



## **Report from the Meeting of the Board of Girl Guides Australia**

The Board of Girl Guides Australia met at Guide House, Girl Guides NSW & ACT in Sydney from 12 to 16 May 2010. The Board consists of the seven State Commissioners and the Chief Commissioner. The Assistant Chief Commissioners, the Honorary Treasurer and the National Executive Officer also attend the meetings. The Board is the policy making body of Girl Guides Australia, determining the vision, policy and standards of Guiding in Australia.

At the commencement of the Meeting, the Board acknowledged the passing of the Vice President of Girl Guides Australia, Mrs Jane Scarlett AM, with regret.

The Board reviewed the alternate Promise wordings currently in Guide Lines (3.5) and agreed to a further additional Promise wording which is:

*I promise that I will do my best:  
to do my duty to God and my country;  
to help other people; and  
to keep the Guide Law.*

Further, the Board agreed to establish a committee to review the Promise and Law and this will commence after the Flying the Flag Centenary activity in October 2010.

### **Governance and Compliance**

#### **Rebranding**

The Board was provided with a presentation on GGA rebranding by Greg Taylor (Director, NTF Research), Martin Long (Communications and Marketing Adviser/Consultant, Associations Forum) and Patricia Swift (Deputy Director, Centre for Veterinary Education, University of Sydney).

Greg presented the results of the GGA external brand research which was conducted in February 2010 including feedback from parents of potential members and from adult women who could potentially become Leaders. Potential Leaders are looking for friendship and empowerment as are parents likely to enrol their daughters. Parents also wish to ensure their daughters will have fun.

Research indicated that there is potential for previous members to rejoin and take on leadership roles but mostly their perception of Guiding is outdated and for recruitment to be effective, the image of Guiding, the activities and its benefits, need to be refreshed. Messaging needs to be attractive, relevant and consistent across the country – all members are brand ambassadors. 'Be Your Best' has been adopted as the new tag line for GGA to be used across Australia.

Martin indicated that currently the Girl Guide brand needs strengthening, our major competitor is social networking and we need to promote the values and long term benefits of Guiding. We need to promote what we are - a modern, vibrant and relevant organisation for girls and young

women. Branding is about our values, who we are, what we do and how we deliver our program and the key messages that we are providing. What we look like (our uniform and our logo) are only a small part of branding. A strategic approach to rebranding will increase the penetration rate – that is the number of members we have in relation to the number of girls of all ages in the population.

## **Ways of Work**

The Board revisited and reviewed the roles and responsibilities of the Board, the Management Team, the Treasurer, the National Executive Officer and the States. The work of the Board as opposed to that of the Management Team was considered, recognising that the Board may still have some responsibility in some management decisions. Appropriate and timely communication methods were agreed upon.

## **Strategic Issues**

### **Repositioning**

The Board noted the report from the Repositioning Coordination Group, in particular that Part 1 of the Memorandum of Understanding has been presented to many States and has received favourable feedback. Benchmarks for the GGA Strategic Plan still need to be set by the Board before Part 2 of the MOU can be finalised. Although the Chief Commissioner has now presented the Repositioning Game to most States, further work is needed on the change management process. More information needs to be added to the GGA website and the Chief Commissioner will continue to provide updated and relevant information in the monthly State newsletters.

The draft of the new Constitution should be circulated to the States in early June and it is still hoped that the final Constitution will be ready to be circulated in due time to be presented to the October Board Meeting.

The decisions made in May 2009 with regards the Chair and Deputy Chair of the Management Team were reviewed. The role of Chair has evolved into much more than a procedural role and it is not possible for the National Executive Officer to also be responsible for managing the Volunteer Managers. The Board agreed that a Deputy Chair who is a volunteer, appointed by the Board and directly responsible to the Chief Commissioner and who will work closely with the National Executive Officer should be appointed. The Management Team will be chaired by the NEO who will also chair any meetings of the State Executive Officers and the Deputy Chair will chair meetings of the Managers. During the transition period to the new structure, the Deputy Chair is to be invited to attend Board Meetings – without vote – for a period of 12 months.

The Board acknowledged that the Repositioning Coordination Group is still seeking ad hoc volunteer support particularly to assist with writing of policies, harmonisation of titles for staff and volunteers, voting procedures and decision making by members and ensuring policies comply with Commonwealth legislation.

It is also necessary for all members to be seeking out appropriate new members for the new Board particularly looking at varying skill sets.

### **Strategic Priorities**

The paper *Board strategy workshop outcomes*, developed in consultation with Bain & Company, was presented by Fiona Krautil, National Executive Officer. In perusing this, the Board revisited the Branding session outcomes and confirmed that Girl Guides Australia has articulated what we stand for and this is highlighted in the 2015 aspiration which is at the very top of the Strategic Pyramid –

*'Australia's leading organisation for girls and young women in leadership and personal development'*

The Strategic Pyramid which clearly articulates the Mission, Vision and Goals of GGA is now available on the GGA Website following the minor amendments that the Board made during the meeting.

The Board has noted that the current departmental structure may not be able to deliver on the strategic priorities which are –

*Growing membership and active alumni*

*Sustainable surplus, with diversity of income*

*National 'top of mind' positioning as the leadership development organisation for girls and young women*

It had been agreed through the Working Party restructuring recommendations that a management structure must meet the needs of the strategic planning cycle, but through this GGA must retain core business including WAGGS requirements. The next step in operationalising the strategic plan is to set high level benchmarks, which will in turn determine what should be monitored and the statistics to be collected. It is the Board's responsibility to set targets under each of the six priority areas.

When the updated benchmarked strategic plan has been agreed then the Management Team will develop the business/operational plan from this. The business plan will be approved at the October Board meeting for the budgeting process.

### **Financial Planning**

The Treasurer is to review the annual Quota fee paid by States on behalf of individual members. The Board agreed that Quota should fund basic national infrastructure but funding for national priorities will come from other sources such as grants, external funding or fee for service. National infrastructure will include the employment of a National Communications and Marketing Manager and the Operations Manager. It is also likely that tasks related to strategic priorities could be outsourced until further funding is sought.



BT Financial Group has been appointed as the Investment Manager for Girl Guides Australia, subject to six monthly reviews of the relationship and service provided.

### **Volunteers and Senior Staff**

#### **Appointments and Awards**

Congratulations are extended to the following newly elected and continuing office-bearers for Girl Guides Australia:

Helen Geard	Chief Commissioner (1 January 2011)
Jan Withers	Program Manager (1 November 2010)
Wendy Smibert	Trefoil Guild Adviser (further 2 years)

Vacancies exist for the roles of In House Legal Adviser, Legal Adviser (External), and one Committee Member each on the Awards Committee and Funds Administration Committee. These will be readvertised in the future.

Linda Wilkinson	Training Manager – has advised she will not be seeking an extension to her term and this role will also be advertised shortly.
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The results of a number of Postal Votes were noted including –

The appointment of Petina Blackwell as Assistant Olave Program Manager from 3 December 2009.

The appointment of Bev Nielsen as Outdoor Activities Manager from 4 December 2009.

The appointment of Prue Carpenter as the Volunteer Services Manager from 14 January 2009.

The appointment of Simon Babbage as Financial Advisory Committee member from 19 January 2010.

The appointment of Petina Blackwell as the Olave Program Manager from 2 March 2010.

### **Non Governance**

#### **Honorary Australian Associates**

The following people will be invited to become Honorary Australian Associates:

<i>Julie Miller</i>	<i>Tasmania</i>
<i>Joanne Muller</i>	<i>New South Wales</i>
<i>Maxina Parkes</i>	<i>Northern Territory</i>
<i>Judy Porter</i>	<i>Queensland</i>

## Awards

Congratulations to the following national personnel who have been awarded Guide Awards since the last Board Meeting.

<i>June Cameron</i>	<i>Silver Kangaroo</i>
<i>Miriam Holmes</i>	<i>Red Kangaroo</i>
<i>Lynne Price</i>	<i>Red Kangaroo</i>
<i>Linda Wilkinson</i>	<i>Red Kangaroo</i>
<i>Karen Chatto</i>	<i>Bar to the Emu</i>
<i>Natasha Hendrick</i>	<i>Emu</i>

Additionally, a number of members were awarded the Asia Pacific Leadership Awards by the AP Committee at their Meeting in March 2010.

Asia Pacific Leadership Award for Troop/Unit Leaders:

*Ann Boulderstone*  
*Janet Simmons*

Asia Pacific Leadership Award for District/State Leaders:

*Belinda Allen*  
*Margaret Berlemon*  
*Elizabeth Butson*  
*Karen Chatto*  
*Judith Ellerington*  
*Helen Geard*  
*Natasha Hendrick*  
*Miriam Holmes*  
*Julie Miller*  
*Susan Van Eyk*  
*Linda Wilkinson*

## Civil Awards

In the 2010 Australia Day Honours, the following Guiding personnel were recognised:

<i>Elizabeth Adnams OAM</i>	<i>Victoria</i>
<i>Nancy Brazier OAM</i>	<i>Western Australia</i>
<i>Sandra French AM</i>	<i>Tasmania</i>
<i>Joan Howlette OAM</i>	<i>New South Wales</i>
<i>Robert Maple-Brown</i>	<i>New South Wales</i>

Congratulations to these people.

The Board agreed that an ad hoc group will be formed to investigate an additional Good Service Award for supporters of Guiding as well as reviewing the current award system.

### **Events**

The Centenary Cruise – the Adult event for 2011 – was discussed. No State has indicated a willingness to accept responsibility to coordinate this event and it was agreed that Jill Ribbons would be asked if she was interested in assuming the role of coordinator. The coordinator will liaise directly with the cruise company and members wishing to attend will register directly with the cruise company. No registrations are to be handled by National Office and there will be no cost or risk to GGA.

The FanTAStic 2013 Jamboree will be held in Tasmania from 6-12 January 2013.

The final report from Power Up 2010 (written by Jane Boroky, Assistant Training Manager) was noted. Kerrie Hardie and Di Dalton made a significant contribution to the content of the program.

### **Uniform**

The Board considered a discussion paper as to whom can wear uniform, in particular the adult uniform. The Board confirmed that only members are entitled to wear uniform as per the current uniform policy, with the exception of senior staff of GGA or a SGGO when appropriate. The Board acknowledged that Guide supports, including Support Group as well as staff may want to be identified with Guiding and/or promote Guiding by wearing a Guide shirt and it was determined that the Management Team would investigate the financial viability of having a supporters shirt.

### **Postal Votes**

The results of non governance postal votes were noted, including ones relating to Uniform (*Guide Lines* 1.5), Street Collections (*Guide Lines* 2.3.6), and Membership (*Guide Lines* 1.3) and the Procedures Chair will include these amendments in the *Guide Lines* amendment sheet by 30 June 2010 to be circulated by National Office.

### **Future Meetings**

Major events in the Girl Guides Australia calendar for the end of 2010 and the first half of 2011 are:

Board teleconference	Monday, 21 June 2010, 5pm EST
Asia Pacific Conference	3-9 July 2010, Maldives
Board Meeting	15-17 October 2010, Sydney

The following are tentative dates only – subject to new ways of work:

Board Workshop	25-27 February 2011, Sydney (?)
Board Meeting	12-15 May 2011, Melbourne (?)



AGM 13 May 2011, Melbourne (?)  
Board Meeting 15-16 October, Sydney (?)

I encourage all members to consult their State Commissioner for further information on the outcomes of the May Board Meeting.

Lynne Price  
Chief Commissioner  
June 2010