



# Girlguiding trustee Information pack

Closing date for applications:  
**Monday 26 October 2020**  
at 9am



WE DISCOVER, WE GROW

**Girlguiding**

# Welcome to Girlguiding!

We are the largest organisation focusing on girls and young women in the UK. It's our mission to provide fun, friendship, challenge and adventure to girls and young women, helping them grow their skills and confidence and find their voice so they can champion change in their own lives and their communities. We have 400,000 young members who meet in 30,000 groups each week, all supported by our fantastic volunteers, who have a positive impact on hundreds of thousands of girls and local communities every year.

Can you help us achieve our mission for girls and young women?

We are recruiting up to four new trustees to join our board, providing leadership and helping shape the future of Girlguiding. We're looking for a range of governance skills, including chairing skills relative to committee opportunities, and experience relevant to our strategic objectives. In particular, we are seeking candidates with experience in risk assurance, diversity and inclusion, charity governance and appropriate commercial experience with a view to chairing our trading subsidiary Board.

As a trustee board member, you'll make your ideas and influence count at board meetings and stakeholder events. You will also sit on one of our governance committees, contributing your skills and knowledge to help Girlguiding thrive. We have a board development programme and also offer a buddy system to help welcome you and enable you to benefit from shared experience and perspectives.

This is an exciting time to join our board, as we have just set out on our 2020+ strategy. As a trustee, you will be responsible for providing leadership and support to our senior staff and volunteers to deliver the strategy and ensure that everything we do supports our mission to empower girls to be free to be themselves and make a positive difference in the world.

We know that diverse boards make better decisions, so it's really important to us that we have a variety of perspectives and experiences on our board. Our trustee roles are open to those of any or no gender, and we welcome candidates from any and all backgrounds who think they have the required skills and can contribute as a trustee. We would like to particularly encourage those from black, Asian and minority ethnic backgrounds, people belonging to minority religions, LGBTQ+ people and people with disabilities and long-term conditions to apply to bring fresh perspectives through their lived experience.

I hope what you read in this pack will inspire you to put yourself forward and tell us why you want to contribute to the work and future of Girlguiding. We can't wait to hear from you!



**Catherine Irwin**  
Chair of the Board of Trustees





# About Girlguiding

Girlguiding is the leading charity for girls and young women in the UK. Thanks to the dedication and support of 110,000 amazing volunteers, we are active in every part of the UK, giving girls and young women a space where they can be themselves, have fun, build brilliant friendships, gain valuable life skills and make a positive difference to their lives and their communities. We build girls' confidence and raise their aspirations. We give them the chance to discover their full potential and encourage them to be a powerful force for good.

## Our vision

An equal world where all girls can make a positive difference, be happy, safe and fulfil their potential.

## Our mission

Through fun, friendship, challenge and adventure we empower girls to find their voice, inspiring them to discover the best in themselves and to make a positive difference in their community.

## Our values

Caring, Challenging, Empowering,  
Fun, Inclusive and Inspiring

### Rainbows - We have fun

Rainbows are girls aged five to seven (four to seven in Northern Ireland) who make new friends and have fun getting creative, being outdoors and exploring their community.

[See more of what Rainbows do](#)



### Brownies - We do cool stuff

Brownies opens up a world of exciting challenges to girls aged seven to ten. Girls work together to try new things, go on adventures and find a space to be themselves.

[Learn more about Brownies](#)

### Guides - We make things happen

Guides are girls aged 10 to 14 who explore their individual skills and abilities and try out new challenges as part of a team. Girls can get involved in anything from adventure sports to performing arts, travel and taking part in community action projects.

[Discover more about Guides](#)

### Rangers - We explore more

Rangers offers young women aged 14 to 18 the opportunity to develop their skills and abilities through a huge variety of challenges, activities and opportunities for personal development.

[Explore more about Rangers](#)

# Being a trustee

## On the board

We have up to 15 trustee positions which include the chair of the board, the chief guide, the deputy chief guide and trustees drawn from inside and outside Girlguiding.

So you don't have to be a member of Girlguiding to be a trustee. We want our board to offer a variety of perspectives and experiences.

You can find some details of our current trustees [here](#).

The board of trustees meets at least four times a year. In addition to the board, there are four governance committees made up of both trustees and non-trustees. The Audit and Risk Committee, Finance Committee and Nominations and Governance Committee each meet four times a year and the Remuneration Committee meets three times a year.

As a trustee you'd serve up to a three-year term of office, with a possible second term following a review of performance and a consideration of the balance of skills and expertise needed on the board at that time. We choose all our trustees based on a person specification and a skills matrix which reflects the needs of good governance in general and Girlguiding in particular.

## Your responsibilities

The Girlguiding board of trustees has overall legal responsibility for the direction and control of Girlguiding. It's also accountable for compliance with relevant legislative and regulatory requirements. So as a trustee you have legal duties and responsibilities.

It's a voluntary role, and by taking it you must be committed to furthering the purposes of Girlguiding, and have the skills, experience and personal qualities needed for the strategic leadership of our complex organisation.

The trustees have overall responsibility for the policy and strategic direction of Girlguiding. The day-to-day operations are conducted by Girlguiding staff and volunteers under the overall leadership of the trustees. To serve as a trustee you must be over the age of 18 and not be disqualified because of bankruptcy, unspent criminal convictions for offences of deception or dishonesty, or a legal order for removal/disqualification as a trustee or company director. It is a criminal offence to act as a trustee while disqualified. As a trustee you must act at all times in the interests of Girlguiding.

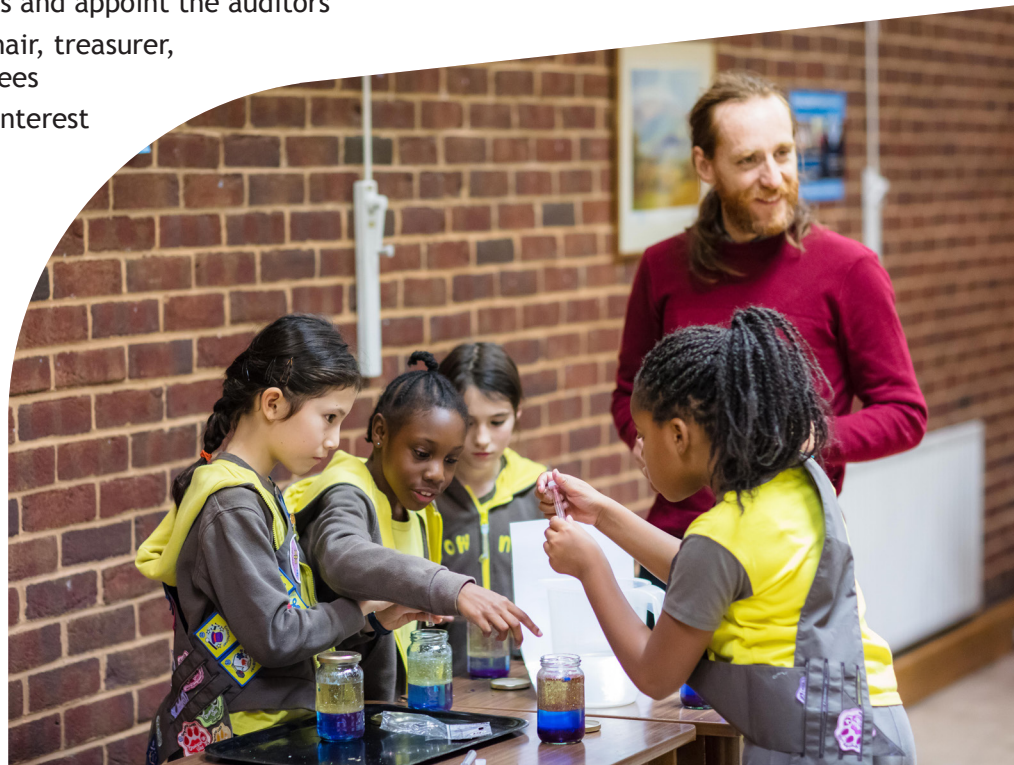


# The board's responsibilities

## Girlguiding board terms of reference

The board has overall responsibility for delivering the following governance functions, some of these are delegated to committees to review in detail:

- To establish the Girlguiding vision, mission and values and make sure the organisation lives up to them
- To approve policies that carry significant financial, legal or reputation risk as listed in the policy register
- To set strategic direction, approve strategic plans, agree our key priorities and ensure our capacity to deliver these
- To define goals, set targets and evaluate performance against agreed targets
- To ensure Girlguiding works within WAGGGS (World Association of Girl Guides and Girl Scouts) membership requirements
- To ensure financial viability of the organisation, its trading board and the trust corporation, approve long-term financial strategy and annual income and expenditure budgets and ensure proper investment of funds
- To appoint, support, provide direction to and manage the performance of the chief executive and agree her remuneration
- To provide insight, sound judgement, support and constructive challenge to the CEO, chief guide and executive directors
- To ensure there is a framework for effective and open two-way communication between chief commissioners and the board of trustees
- To listen to the views of the widest range of interests and stakeholders
- To oversee strategic and organisational risk appetite and policy, the risk register and mitigating actions
- To agree financial procedures, loans, overdrafts and liquidation of investments, funding contracts and high risk partnerships as set out in the SODA (scheme of delegated authority)
- To ensure that the organisation functions within the legal, charitable and financial requirements of a charity, meets regulatory requirements and strives to achieve best practice
- To regularly review the governance of the organisation, including the performance of the board of trustees, governance committees and the people who serve on them
- To approve the accounts and appoint the auditors
- To appoint the board chair, treasurer, other officers and trustees
- To manage conflicts of interest





# The role

## As a trustee – and collectively as a board – you must:

- Attend trustee board and committee meetings
- Contribute actively to the board's work and decision-making
- Decide policies affecting Girlguiding's staff, volunteers and members
- Oversee Girlguiding's activities, including risk management and management of the charity's resources
- Contribute to setting Girlguiding's strategic direction and priorities
- Hold Girlguiding accountable to its members, particularly its young members
- Make sure that Girlguiding pursues its charitable objectives
- Support and encourage senior volunteers, the executive team and their staff in their roles, whilst constructively challenging their advice and decisions - be a 'critical friend'
- Represent Girlguiding internally and externally

## Support and development

We make every effort to ensure you are able to fulfil your role to the best of your abilities, and to support your development. We give all new trustees an induction and we have a board development programme to support you in developing your skills. We also offer a buddy system to build relationships among trustees and help you benefit from each other's perspectives and shared expertise.

## What is the time commitment?

Around 15-20 days a year. This includes reading and prep time, and breaks down roughly as:

- Attending four board meetings a year (virtual or face to face), and occasional additional meetings. Face to face meetings are usually, but not always, held in London.
- Attending four governance committee meetings a year
- Attending the AGM once a year
- Participating in some of Girlguiding's work, like sitting on a trustee recruitment panel or attending some of our events. Ideally, you would allow three or four days a year for this

Trustees serve for three years, with the possibility to renew for another three years after their first term.

**This is not a paid role**, but Girlguiding will cover all your reasonable expenses.



**Kirtbir Chahal**

'Girlguiding has an important role in helping young girls realise their rights and this space must be protected and nurtured. As a trustee I can help ensure that this happens.'

**Alison Hampton**

'We support Girlguiding to provide brilliant opportunities for girls and young women, through ensuring that the organisation can deliver the skills and resources that our volunteers need. We focus relentlessly on our mission and purpose as a charity to empower girls and young women and help them find their voice. It's definitely hard work, but by being a trustee you'll be using your knowledge and experience to help us take the decisions that will shape our future.'



# The person

Please read this in conjunction with the 'Girlguiding board terms of reference'. As a trustee you must operate and contribute within these terms.

## Trustees should bring the following:

- A commitment to Girlguiding's aims and objectives, and a proactive interest in and enthusiasm for shaping the future of Girlguiding
- Relevant external skills and experience from a professional or community background outside guiding
- A willingness to give your time and effort to prepare for and attend trustee and other relevant meetings. To be prepared to work some evenings and weekends as required
- Good independent judgement and the ability to challenge ideas constructively
- An ability to think creatively and strategically
- An understanding and acceptance of legal duties, responsibilities and liabilities of trusteeship and the roles of boards
- The ability to represent Girlguiding internally or externally and a willingness to build and use networks on behalf of Girlguiding
- An ability to work effectively as a member of a team while contributing an independent perspective
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- Strong communication skills and the ability to analyse and interpret information
- And you must be at least 18 years of age

We want to complement the skillset of our existing trustees, so in this recruitment round we're looking to recruit trustees with knowledge and experience in one or more of the following areas:

- Commercial acumen including sales, marketing and innovation
- Risk management and assurance (from a health and safety senior leadership perspective would be preferred)
- Charity governance (experience gained outside Girlguiding)
- Diversity and inclusion (from a senior leadership perspective, lived experience required)
- Digital (including online retail)



# How to apply

To apply please upload the documents listed below [here](#).

- An up-to-date CV
- A supporting statement - outlining your interest in the role and how you fit the person specification. Include examples of your skills and knowledge, which may have been gained from work or volunteer roles inside or outside of guiding
- Reference details
- Diversity monitoring form

**The closing date is Monday 26 October 2020 at 9am.**

If you want to know more about the role or selection process, please contact Melissa Baxter at [Melissa.baxter@russam.co.uk](mailto:Melissa.baxter@russam.co.uk) or call 07789 985229.

## Referees

We need references from two people who can evidence your ability to work strategically at board level, and also your specialist knowledge (in relation to the person specification). Please give us these referees' names and email addresses. Girlguiding will contact them following successful interviews.

Name:	Name:
Address:	Address:
Organisation:	Organisation:
Position in organisation:	Position in organisation:
Relationship to you:	Relationship to you:
Tel:	Tel:
Email:	Email:

Please tell us if you have provided any previous service within Girlguiding	
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## Timeline

Application closing date	Monday 26 October 2020 at 9am
Shortlisted candidates invited to interview, and unsuccessful candidates notified	By 10 November 2020
Interviews (in light of current circumstances interview format and practical arrangements to be confirmed)*	Saturday 28 & Sunday 29 November 2020
Offers go out to successful candidates	From 7 December 2020
Unsuccessful candidates contacted and notified	By 21 December 2020
Appointment of successful candidates as trustees	1 February 2021

### \*Expenses

We will reimburse all your reasonable expenses for attending interview. We can also pay reasonable travel and accommodation expenses upfront if needed - please just get in touch with us to let us know.

### Adjustments

If you need any accommodation or adjustments at interview, please let us know in advance so that we can make any arrangements.







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