



Trustees' Annual Report

For the period:

From	1st January 2025	To	31st December 2025
	(period start date)		(period end date)

Charity Name	Horsham District Scout Council
Charity Registration Number (if registered - leave blank if excepted charity)	1076603
HQ Registration Number	11937820

Objectives and activities

<p>Summary of the purpose and objects of the charity as set out in its governing document</p>	<p>The objectives of the charity are as a part of The Scout Association.</p> <p>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.</p> <p>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</p> <p>The Scout Method Scouting takes place when young people, in partnership with adults, work together based on the values of scouting and:</p> <ul style="list-style-type: none"> - 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
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Summary of the main activities in relation to the purpose and objects	The aim and purpose of the charity is to promote and support Scouting in the Horsham District.
Statement confirming the trustees have had regard to the guidance issued by the Charity Commission on public benefit	The Trustees confirm that the charity meets the Charity Commission's Public Benefit criteria under both the advancement of education and the advancement of citizenship or community development headings.

Achievements and performance

Summary of the main achievements of the charity during the year identifying the difference and impact the charity's work has made.	<p>Chair's Report</p> <p>As my first year as Chair comes to a close, I can report that it has been a productive year for the District Trustee Board as we continue to focus on our core duties of finance, governance and risk. My thanks to everyone on the Board, and to our District Safety Lead Simon Brew, for their hard work during the year in ensuring we are compliant and effective as trustees governing Horsham Scout District.</p> <p>In particular we had a focus on safety and compliance during the year ranging from risk assessments, safe premises audits and the regulatory advice and guidance from the Charity Commission (England and Wales) which was sent to all trustees within the federated structure of The Scout Association. As well as ensuring we are compliant as a District we also reached out to all our Groups to offer support if needed as they too manage finance, governance and risk within the Groups. It's important that we keep young people safe and our trustee board in the District and in all our Groups have an important role to play alongside our leadership teams.</p> <p>The Board has met four times this year, with the AGM still to come. During the year Harry Lawrence decided to stand down as trustee, and Alison Laker is standing down at our AGM. Both have other commitments meaning that they can no longer carry on as trustees and we thank them for all the support they have provided to Horsham Scouts over recent years. When Chris Styles stood down as our Youth Lead Volunteer earlier this year, he asked to remain as a trustee and as a Board we were happy to co-opt Chris onto the Board until the AGM when he is standing as a trustee.</p> <p>Our new District Lead Volunteer, Oliver Smith has had a busy year in the District as you can read in his report. It has been good to work with Oliver to support Scouting in the District over the past year. We also have great people within the District teams supporting our Groups and running District events. You can read about their activities in the reports later in this annual report.</p> <p>Alongside Oliver and I being new to our roles this year, we also have a new County Lead Volunteer - Joe Rogerson and a new Deputy County Lead Volunteer - Julia Kielstra. Both have brought energy and a clear vision for Scouting in West Sussex and we have hosted them at several events in the District already. The other new appointment to mention is that Tim Taylor was appointed as Chair of West Sussex Scouts. And Tim agreed to continue as one of our trustees too. Tim has also been instrumental in bringing our newsletter – Horsham Stone – back to life. We hope the newsletter keeps everyone updated on what is happening in our District.</p> <p>My thanks to Heather Greenwood who has been our District Administrator this year and particularly helpful to me as Chair. She's ensured the trustee board has operated smoothly during the year as I took over from her and Heather has been helpful in briefing me on different topics.</p> <p>I would like to thank the team at our Beacon Hill Campsite who keep the Campsite running throughout the year. We are extremely fortunate to have such a dedicated team who manage the premises and 27</p>
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acres of woodland. During the past year they have sourced and installed the climbing wall – a major feat which means young people can now add climbing to the activities they participate in at the campsite. And we brought an all-terrain buggy to help improve access around the site. My thanks to them for looking after Beacon Hill on behalf of us all.

And of course, thank you to our adult volunteers in each Group, who give up their time every week to enable Squirrels, Beavers, Cubs, Scouts, Explorers, Young Leaders and Network to happen. My thanks to all of you for making Horsham Scouting successful.

Debbie Ladds, Chair, District Trustee Board

District Safety Report

This year has seen the start of familiarising ourselves with systems and the people involved to review where the District stands regarding Safety and Management systems to support both the Trustee Board chaired by Debbie Ladds and scouting operations led by Oliver Smith as DLV. This is ongoing.

Premises audits:

There was a drive by County to provide assurance that these were being completed (as per the following link: [Safe Scouting Premises Audit | Scouts](#)). These are different to the Premises risk assessments which all Groups must have and undertake to identify the significant hazards associated with premises and record the control measures taken to mitigate them. The Safe Premises Audit is completed (at least annually) ideally by an independent person to provide assurance that the control measures have actually been implemented, e.g. that an identified asbestos management plan has been put into place and regular checks have been done.

After initial communication issues with key volunteers within some Groups, these were started. To date after several reminders only eight out of 16 venues have reported completing one, that leaves 50% still in progress which doesn't give a good impression to County but, more importantly, leaves the District in a vulnerable position in that it cannot provide 100% assurance that all audits have been completed.

One of the benefits of sharing issues identified is dissemination of best practice. There was a concern that under the Fire Regulatory Reform Act, one Group didn't comply for sleep overs at their hut. The District Campsite is undertaking a review of the legislative requirements with a professional company and will share their findings in due course.

Communication:

A more in-depth review is required as important decisions or cascade of information is not effectively reaching all relevant volunteers, for example, information discussed with GLVs at various meetings is not always disseminated because some leaders don't attend or send a deputy, not all information is passed on and minutes are not always taken.

One way to improve communication is the proposal to introduce a regular newsletter (The Horsham Stone) whereby, amongst other things, important information can be cascaded. Other information, which will be on everyone's mind, will be the suspension process and how it works in reality if mandatory training hasn't been completed. Unfortunately, it's a fact that volunteers could be suspended at the direction of County and TSA.

Welcome conversations: These need to be held much earlier, especially for new leaders, and has been identified as an issue – earlier conversations would allow more timely discussions on the importance of completing the mandatory training with the inevitable suspension if not completed.

Risk assessments (RAs):

There are over 30 District events per year, all of which require a RA to be undertaken with the significant hazards and specific mitigations recorded. Whilst these are done, there is little documented oversight of the process. A protocol, addressing the oversight, sign-off process

and readily accessible storage has been discussed and finalised but not implemented as yet which again leaves the District vulnerable when it comes to providing auditable evidence that RAs are being managed effectively within the District.

Nights Away RAs:

The responsibility for Group RAs is effectively delegated to GLVs. An opportunity to review Nights Away RAs is evident through the NAN process. Phil North has delegated authority to authorise submitted NANs and in the process is able to look at the quality of the RAs. He has found a range of quality, length and some RAs that are not targeted to camps and contain a lot of duplication. There is a District requirement to submit adventurous activity RAs (not just those that are permitted – see section 9 of POR for a list) but these are not always attached. The newsletter will be a good place to share best practice and tips on requirements needed.

Incidents/Accidents:

There is a system in place for the Campsite, which is being used to some extent, however, accidents that occur at District events or within the Explorer Unit activities, which District are responsible for, are not being adequately recorded or scrutinized at District level. There is generally a lack of reporting which needs to improve. Reporting all near misses / incidents will help to reduce the number of injury accidents. Data needs to be captured in a readily accessible form to enable analysis of any emerging trends. This includes those reports that are submitted to the TSA of which there have been two this year - obviously no detail will be given here but neither incident was serious.

Conclusion

Whilst the above may appear not as positive as we would like, there is real commitment for continuous safety improvement within the District. The introduction of robust and documented systems is the way forward to ensure improvement continues. Time-lines will need to be set to address the issues above. In the current climate, I can only see that we will have to demonstrate that safety is robustly managed, which also benefits any changes in volunteers to ensure there is 'business' continuity and not losing sight of all the great work and time commitment that everyone freely gives.

Si Brew, District Safety Lead

District Lead Volunteer's Report

The last year has been a learning experience for me as District Lead Volunteer. Jo and Dave handed over a District where most things were working and so I have spent my time making small changes. Everybody has been welcoming and supportive of the changes, for which I am grateful and special thanks to Debbie Ladds our Chair and to Dave Hatton for the ease of handover.

We have had a few changes to the District Team: Chris Styles has stepped down as District Youth Lead and we are seeking a replacement; Linda Barker has joined the District Team as Programme Lead, with the aim to have a more coherent District programme across the sections; Caroline McCurrach has taken on the additional responsibility of District Squirrel Lead supporting our dreys; Geoff Spooner and Paul Alexander are jointly leading the Learning and Development Team making sure that we support leaders and Phil North has taken on approving nights away. Our Media Team has been bolstered by the expertise of Dan Senior allowing them to improve the content on our social media feeds. The whole District Team has continued to deliver support and events for our leaders and young people.

The District Campsite continues to improve and delivers a wonderful space for scouting in Horsham. The new climbing wall is now in use and feedback from users is that it is highly enjoyable.

The District itself is almost the largest it has ever been. From census in January, sections are at 98% of the pre covid size for excluding Squirrels. We now have 90 squirrels in 6 dreys with more being

planned. But there is room for the District to grow back to the number of Beavers, Cubs, Scouts and Explorers we had a few years ago. Scouting wouldn't happen without the leaders and Dave Hatton has been highly active in ensuring that volunteers are recognised for their contributions. Everyone in Horsham District works towards delivering a wonderful programme for our young people and that teamwork makes scouting in Horsham so exciting and such fun.
Oliver Smith, District Lead Volunteer

Explorer Scouts

Horsham's Explorer Scout section continues to go from strength to strength, and we now have 192 young people across nine units. Our units continue to celebrate young people achieving the Chief Scout's Platinum and Diamond Awards, as well as the Duke of Edinburgh's Award, and several are now also working towards the King's Scout Award.

Each week, Explorer Scouts enjoy a rich and varied programme of activities and events, from adventurous challenges such as caving, hiking, geocaching and climbing to creative and unexpected experiences shaped by the energy and imagination of our Explorer Leaders and our Explorer Scouts.

For some young people, and for potential volunteers, the Explorer section can initially feel like a big step. In reality, it is often one of the most rewarding parts of Scouting, as these young adults continually impress us with their resilience, determination, growth and humour, and we have the privilege of seeing that development first hand over time.

Over the past year, our units have continued to deliver summer camps and a wide range of memorable events, including camps in the Lake District and Snowdonia, as well as favourites such as the annual Monopoly Run in London, the Downsman Hike and the Overland Hike. Supporting our leaders remains a key priority, and we are always grateful for anyone who is able to offer their time. Explorer Scouting is a rewarding and enjoyable area to volunteer in, giving adults the opportunity to support the development of future community leaders and Scout volunteers while being part of a fun, positive and inspiring environment. Whatever time you are able to give, we would be delighted to talk to you about getting involved.

Finally, we would like to thank our dedicated volunteer teams for the commitment, care and energy they give to Explorer Scouting across Horsham. The effort they put in does not go unnoticed and deserves real recognition. We look forward to all that can be achieved in the year ahead, and we encourage anyone who may be interested in volunteering with the Explorer section to get in touch.

Richard Grover and Henry Lewis

Young Leaders

Horsham Young Leader Explorer Scout Unit continues to thrive with as of the 2026 census 74 young leaders. The big change we are seeing over the past few years is that nearly a third of the Young Leaders are not part of another Explorer unit. Attendance to the modules evening continues to be strong with 6 young leader's achieving the Young Leader Belt this year.

Tim Taylor

Scouts

2025 was a busy year for Simon Collins and myself in our role promoting District Scout activities and supporting troops. Simon (with support from a number of leaders from around the district) continued to provide direct support to 12th Horsham's Scout troop during the year, running meetings, activities and their summer camp.

In February, we held our annual Scout leaders meeting at the Shelly Arms, Broadbridge Heath. Thank you to those leaders who were able

to attend, providing feedback and to help us to guide the District events that are put on for scouts.

In June, we restarted the annual District target sports competition. Many thanks to Richard Grover for organising this event, to 2nd Horsham for hosting the event and to the various permitted leaders from around the District that helped cover the activities. The event consisted of air rifle shooting, archery and tomahawk throwing; with a very high standard set by the team attendees. The event was won by a team from 4th Horsham, who took home the inaugural competition trophy.

In July, we held the annual District raft race on Southwater Lake. Thanks to Don Moyes and the team from SLF and Roffey for organising this event. The senior competition was won by 1st SLF (Powell) and the junior competition was won by a joint 1st SLR (Powell)/1st Roffey team. Win, lose or draw, this is an event that all participation enjoys (and get wet!) with the finale being the leaders' race.

In August, a number of Horsham District Scout troops and Explorer ESU groups attended WSIJ26 (international jamboree) at the South of England Show ground, Ardingly. This (normally) four yearly event brings together several thousands of leaders, Scouts and Explorers to get involved in a whole range of activities alongside guests from all over the world.

In October, we held the annual campfire cooking competition at Beacon Hill Campsite. A total of 12 teams participated, with the event being won by a team from 2nd Horsham (Mosse) with their very tasty venison casserole. The standard of outdoor cooking continues to reach new heights and continues to impress the judges.

In November, we had the annual Two Rings incident hiking event, which was won this year by a team from Hurricanes ESU. A total of 12 teams took part in the event which include navigating a hike, a first aid scenario, a team building activity, along with crate stack, archery and rifle shooting. Particularly for the Two Rings event, we must thank those individuals and groups from around the District that yet again supported the event by checking hike routes beforehand, walking routes on the day, running the activity bases, marshalling traffic, driving the mini-bus, checking the teams, running the event administration, providing catering, providing equipment, helping set-up and take down. An event of this scale just isn't possible without this support.

You will notice that there is a running theme for all of these events in that they only happen because of the volunteers in various scout groups around the District. These events depend on these people and when we ask for help, we really need it!

Finally, if your troop hasn't previously participated in any of these events and need help in getting started or if you need advice in running your programme, please contact - scouts@horshamscouts.com
David Lawton

Cubs

Cubs have been extremely busy with their, now regular, District programme. 5th/10th Higgins won the den building, 1st Cowfold the cyclo-cross, 1st Roffey the chess, 4th Horsham the target sports and the Monopoly run. The Cubs also had a District campfire as well as an amazing day at Amberley Working Museum. You might see some Cubs wearing the woggles they made with the wood turners there.

197 Cubs, almost half of all Cubs in district, attended District Cub Camp this year. They survived the rain and thoroughly enjoyed themselves doing a variety of activities. On the Sunday, 2nd Southwater prised the tug of war trophy from 6th Horsham.

Thank you to all the Cub leaders in district, without their help at all the events we couldn't offer the programme we have. Special thanks to HSSU for their steadfast support of the programme.

Mandy Longdon

Beavers

The Beaver sections across Horsham District continue to thrive, with waiting lists in place for nearly every group.

The Beaver leaders meet once per term, offering mutual support and collaborating on planning District-wide events. Two highlights of the District programme are the annual District Campfire, a long-standing and much-loved tradition and the Family Christmas Pantomime Trip, which continues to attract excellent attendance and enthusiasm.

Later this year, we are planning an Anniversary Hike and Picnic to celebrate 40 years of Beavers and next year we hope to resurrect Colony Capers! If you're able to help with the planning and organisation of District events for Beavers, please speak to one of the District team. Extra help is always welcome and appreciated.

Alison Styles

Squirrels

2025-2026 has seen Squirrel Scouts (aged 4-6 years) become a standard and embedded part of the District, with Dreys full of red-jumpered youngsters taking a full part in their Group's programmes - and making everyone smile.

Since the UKHQ launch of Squirrels 5 years ago, Horsham District now has around 100 Squirrels at 7 Dreys in 6 Groups and it is the fastest-growing part of Horsham Scouting:

- 1st Cowfold Drey
- 2nd Horsham Acorn Drey
- 2nd Horsham Bramble Drey
- 2nd Southwater Drey
- 1st Shipley Drey
- 1st BBH Drey
- 1st Rudgwick Drey

The growing number of Dreys has led to me being asked to take on the role of supporting Squirrels in the District. My first task was to arrange termly gatherings of Drey Team Leaders, and the first District Squirrel event - a day out at Tilgate Zoo in February, attended by nearly 50 Squirrels from 4 Dreys. A second District Squirrels event is being planned for the autumn (a Beacon Hill hike, thanks to Linda Barker for leading that), and there is hopefully a County 'Go Squirrels' event in the pipeline for September too - so an annual programme of events is taking shape.

My ambition is to have a Drey at every Scout Group in Horsham District. The Groups who have already achieved this have demonstrated that with some flexible thinking and enthusiasm it is possible... Meetings work well on a weekend, if leaders can't do a weekday... Leader teams can be recruited from scratch from existing waiting lists. Help is available and plenty of ideas are ready to share for recruitment, launch events and programmes - just ask.

Squirrels bring a new excitement and energy to a Group, plus a big bunch of fresh new parents keen to be part of Scouting. I look forward to hearing about more Dreys opening and welcoming more Drey volunteers over the next year or two. I am keen to have some help at a District level for Squirrels, so anyone interested please get in touch - squirrels@horshamscouts.com

Caroline McCurrach

District Campsite Report

The Campsite continues to go from strength to strength, with visitor numbers increasing. Income from groups outside Horsham District is helping to keep costs to a minimum for our Scout groups and has enabled us to reduce the District contribution for running the site.

Health and Safety has been a significant focus this year with time and resources invested in woodland management, fire safety and the purchase of a site vehicle. The vehicle has enabled the volunteer

	<p>wardens to maintain and support the Campsite in a safer and more efficient manner and allows all visitors to access all parts of the Campsite.</p> <p>This year the Trustee Board has also made a significant investment in the Campsite, with the purchase of the Climbing Tower. Young people told us they wanted to try more adventurous activities and we're now really proud we can offer this so close to home. The Tower is designed for all sections so everyone from Squirrels through to Network can reach new heights!</p> <p>We're grateful to all the leaders who continue to bring their young people to the Campsite, making use of the beautiful grounds and leaving it in such good condition for others.</p> <p>Additionally, I'm very grateful for the support and dedication of the leadership, activity and warden teams who continue to give their time each week fixing taps, leading activities and supporting visitors. As all our volunteers do, they work hard to make sure Beacon Hill is a place all young people can experience adventure.</p> <p>The team is always looking to expand and welcome more volunteers. Whether you can trim the hedges, welcome visitors, repair a fence or help behind the scenes with fundraising, procurement or bookings, please get in touch.</p> <p>Alison Styles</p>
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Financial review

<p>Review of the financial position</p>	<p>The calendar year of 2025 saw the Horsham Scouting District and, within that, the Campsite, operate another full year of events and activities. Accounting wise, Campsite usage represents the majority of entries in the District accounts for the financial year, 1st January to 31st December 2025, but an established programme of organised District activities is contributing to a more balanced level of entries.</p> <p>Total receipts for the year totalled £41,086(2024 £60,214), split £26,523 for the Campsite and £14,563 for District. Income was received as follows: Net Capitation after payments to County (£7,148), Campsite activity fees/income (£22,298), District activities: {Cub camps: two rings hike, cyclocross, a sailing trip to Devon and miscellaneous Cub related events} (£4,427), and £2,312 from interest received on deposits held. Other income received during the year included £4,225 from the now annual Christmas Tree Collection organised by the Campsite and run superbly by an enthusiastic team of volunteers. A donation of £78 was also received with thanks.</p> <p>Regarding the Capitation payment, the amount received was less than previous year's levels (£10,763 in 2024 and £15,491 in 2023), partly due to lower Census numbers (by 102) but mostly due to determination by District to soften the impact of a notably higher level of County contribution required for the year.</p> <p>Total payments made in the year totalled no less than £87,538, which includes restricted funds expenditure of £393 on behalf of funds held with in the P Dold Memorial Fund (designed for specific projects for the Campsite). The fund is now exhausted but ongoing income received from its legacy, namely the Campsite caving system, generates useful income (£4,035 in 2025) which the Funds Trustee permits this to occur. The main and significant purchases in 2025 were a Climbing Wall (£36,000) and an All-Terrain Vehicle[ATV] (£8,500) both situated at the Campsite. The District also paid out further unrestricted funds of £41,362 in the year. Included in these costs were the usual running costs for the Campsite, namely £19,343, costs of District activities (£8,030), £10,497 on a series of one off project works carried out at the Campsite (Ramp Installation for ATV £4,542 Tree Surgery/Clearance £2,598 Equipment for the Wall £1,448 and large scale electrical works £ 1,909) and finally £2,998 on</p>
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	<p>other items (Young Leader activities, website and media, badge purchase, other small grants and meeting expenses).</p> <p>The net effect of these transactions is a net deficit of £46,452 for the year and this has depleted District funds held from £104,856 at the start of the year to £58,404 at the end of the year on 31st December 2025. This has come about largely down to the items purchase for or Campsite as mentioned previously.</p> <p>As per the Statement of Assets and Liabilities, as at 31st December 2025, the Charity held £58,404 of cash funds, together with non-monetary Charity assets valued at £589,159 (£516,393 in 2024), using insurance valuations as the method of calculation. The reserves held include no restricted funds.</p> <p>The account facility set up for District with Lloyds Bank, to mirror the account run by the Campsite and provides full banking and online transaction facilities, is now well established. As such, the legacy account held with National Westminster has been reduced to a minimum but is being held open in the event of possible future payments being made.</p> <p>Joe Triccas, District Treasurer</p>
<p>Policy on Reserves, why they are held, and the amount of reserves</p>	<p>The policy on reserves is to hold sufficient resources to continue the charitable activities of the Charity should income and fundraising activities fall short. The Trustee Board considers that the Charity should hold a sum equivalent to 12 months running costs, circa £25,000. The Charity held reserves of approximately £30,000 against this at year end. This is above the level required for operating expenses. However, the trustees are actively considering appropriate additional provision being held for the possibility of removal of asbestos at the Campsite and any excess reserves will be put towards this.</p>
<p>Policy on Investments and investment performance</p>	<p>The Trustee Board regularly monitors the levels of bank balances and the interest rates received to ensure the Charity obtains maximum value and income from its banking arrangements. Occasionally this may involve using an account that requires a period of notice before funds may be withdrawn, before doing so the Trustee Board considers the cash flow requirements.</p>
<p>A description of the principal risks</p>	<p>Trustees have discussed key risk throughout the year and taken action to mitigate risks when needed. For example:</p> <p>We recognise that Trustee skills gaps could lead to poor decisions or even legal breaches, so we completed an annual trustee skills audit and advertised for new Trustees to fill the gaps.</p> <p>Poor communication could lead to disengagement or complaints and people not knowing what is going on, so we encouraged the reintroduction of the District newsletter for all adults.</p> <p>We recognise that a failure to follow Safeguarding procedures, or have DBS's up to date can result in serious harm to young people, or legal action; so the DLV has worked hard to ensure safeguarding processes are followed and DBS checks are completed in a timely manner.</p> <p>We have discussed safety a lot this year and recognise that event safety failures are a serious matter, so we have focused on risk registers, permits, and compliance with POR to ensure young people are safe.</p> <p>The focus on safe premises for our buildings has been key during the year and we have ensured we are compliant with laws e.g. fire safety, asbestos safety, taking professional advice each time.</p> <p>In terms of financial risks, we have spent a lot of our reserves this year on the Campsite so have an updated reserves policy in place to ensure we maintain viable District finances.</p> <p>Related to data protection or a GDPR/ Data breach resulting in ICO fines or reputational harm; we have been keen to maintain District email accounts, and folders. Encouraging all those with access to use</p>

	<p>them appropriately and not to use personal email accounts for Scout activities.</p> <p>Finally, we recognise that there are always external regulatory changes we need to be aware of and that non-compliance would cause issues. So we have ensured we discuss regulatory requirements and changes at meetings, for example related to fire safety.</p>
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Structure, governance and management

Type of governing document	The Charity's 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 (POR) of The Scout Association.
How the charity is constituted	The Charity is a trust established under its rules which are common to all Scouts. It is constituted as an educational charity.
Trustee selection methods	The Trustees are appointed in accordance with the Policy Organisation and Rules of The Scout Association.
Policies and procedures for the induction and training of trustees	All Trustees complete The Scout Association trustee and mandatory learning within the first six months of joining the Trustee Board, they also complete other Scout Association mandatory learning periodically as required.
Additional governance arrangements	<p>The Charity is managed by the Trustee Board, the members of which are the "Charity Trustees". 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.</p> <p>The Trustee Board consists of the Chair, Treasurer and nine Trustees (including two Ex-Officio Trustees) and meets 5 times a year. The Trustee Board is supported by a Board Administrator.</p> <p>The Trustee Board exists to support the Leadership Teams in meeting the responsibilities of their appointments and in supporting them to run high-quality and safe programs that give young people skills for life. The Trustee Board maintain appropriate governance policies and oversight.</p> <p>The Trustee Board is responsible for carrying out its purposes for the public benefit, complying with the Charity's governing document and the law, and managing the Charity's resources responsibly.</p> <p>The Trustee Board is responsible for ensuring the Charity is well managed, risks are assessed and mitigated, buildings and equipment are in good order and everyone follows legal requirements and Scout Association Policy, Organisation & Rules.</p> <p>This includes responsibility for:</p> <ul style="list-style-type: none"> • Promoting a positive image of Scouting in the community, as well as its development; • Developing, maintaining and regularly a risk register, including putting in place appropriate mitigations; • Ensuring that the finances are properly managed, and there are sufficient resources (and reserves) to deliver high quality Scouting;

	<ul style="list-style-type: none"> • Ensuring a system of internal controls is in place that is designed to provide reasonable assurance against material mismanagement or loss; • Ensuring that property is appropriately managed; • Maintaining appropriate insurance of persons, property and equipment; • Assisting in the recruitment of leaders and other adult support; • Having an open and transparent selection process for the recruitment of Trustees; • Appointing Advisors as required; • Ensuring effective administration is in place to support the Trustee Board; • Ensuring compliance with applicable governance and charity regulations, including in respect to safety and safeguarding; • Ensuring incidents are appropriately reported in line with regulation and policy; • Ensuring applicable policies and regulations are regularly reviewed and changes implemented as appropriate; • Ensuring transparency of operations, including in the preparation of accounts and holding and AGM; • Ensuring compliance with Data Protection legislation; • Acting as a responsible employer for any employees, who are effectively managed.
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Plans for future periods

<p>Plans for future Periods</p>	<p>Our District Lead Volunteer and Chair have drafted a plan for the next few years. This has been shared with the District Leadership Team and will be discussed at their next meeting. Proposed actions in that draft plan are:</p> <p>People</p> <ol style="list-style-type: none"> 1. Although we have 1 adult involved for each 4 young people there are sections in Horsham with a shortage of leaders. We aim to share recruitment best practice so that all sections in District have a sufficient leadership team so that no section relies on a single leader and no leader feels pressured to commit more time to scouting than they choose. 2. We will focus on recruiting and retaining effective GLVs so that each Group has the relevant support to function effectively. During the next year we expect to need to recruit three GLVs. 3. North and west Horsham housing growth is an area we are aware may produce a lack of provision. We need to monitor whether we feel there is a lack of provision in these areas and look at growing groups or establishing others. Kilnwood Vale has been agreed to be handled by Crawley District. 4. We will appoint a new District Youth Lead Volunteer or Volunteers and support them to make a difference to scouting in Horsham through an agreed project, with allocated budget and support. 5. We will support the Horsham District young people attending the World Scout Jamboree, plus the leader attending from our District and any IST. 6. We will ensure we have an effective District Trustee Board which also supports Group Trustee Boards, offering support and advice as needed, for example on Safe Scouting audits of building or fire safety audits. We aim to have up to 12 active Trustees on our Board.
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	<p>7. We will increase the number of awards for adults by helping Groups apply and sharing success.</p> <p>Programme</p> <p>8. We aim to improve provision of Scouts and Explorers in Southwater as that has been identified as a weak provision.</p> <p>9. We will focus on progression within the programme so that young people continue to grow and develop. This will be supported by progressive district events and activities for all age ranges.</p> <p>Places</p> <p>10. We will continue to ensure our District Campsite offers a range of activities for young people and continues to break even on costs. We have recently established a climbing wall on site and brought an all-terrain vehicle to improve access around the site for those who need help.</p> <p>11. We will ensure our Campsite buildings are effectively maintained and operate in line with relevant legislation.</p> <p>12. We will support Groups with lease negotiations with Horsham Council if required.</p> <p>Perception</p> <p>13. We will run our annual St Georges Day parade, showcasing Horsham Scouting.</p> <p>14. We will maintain our website and social media both for adults involved in Scouting and the general public so that people know what we do and where to find us. We will use active photos of young people enjoying Scouting – encouraging others to join us.</p> <p>15. We will publish a District newsletter at least quarterly, ensuring people know what is happening and enabling them to feel more connected to each other.</p> <p>16. We will run an annual 'thank you' event for adults in the District.</p>
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Reference and administration details

Principal Address	c/o Beacon Hill Campsite Tower Road Horsham West Sussex RH12 4SX
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	Names of the charity trustees who manage the charity	Office (if any)	Dates acted if not for whole year
1	Debbie Ladds	Chair	From 20 June 2025
2	Oliver Smith	Lead Volunteer (ex-officio)	From 20 June 2025
3	Joe Triccas	Treasurer	
4	Chris Styles	Youth Lead (ex-officio)	
5	Brian Barker		
6	Alison Laker		
7	Harry Lawrence		
8	Phil North		From 20 June 2025
9	Anthony Smith		
10	Alison Styles		
11	Tim Taylor		

Name and address of advisors

Type of advisor	Name	Contact Details
Independent Examiner / Auditor	Arthur Long	c/o administrator@horshamscouts.com

Declaration

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees by:

Signature		
Full name	Debbie Ladds	Joe Triccas
Position held	Chair	Treasurer
Date	19th June 2026	19th June 2026