees		3,144,868	3,475,642
Activities & Events	5	1,044,339	1,713,937
Campsite Income		436,362	600,979
Sales of goods		189,637	220,615
Rent income		814,150	866,680
Administration income		1,986	5,754
<b>Revenue from Non-exchange Transactions</b>			
Donations		489,738	322,084
Fundraising		971,841	1,241,394
Grants		1,211,419	1,207,105
Sponsorship		11,500	4,000
<b>Other Revenue</b>			
Investment income	6	(138,547)	556,380
Other income		364,405	378,005
<b>Total Revenue</b>		<b>8,541,697</b>	<b>10,592,573</b>
<b>Expenses</b>			
Activities & Events	7	1,718,474	2,234,511
Administration	8	683,034	750,038
Communication	9	698,139	658,213
Cost of goods sold		308,087	350,965
Depreciation	21	805,583	829,979
Donation and grants made		2,033	9,620
Facilities costs	10	2,545,204	2,631,420
Fundraising costs		293,134	324,952
Governance	11	126,865	44,644
Losses on Asset Disposal		146,857	681,482
Other expenses		476,538	728,461
Registration	12	354,681	383,249
Staff & Contractor	13	1,832,251	1,900,826
Adult volunteer leadership & training	14	79,895	87,243
Loss on control of closed groups	15	714	2,129
Increase in building removal liability	23	991,660	-
<b>Total Expenses</b>		<b>11,063,150</b>	<b>11,617,730</b>
<b>Surplus/Deficit For The Year</b>		<b>(2,521,452)</b>	<b>(1,025,157)</b>
<b>Other Comprehensive Revenue and Expense</b>			
Gain/Loss on revaluation of jointly controlled asset		(147,012)	120,163
<b>Other Comprehensive Revenue and Expense for the year</b>		<b>(147,012)</b>	<b>120,163</b>
<b>Total Comprehensive Revenue And Expense For The Year</b>		<b>(2,668,464)</b>	<b>(904,994)</b>

**The Scout Association Of New Zealand**  
**Consolidated Statement Of Financial Position**  
**As At 30 September 2022**

	Note	2022 \$	2021 \$
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	16	13,688,116	10,035,416
Term deposits	16	5,316,565	8,714,822
Receivables (from exchange transactions)	17	417,344	295,026
Inventory	18	203,875	204,691
Prepayments		123,152	177,550
Other current assets		73,701	55,174
Short-term investment	19	3,261,136	3,486,436
Vendor Finance (current)	24	538,048	420,000
<b>Total Current Assets</b>		<b>23,621,937</b>	<b>23,389,114</b>
<b>Non-current Assets</b>			
Long term investments	19	1,506,841	1,207,015
Jointly controlled forestry asset	20	545,881	692,893
Property, plant and equipment	21	39,486,302	40,128,332
Vendor Finance (Non-current)	24	-	499,632
<b>Total Non-current Assets</b>		<b>41,539,024</b>	<b>42,527,872</b>
<b>Total Assets</b>		<b>65,160,961</b>	<b>65,916,986</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts payable and accruals		414,583	266,362
Income received in advance		1,183,347	348,353
Grants unspent	22	250,490	256,745
Funds held on behalf		281,595	312,510
Employee benefit liability	25	213,302	247,136
Provision for building removal liability	23	2,002,712	1,025,492
Other current liabilities		182,975	162,227
<b>Total Current Liabilities</b>		<b>4,529,004</b>	<b>2,618,824</b>
<b>Non-current Liabilities</b>			
Long term loans		13,077	10,819
<b>Total Non-current Liabilities</b>		<b>13,077</b>	<b>10,819</b>
<b>Total Liabilities</b>		<b>4,542,081</b>	<b>2,629,643</b>
<b>Total Net Assets/Equity</b>		<b>60,618,879</b>	<b>63,287,343</b>
<b>Equity</b>			
Accumulated revenue and expense		60,618,879	63,287,343

# NATIONAL SCOUT CENTRE

## FINANCIALS Ngā Ripanga Pūtea o te Tari Matua

### The Scout Association of New Zealand - National Office

Summary Statement of Comprehensive Revenue and Expense  
for the Year Ended 30 September 2023

	2023	2022
	\$	\$
<b>REVENUE</b>		
<b>Revenue from Exchange Transactions</b>		
Registration Fees	2,497,185	2,218,978
Scouts Direct Revenue	620,918	487,275
Event Income & Administration Fees	2,560,036	188,697
<b>Revenue from Non-Exchange Transactions</b>		
Grants, Sponsorship, Donations	717,562	614,255
<b>Other Revenue</b>		
Investment Revenue	156,149	120,236
Other Income	47,397	79,404
<b>Total Operating Revenue</b>	<b>6,599,247</b>	<b>3,708,845</b>
<b>LESS EXPENSES</b>		
National Council, Board, National Leader Expenses	218,098	128,580
Fees to World Body & Asia Pacific	26,976	24,556
Publicity and Communications	177,685	112,603
Event Expenditure	2,525,474	175,026
Scouts Direct Expenditure	516,601	416,519
Staff expenses	1,678,953	1,695,998
Administration & Other Operating Expenses	916,393	887,314
<b>Total Operating Expenses</b>	<b>6,060,180</b>	<b>3,440,596</b>
<b>OPERATING (DEFICIT)/SURPLUS</b>	<b>539,067</b>	<b>268,249</b>
<b>NON OPERATING ITEMS</b>		
Proceeds from property sales	-	56,523
Capital contributions	(48,593)	(103,160)
Software as a Service Configuration/Customisation	(57,678)	(394,685)
<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSES</b>	<b>432,796</b>	<b>(173,073)</b>

### The Scout Association of New Zealand - National Office

Summary Statement of Movements in Equity  
for the Year Ended 30 September 2023

	2023	2022
	\$	\$
Net (deficit)/surplus for the year	432,796	(173,073)
<b>Total comprehensive revenue and expenses</b>	<b>432,796</b>	<b>(173,073)</b>
<b>Opening Equity</b>	<b>5,888,441</b>	<b>6,061,514</b>
<b>Closing Equity</b>	<b>6,321,237</b>	<b>5,888,441</b>

### The Scout Association of New Zealand - National Office

Summary Statement of Cash Flows  
for the Year Ended 30 September 2023

	2023	2022
	\$	\$
Net Operating Cash Flow	43,207	738,437
Net Investing Cash Flow	(3,098,891)	3,206,386
<b>Net Cash Flow</b>	<b>(3,055,684)</b>	<b>3,944,823</b>

This Statement has been prepared on the basis as described on page 2

## The Scout Association of New Zealand - National Office

Summary Statement of Financial Position as at 30 September 2023

	2023	2022
	\$	\$
<b>CURRENT ASSETS</b>		
Cash at Bank & Investments	4,329,946	7,385,485
Receivables, Recoverables and Prepayments	207,434	229,355
Vendor Finance	-	538,048
Stock (Scouts Direct)	211,153	167,065
<b>Total Current Assets</b>	<b>4,748,533</b>	<b>8,319,953</b>
<b>CURRENT LIABILITIES</b>		
Accounts Payable and Accruals	181,547	367,737
Salaries & Wages Payable	207,158	213,302
Revenue in Advance	717,094	985,562
Grants not spent	231,423	120,000
<b>Total Current Liabilities</b>	<b>1,337,222</b>	<b>1,686,602</b>
<b>WORKING CAPITAL</b>	<b>3,411,311</b>	<b>6,633,352</b>
<b>NON-CURRENT ASSETS</b>		
Long Term Investments	3,664,227	-
Fixed Assets	205,689	215,078
<b>TERM LIABILITIES</b>	<b>959,990</b>	<b>959,990</b>
<b>NET ASSETS</b>	<b>6,321,237</b>	<b>5,888,440</b>
Represented by:		
General Funds	6,321,237	5,888,441
<b>EQUITY</b>	<b>6,321,237</b>	<b>5,888,441</b>

## The Scout Association of New Zealand - National Office

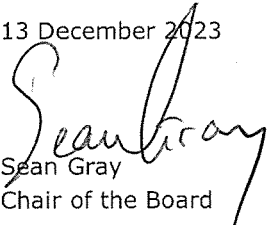
Note to the Summary Financial Statements for the Year Ended 30 September 2023.

The summary financial statements for The Scout Association of New Zealand - National Office for the year ended 30 September 2023 have been extracted from the full special purpose financial statements. The special purpose financial statements are based on New Zealand Generally Accepted Accounting Practice ("NZ GAAP") and Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") as appropriate for Tier 2 not-for-profit public benefit entities. The summary financial statements are in compliance with FRS 43 – Summary Financial Statements and are presented in New Zealand dollars and rounded to the nearest dollar.

The summary financial statements cannot be expected to provide as complete an understanding as provided by the full financial reports. A copy of the full financial reports can be obtained by contacting National Scouts Centre on 04 815 8894 or email [accounts@scouts.nz](mailto:accounts@scouts.nz).

The auditor BDO Wellington has reviewed the summary financial statements for consistency with the audited full special purpose financial statements. An unmodified audit opinion has been issued. These summary financial statements have been approved for issue by the Board.

13 December 2023

  
Sean Gray  
Chair of the Board

  
Chris Wilson  
Chief Executive

# National Board Chair Position

## Position Description

### Direct Reports

- Chief Executive
- National Commissioner
- International Commissioner
- Board Members (Up to 10)
- National Council Members (Up to 30)

### Term

Three years with an optional three year renewal

### Purpose of the Role

The Board Chair is responsible for guiding the Board and National Council in line with the Constitution and Aims and Purpose of Scouts Aotearoa.

The Board Chair plays a crucial role in providing strategic direction, fostering collaboration and ensuring that the Board, National Council, and the wider Organisation operate effectively and ethically as a membership based organisation.

### Key Responsibilities

#### Leadership and Governance

- Provide leadership to Scouts Aotearoa ensuring alignment with its values, purpose and strategy.
- Chair Board and National Council meetings effectively and efficiently, encouraging open communication, collaboration and good decision making.
- Uphold high standards of governance including compliance with all necessary legislation and ensuring financial solvency.

#### Strategy

- Facilitate the Board, National Council, Chief Executive and stakeholders to develop, implement and review the strategic plan ensuring Scouts Aotearoa remains relevant and addresses the evolving needs of young people and communities.

- Monitor and evaluate the performance of Scouts Aotearoa against strategic objectives.

#### Advocacy and Representation

- Act as a spokesperson and advocate for Scouts Aotearoa promoting its purpose and raising awareness of the relevance of Scouts today.
- Foster and strengthen relationships with internal and external stakeholders, including volunteers, community partners, and government agencies.
- Collaborate with the Board to identify and pursue opportunities for strategic partnerships.

#### Mentoring and Management

- On behalf of the Board, manage the Chief Executive, monitoring organisational and management performance.
- On behalf of the National Council manage the National and International Commissioners ensuring their performance.
- Establish, monitor, and review the Board level policies that provide the framework for the management of Scouts Aotearoa.

#### Succession Planning

- Work with the Board to identify and nurture potential under 26 governance representatives within the organisation, ensuring a smooth transition of roles into leadership when necessary.



- Facilitate the development of leadership skills among board members and key employees.

### Health and Safety

The Board Chair will have individual responsibility for Health and Safety practices and will:

- Be personally responsible for their own and others' health and safety at work.
- Be familiar with policy and procedures.
- Establish and insist upon safe methods and safe practices at all times.

### Safeguarding

The Board Chair will have individual responsibility for Safeguarding practices and will:

- Be responsible for acting upon any disclosure or concern of child abuse raised with them.
- Promote and participate in Safeguarding and ensure that applicable safeguarding policies or practices are adhered to at all times.
- Be familiar with policy and procedures.
- Establish and insist upon safeguarding methods and safeguarding practices at all times.



# APPENDIX A - DESCRIPTIONS

## Tāpiritanga A - Ngā Whakamārama

### National Council

The National Council is composed of volunteer representatives elected by Group and Zone Leaders from the five electorates in Aotearoa. Each electorate holds 6 seats. Three seats are reserved for members under the age of 26 and the other 3 seats are open to any age. There is no minimum age to sit on the National Council.

The Council is chaired by the National Chair and is responsible for the governance of the Movement. The responsibilities of the National Council include electing the Board, the National Chair, and the National Commissioner. More importantly, the National Council holds guardianship over who we are as an organisation and our future trajectory. Specifically the National Council looks after Scouts Aotearoa Constitution, Principles, and the Better Prepared Strategy.

### Chief Scout

The Chief Scout (Patron) of Scouts Aotearoa is the Governor General of New Zealand. The National Commissioner and the Chair of the National Council meet several times a year with the Chief Scout to provide a briefing and to seek advice and guidance.

### The Board

The Board is responsible for the governance of the Movement and is made up as follows:

- National Chair.
- National Commissioner.
- Elected members are – Five volunteer members, two of whom must be under 26 years of age.
- Appointed members – Up to five volunteer members, to allow the Board to recruit specific skills for projects such as marketing, analysis, or finance etc.

The Chief Executive is not a member of the Board but attends as and when requested.

### National Commissioner

The National Commissioner is the senior volunteer in the Movement. This volunteer role is elected by the National Council for a term of 3 years, with the ability for one additional term reappointment. A key part of their role is representing members interests at the governance level in all policy-related discussions. The National Commissioner is a visible leader who usually comes from within the movement, working alongside the Chief Executive and National Chair to lead the movement in strategy. The National Commissioner is also responsible for ceremonial duties and is the Chair of the Awards Committee and the Deputy Chief Scout. Each National Commissioner has so far brought a new flavour of servant leadership to the role.

### Chief Executive

The Chief Executive is employed by the Board and reports to the National Chair. The role leads the day to day operations of the Movement including the management of the National Service Centre employees, and three General Managers based in central locations for each service territory.

### General Managers

The three General Managers (GM) are employees based in central locations in the three territories which are the 'Upper North Island', 'Lower North Island', and 'South Island'. Each GM leads and manages a territory of between 10 and 15 volunteer Zone Leaders. In addition, the GM's are each responsible for one of the following portfolios: Health and Safety, Safeguarding/National Child Protection Officer, and Impact and Evaluation.

### National Scout Centre

The National Scout Centre is based in Wellington, and as of 2023 it has a total of 21 employees (including the CE and GMs). These employees work both full time and part time depending on the role and personal circumstances. A team of professionals led by the Chief Executive manages the administration, communications, logistics, finance, reporting and the development of the Movement.

## National Support Teams

There are six volunteer 'Support Teams'. The teams are all volunteers or youth members. Each team has varying levels of direct support from employees.

1. **Programme Team** - This team is responsible for the ongoing development and support of the programme. This team is supported by the Programme Manager (employee) but is coordinated by two volunteer programme advisors. The rest of the team is composed of section advisors, of which there is a rangatahi position (under 26) and an any age position for each position. The National Commissioner sits alongside as part of this team.
2. **Diversity and Inclusion Team** - This team is responsible for ongoing support of the Diversity and Inclusion section of the services platform. This team is led by volunteer and specialist area advisors of the Inclusivity space. Similar to other areas of the movement, for every specialist area, there is a Rangatahi and an any age seat.
3. **Group Support Team** - This team supports ongoing sustainability of the movement. The group support team is a volunteer team that is led by the General Manager with the Impact and Evaluation portfolio.
4. **Adventure Activities Team** - This team creates and maintains ongoing training and support for youth and adult volunteers in the adventure skills area. This group is led by a volunteer and supported by the Adults in Scouting Manager in conjunction with the General Manager with the Health and Safety Portfolio.
5. **Safeguarding Team** - This group of advisors support the ongoing development for the work happening within the work plan for Safeguarding. These advisors receive additional safeguarding training, enabling them to have greater understanding of how to navigate situations. They support ongoing cultural and attitude change with their work from within the Zone. The Safeguarding advisors additionally have Safeguarding advocates, operating in each Zone to promote Safeguarding best practice.
6. **Adults in Scouting Team** - This team supports the ongoing development of Adults in Scouting. Their key role is to ensure that all volunteers who deliver/support the programme, feel adequately supported and have the skills required for effective programme delivery. This team works closely with all the other teams and is responsible for streamlining the processes which play into the lifecycle of an

adult's journey through Scouting. For reference: All members of Scouts who are the age of 18 or over are considered adults.

## Zone Leaders

There are currently approximately 37 volunteer Zone Leaders grouped into three Territories in Aotearoa, each one reporting to the local General Manager. The Zone Leaders are responsible for leading and supporting up to 12 Group Leaders in the Zone. They will appoint teams they deem are appropriate to support their local zone.

## Rover Crews

There are approximately 17 Rover Crews (Scouts 18 - 26 years old) in Aotearoa, each reporting to a Zone Leader. Rovers are the oldest Section in the movement, and they maintain their own programme, with many members in the crew also spending time as Adult Volunteers elsewhere in the movement. Rover Crews are self-governing, the Crew Leader is appointed from amongst the members of the crew who then advise the Zone Leader of the appointment. The Crew Leader is regarded as having the same status as a Group Leader.

## Group Leaders

There are currently approximately 293 volunteer Group Leaders in Scouts Aotearoa, each one reporting to a Zone Leader. The Group Leaders are responsible for leading and managing their Scout Groups and overseeing the delivery of the weekly youth programme developed by the Programme team, to upwards of 12,000 youth members across the country. Each Group is encouraged to operate four youth sections, Keas, Cubs, Scouts, and Venturers and to constantly recruit and train replacement volunteer leaders, so the sections are adequately staffed.



## Youth Sections

The youth programmes are delivered to four different sections that are based on age/ maturity ranges (see also 'section transitions' policy). They are mentored by a minimum of two adult volunteer leaders (Kaiārahi), both of whom must be present whenever youth members meet to ensure the Movement's safeguarding requirements are met.

Young people are increasingly supported to take initiative and drive towards their own personal goals and outcomes through the programme.



