



Trustee Annual Report and Financial Statements

Elstree and District Scouts
For the period ended 31 March 2025

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Structure, governance and management

The Districts governing documents are those of The Scout Association. They consist of a Royal Charter, which in turn gives authority to the Bye Laws of the Association and The Policy, Organisation and Rules of The Scout Association.

The District is a trust established under its rules which are common to all Scouts.

The Trustees are appointed in accordance with the Policy, Organisation and Rules of The Scout Association by means of an open selection and voting process when either

1. There is a vacancy on the Trustee Board
2. Members appointments have completed the set duration, at which point they may stand for re-election

The District is overseen by the District Trustee Board, the members of which are the 'Charity Trustees' of the Scout District which is an educational charity. As charity trustees they are responsible for complying with legislation applicable to charities. This includes the registration, keeping proper accounts and making returns to the Charity Commission as appropriate.

The Trustee Board consists of the Chair, Treasurer and 5 Trustees (including 2 Ex Officio Trustees, and 2 co-opted Trustees) and meets every 4 months.

Members of the Trustee Board complete Being a Scouts Trustee learning within the first 6 months of joining the Board.

This District Trustee Board exists to make sure the charity is well-managed, risks are assessed and mitigated, buildings and equipment are in good working order, and everyone follows legal requirements and the organisation's policies and rules. Their support helps other volunteers run high-quality and safe programmes that gives young people skills for life.

The District is Managed by the District Leadership Team, with the majority of decisions being managed by the Senior Leadership Team, who may refer matters to either other members of the District Leadership Team or other Teams within the District Framework

Risk and Internal Control

The District Trustee Board has identified the major risks to which they believe the District is exposed, these have been reviewed and systems have been established to mitigate against them. The main areas of concern that have been identified are:

Damage to the building, property and equipment. The District would request the use of buildings, property and equipment from neighbouring organisations such as the church, community centre and other Scout Districts. Similar reciprocal arrangements exist with these organisations. The District has sufficient contents insurance in place to mitigate against permanent loss.

Injury to leaders, helpers, supporters and members. The District through the capitation fees contributes to the Scout Associations national accident insurance policy. Risk Assessments are undertaken before all activities.

Reduced income from fund raising. The District is primarily reliant upon income from subscriptions and fundraising. The District does hold a reserve to ensure the continuity of activities should there be a major reduction in income. The Board could raise the value of subscriptions to increase the income to the District on an ongoing basis, either temporarily or permanently.

Reduction or loss of leaders. The District is totally reliant upon volunteers to run and administer the activities of the District. If there was a reduction in the number of leaders to an unacceptable level in a particular section or the District as a whole then there would have to be a contraction, consolidation or closure of a section. In the worst case scenario the complete closure of the District.

Reduction or loss of members. The District provides activities for all young people aged 4 to 18. If there was a reduction in membership in a particular section or the District as whole then there would have to be a contraction, consolidation or closure of a section. In the worst case scenario the complete closure of the District.

The District has in place systems of internal controls that are designed to provide reasonable assurance against material mismanagement or loss, these include 2 signatories for all payments and a comprehensive insurance policies to ensure that insurable risks are covered.

Objectives and Activities

The Purpose of Scouting

Scouting exists to actively engage and support young people in their personal development, empowering them to make a positive contribution to society.

The Values of Scouting

As Scouts we are guided by these values:

Integrity - We act with integrity; we are honest, trustworthy and loyal.

Respect - We have self-respect and respect for others.

Care - We support others and take care of the world in which we live.

Belief - We explore our faiths, beliefs and attitudes.

Co-operation - We make a positive difference; we co-operate with others and make friends.

The Scout Method

Scouting takes place when young people, in partnership with adults, work together based on the values of Scouting and:

- enjoy what they are doing and have fun
- take part in activities indoors and outdoors
- learn by doing
- share in spiritual reflection
- take responsibility and make choices
- undertake new and challenging activities
- make and live by their Promise.

Annual Census Figures

Census of Membership in Elstree and District For the year ending January 2025

	Male	Female	Self-identify	Prefer not to say	Total
Youth membership					
Squirrels	16	7			23
Beavers	37	16			53
Cubs	54	18			72
Scouts	38	19			57
Explorers	16	6			22
Network	2	2			4
Total Youth Membership	163	68			231
Adult roles					
Leadership	19	25			44
Management	4	2			6
Support	7	1			8
Governance	7	8			15
Group	29	33			62
District	8	3			11
Total Adult Membership	37	36			73
Totals					
Total Youth Membership	163	68			231
Total Adult Membership	37	36			73
Total Membership	200	104			304
Total to pay					227
Waiting lists					
Squirrels	13	2		38	53
Beavers	19	6		40	65
Cubs	11	6		54	71
Scouts	10	1		18	29
Explorers				16	16
Total waiting lists	53	15		166	234
Young Leaders					
Squirrels		1			1
Beavers	2	1			3
Cubs	2	1			3
Scouts	2				2
Total Young Leaders	6	3			9
Sections					
Squirrel dreys					2
Beaver colonies					5
Cub packs					5
Scout troops					5
Explorer units					2
Venture Scout units					0
Local network					1
Young Leader units					1
Organisation					
Sections					20
Groups					5
Districts					1
Counties					0
Other					0

Update from Chair of the Trustees

I want to begin by directly addressing why this AGM is taking place significantly later than usual. Earlier in the year, the district experienced a series of unexpected administrative and operational challenges involving both our banking partner and our accounting software provider.

We were locked out of our online banking for several weeks, which prevented us from completing essential financial tasks. Although access was restored within 30 days and our formal complaint with the bank was upheld, we later discovered that a separate issue caused us to be temporarily locked out of our accounting system due to updates introduced by the software provider. Once both systems were restored, it took time to verify, reconcile and update all transactional records to ensure they were accurate and complete.

The Trustee Board was absolutely clear that we would not proceed with the AGM until we were confident that all financial information was fully correct. While this meant delaying the meeting beyond the usual timeline, it represented the right decision and demonstrates our commitment to transparency, strong governance and responsible stewardship of the charity's assets.

During this period, the Trustees maintained full oversight and undertook a review of how we prevent similar issues in the future. One of the clearest lessons learnt is that relying on a single banking provider is no longer acceptable. We are therefore establishing a backup current account and a dedicated savings account to ensure that the district is never again vulnerable to a single point of failure. These changes strengthen our resilience and support the long-term stability of the district.

Despite these administrative challenges, our young people, volunteers and programmes have continued to thrive. As the District Lead Volunteer will outline separately, we have delivered an excellent range of Scouting experiences this year — from camps and adventurous activities to badgework and weekly programmes. We continue to maintain a substantial waiting list, and while this speaks to the strength of Scouting in our community, we recognise the pressure it places on families and on our volunteers. Retention within the Scouts section in particular remains a priority for the coming year.

To support this, our Support Team will be more directly involved in managing the waiting list and assisting leaders with section needs. We will also be working closely with the County Growth Coordinator to help plug gaps, strengthen provision, and ensure more young people can access Scouting locally. These steps form part of our wider commitment to supporting our leaders and ensuring sustainable growth across the district.

Our volunteers deserve particular recognition. Week after week, they give their time, enthusiasm and energy to deliver Skills for Life. I also want to thank the Trustees, who have remained steadfast and diligent, especially during the financial challenges of the past year. Their work ensures the district remains a going concern and that we continue to meet our legal and governance obligations. Thank you also to our parents, who support us and trust us with providing exceptional experiences for their young people.

The district minibus has also slowly started to see an increase in both internal and external bookings with a steady increase in external hires and a rise in use by our own groups, particularly for evening activities where transport can be a barrier. We are also in conversation to further increase its use for 2026; including a reassessment of our rates, and conversations about increasing bookings over the summer. Over the past 12 months we have expanded the number of people eligible to drive the minibus through our in-house MiDAS training, and we are proud to have developed this into a service we can offer to

neighbouring districts on a paid basis. This not only increases our capacity but also generates useful additional income.

Looking ahead, our priority for the coming year is stability, backed by careful planning and realistic ambition. We will ensure every major initiative includes robust failsafes and that the District Lead Volunteer and leadership teams have the support they need. We are also preparing for enhanced visibility within the community in 2026, recognising the opportunity to strengthen our profile and continue attracting new members and volunteers.

Although the past year presented challenges, we have emerged stronger, better prepared and more resilient. With improved systems, dedicated volunteers and a stable governance foundation, I am confident about the year ahead and optimistic about the opportunities before us.

Thank you once again to everyone who contributes to Scouting across Elstree and District. It is because of your commitment that we continue to deliver life-changing experiences for young people.

Update from the District Lead Volunteer

Thank you for joining us for this year's Annual General Meeting. As we reflect on the past twelve months, I want to provide a clear overview of the operational changes, challenges and opportunities that have shaped our district, and set out our priorities for the year ahead.

This has been a year of significant change across Scouting nationally, and these updates have required all of us to adapt. One of the most notable developments has been the introduction of the new volunteer onboarding process through Welcome Conversations. This approach replaces the traditional appointments committee model, which we recognise many potential volunteers found daunting. We have now launched our process locally to support Group Lead Volunteers in arranging these conversations efficiently. While the new system is still bedding in, I am confident that it will ultimately make joining Scouting a more positive and supportive experience.

We have also transitioned to the new national membership system. This has brought both opportunities and very real challenges. While the system is intended to streamline compliance, training and administration, data integrity issues have made aspects of record-keeping difficult for leaders and commissioners alike. Compliance monitoring is now fully embedded in the new platform, but inconsistencies in the data continue to present management challenges. We are actively working with neighbouring districts and the County team to find solutions and share best practice. This remains an ongoing issue that we are managing proactively, and I want to thank all volunteers for their patience as we navigate this transition.

At the same time, it has been important to acknowledge and celebrate the dedication of our volunteers. Last winter we held a particularly successful Leaders' Winter Ceremony, where we were delighted to welcome both the County Lead Volunteer and the High Sheriff. During the event, Simon Pyzer was awarded the Silver Wolf — the highest award for adult service in Scouting — and Paul Norman received the Silver Acorn in recognition of outstanding service. These honours are a testament not only to their individual commitment, but to the strength and spirit of Scouting across our district.

I also want to highlight the exceptional contribution of our 14–25 Team Lead, whose work has directly supported an increase in Top Awards achieved by young people over the past year. Their dedication to providing clear pathways, encouragement and opportunities has made a measurable difference, and I am excited to see even more awards and development opportunities made available to our young people in 2026.

Looking to next year, we will introduce a number of technology improvements designed to reduce administrative burden and make processes quicker and clearer for volunteers. These include a booking system for Welcome Conversations and improvements to our volunteer approvals processes, with forms that are shorter, easier to complete and make better use of existing data. Guidance on these changes will be available on our well-established district help portal, ensuring that volunteers have clear, accessible support whenever they need it.

I am pleased to highlight the establishment of our new Programme Team, which will play a central role in strengthening district-wide opportunities for young people. The team now includes a Programme Team Lead, supported by a Squirrels–Cubs sub-team lead, with plans underway to appoint a Scouts and Explorers sub-team lead. They have been set clear objectives: to deliver two district programme events for each section every year, and to coordinate our Promise Renewal Day each September. Their work will help

ensure consistency, support section leadership teams and create memorable experiences for young people across the district.

Alongside this, our Support Team will be focusing on some of the district's most pressing challenges, particularly our waiting list. Bottlenecks remain a concern, largely due to demand for specific groups and young people losing interest while waiting for a space. The Support Team will work closely with Group Lead Volunteers to ensure that any available space is filled promptly, and we will be tightening policies so we can identify families who are no longer interested more quickly. The team will also support our outreach by representing the district at more community events such as Families Day, the Shenley Village Fete and Radlett Summertime. Plans are also underway to improve our coordinated presence at major occasions such as Remembrance Day.

Our census data since 2022 shows that while several sections have stabilised or recovered well, the Scouts section continues to face particular pressure. Smaller leadership teams and the natural transition as young people move to secondary school have contributed to retention challenges. We will be working closely with groups to provide targeted support, and in 2026 we intend to deliver a growth workshop for all team leads. We will also be reviewing how we utilise Young Leaders, who play a crucial role in ensuring the long-term sustainability of Scouting in the district. While our main focus remains on recruiting young people, we are open to exploring new approaches to strengthening our volunteer pipeline.

As we move into 2026, our ambition is not to reset, but to build steady and meaningful progress on the strong foundations we already have. With new processes bedding in, improved systems on the horizon, and dedicated Programme and Support Teams now in place, we are well positioned to deliver a stable and successful year ahead.

Thank you to every volunteer who has contributed to Scouting in Elstree and District over the past year. Your resilience, adaptability and commitment to delivering Skills for Life continue to make a profound difference to young people in our community. I look forward to working with you all as we move confidently into the year ahead.

Financial Highlights

I am pleased to present the Receipts and Payments Accounts for the financial year ending 31 March 2025. These accounts provide a clear summary of our financial activity and have been prepared in accordance with the requirements for Scout charities.

As the Chair outlined earlier, this year's financial processes were significantly affected by temporary loss of access to both our banking platform and our accounting software. Although these issues caused delays, they have now been fully resolved, and all transactions have since been reviewed and reconciled to ensure the accuracy of the financial statements presented today.

For the year ended 31 March 2025, the district recorded total income of £46,260, compared with £27,760 in the previous year. Of this income, £15,000 was a generous donation from the West Herts Charity Trust, specifically towards the ongoing development and sustainability of our district minibuss. We are very grateful for their support, which strengthens our ability to provide transport and access to adventure for our young people.

Total expenditure for the year was £31,417, compared with £24,975 last year. This figure represents payments before the purchase of assets, as required under the Receipts and Payments accounting format. Our cash funds at year end stand at £77,295, compared with £89,655 at the end of the previous financial year. This reduction reflects planned programme investment, support for major opportunities for young people, and natural variations in both income and spending across the year.

This year included notable investment in supporting young people attending the World Scout Jamboree — a life-changing international experience that we were proud to help facilitate.

We have also continued to develop our district minibuss, which has become an increasingly valuable resource. Usage continues to rise—both within and beyond the district—and with strengthened funding and expanding access through our in-house MiDAS training, we remain confident that the minibuss will provide even more opportunities for our young people in the coming year.

This year has also reminded us that financial resilience is more important than ever. We are seeing a growing number of young people accessing our hardship fund, and we know that this pressure is felt even more sharply at group level. We remain committed to ensuring that financial barriers do not prevent any young person from participating in Scouting, and we will continue to monitor and support where possible. Throughout the year, we have maintained strong governance over our finances. The Trustee Board has reviewed our systems, strengthened our banking arrangements and taken steps to reduce reliance on a single provider, ensuring that the district is more resilient to future disruptions. These actions, along with our ongoing monitoring and careful stewardship of resources, mean that the district remains in a stable financial position with the capacity to support its programme, teams and young people in the year ahead.

I would like to thank the Trustee Board and all volunteers for their continued support throughout a challenging year. Despite the operational difficulties we faced, the district remains financially sound, well governed and well placed to support Scouting across Elstree and District as we move forward.

Elstree and District Scouts

Receipts and payments accounts

Year ended 31 March 2025

	2025	2024
	£	£
<u>RECEIPTS</u>		
General Activities		
Badge Sales	25	273
Income on Hire of Equipment	4	173
Grant for minibus purchase from other organisations	15,325	-
Membership Fees Received	17,328	14,333
Total General Activities - Income	32,682	14,779
Explorers Income		
Grants from other organisations	200	400
Camps and events	885	-
Fundraising	843	-
Membership Fees Received	4,309	3,798
Total Explorers Income	6,237	4,198
Activities and Events' Income		
Water Activities	929	1,092
Beavers Events	204	140
Gradbach Farm	4,825	5,561
Tolmers Camp receivable	1,463	-
Hardship Support Fund	(860)	-
Total Activities and Events' Income	6,561	6,793
World Scout Jamboree		
Jamboree Income - Contributions from Participants	-	822
Total World Scout Jamboree Income	-	822
Other Income		
Minibus Driver Awareness Scheme Training	76	-
Interest received	704	1,168
Total Other Income	780	1,168
Total Receipts	46,260	27,760

Elstree and District Scouts
Receipts and payments accounts (continued)
Year ended 31 March 2025

	£	£
<u>PAYMENTS</u>		
Cost of Sales		
Badge and Award Purchases	34	268
Total Cost of Sales	34	268
General activities		
General Engagement		82
Membership Fees Payable	14,415	12,285
Equipment purchases	160	426
IT Systems	482	104
Website and Domain	17	7
Total General Activities - Expenditure	15,074	12,904
Explorers Expenditure		
Programme Expenditure	913	1,411
Building Hire	460	347
Reimbursement of Damages/Costs to Hiring Organisation	-	250
IT Systems	20	19
Membership Fees Due	-	1,348
Total Explorers Expenditure	1,393	3,375
Insurance	467	442
Programme Expenditure		
Districtwide Events	1,631	427
Beavers Events	93	123
Water Activities	720	540
Gradbach Farm	6,328	4,149
Equipment & Quartermasters	41	251
Equipment Purchasing	-	65
Equipment Maintenance and Servicing	57	1,247
Jamboree Payments to County	-	966
Total Programme Expenditure	8,870	7,768
Minibus Expenditure		
Insurance	1,926	-
General Running Costs	665	-
Total Minibus Expenditure	2,591	-
Payments sub-total carried forward	28,429	24,757

Elstree and District Scouts
Receipts and payments accounts (continued)
Year ended 31 March 2025

	£	£
Payments sub-total brought forward	28,429	24,757
Support - Expenditure		
Outreach and Marketing	636	83
Minibus Driver Awareness Scheme Training	1,310	-
First Aid Training	428	-
Fundraising	-	82
Bank and credit card charges	614	-
Total Support - Expenditure	<u>2,988</u>	<u>165</u>
Volunteer Development Expenditure		
Gifts & Gratuities	-	53
Total Volunteer Development - Expenditure	<u>-</u>	<u>53</u>
Total Payments before purchase of assets	31,417	24,975
Net receipts before purchase of assets	<u>14,843</u>	<u>2,785</u>
Asset purchases		
Minibus deposit	-	27,114
Minibus Additions	27,203	-
IT Equipment	-	-
	<u>27,203</u>	<u>27,114</u>
Net (payments) for year	(12,360)	(24,329)
Cash funds at start of the year	89,655	113,984
Cash funds at end of the year	<u>77,295</u>	<u>89,655</u>

The charity does not hold restricted funds - all funds are unrestricted

Elstree and District Scouts

Statement of assets and liabilities

As at 31 March 2025

	2025	2024
	£	£
Cash at bank and in hand		
Cash in hand	-	-
District General Account	25,368	4,390
Equals Accounts	2,813	193
Explorers Account	5,452	4,788
Savings Account	41,758	80,283
GoCardless	1,904	-
Total Cash at bank and in hand	77,295	89,654
 Fixed Assets		
Minibus Deposit	27,114	27,114
Minibus Additions	27,203	-
Cost of Fixed Assets	54,317	27,114
 Total assets	131,612	116,768

The charity does not hold restricted funds - all funds are unrestricted

Independent examiner's report to the trustees of Elstree and District Scouts

I report to the trustees on my examination of the accounts of the **Elstree and District Scouts** for the year ended 31 March 2025

Responsibilities and basis of report

As the charity trustees of the **Elstree and District Scouts** you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the **Elstree and District Scouts** accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the **Elstree and District Scouts** as required by section 130 of the Act; or
2. the accounts do not accord with those records.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: 
[Kamal Chadha](#) (Mar 10, 2026 09:56:54 GMT)

Name: **Kamal Chadha**

Relevant professional qualification or membership of professional bodies (if any): **FCMA CGMA**

Address: **15 Portman Gardens Colindale London NW9 5AS**

Date: **10/03/2026**






FY2025 TAR & Accounts (1)

Final Audit Report

2026-03-10

Created:	2026-03-10
By:	James Pugh (james@adapt-logistics.co.uk)
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