



WE DISCOVER, WE GROW

Girlguiding



Director of
Membership
Services



Welcome

Thank you for your interest in joining our team.

This is a really exciting time to join Girlguiding. We have much to be proud of in our over one hundred years of history, but we know that to remain vibrant and relevant to girls and young women we must continually evolve.

We have begun a process of significant change: transforming the organisation so it can meet the challenges of the future. We are on a mission to amplify the voices of girls and young women, so they can champion change in their own lives and the wider world; to build strong partnerships that can increase our reach and impact; and to increase the support we offer our amazing adult volunteers who deliver incredible experiences to young people across the UK every week.

The Girlguiding strategy is clear. We will deliver an unrivalled girl-led experience; provide rewarding and flexible volunteering opportunities; and be an inclusive & impactful organisation. At the core of our strategy is that we work together as one team, staff and volunteers wherever we are. We are looking for skilled, passionate people to help us support volunteers and to enable even more girls and young women to fulfil their potential.

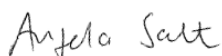
As our new Director of Membership Services, you will lead a large team with responsibility for our front-line services to our members, including safeguarding. An effective member of the Executive Leadership Team, you will develop an engaging and inclusive experience for all of our girls, with programmes and activities that are fun and suit future needs, as well as a volunteer experience that ensures we continue to attract and retain the leaders and helpers who are so fundamental to what we do.

We are looking for a strategic and inspiring leader with a strong collaboratively operational background who is used to working within dispersed and complex organisations. You will ideally bring direct experience of volunteer management, or transferable knowledge of membership management. With excellent relationship management skills, you will be able to build strong, effective partnerships with a wide range of stakeholders, including the Chief Guide, trustees and senior volunteers. Enterprising, you will also be able to demonstrate a track record of developing innovative services that are fit for the future and embrace technology. Whatever your background, you will be inspired by what we do and will be committed to our values.

We are committed to making Girlguiding a place where everyone is welcome, free to be themselves and has an equal sense of belonging. We appreciate and value the different experiences and skills of everyone who works for and with Girlguiding. Girlguiding is proud to be part of the Stonewall Diversity Champions programme, a member of the Business Disability Forum, and a member of Time to Change. While Girlguiding's young members may be women only, our staff team is mixed gender. We welcome applicants from all backgrounds, and we particularly encourage applications from people from marginalised and underrepresented backgrounds. This includes people of colour, LGBT+ people, people from minority faith groups, disabled people and those facing marginalisation based on their social class.

I am proud and humbled to be chief executive of this great charity with our mission of supporting girls and young women to thrive and make a difference in our communities and across the world. I hope you feel inspired to apply to join us.

Best regards,



Angela Salt OBE
Chief Executive

About Girlguiding

Girlguiding is the leading charity for girls and young women in the UK, with nearly a third of a million members. We're active in every part of the UK with more than 25,000 groups meeting weekly, powered by over 80,000 volunteers. We offer 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 in 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. We run Rainbows (5–7 years (4–7 in Ulster)), Brownies (7–10 years), Guides (10–14 years) and Rangers (14–18 years) with a youth membership of 240,000. Registered. Charity No 306016

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) and follow a programme called the Rainbow Jigsaw, through which they can take part in lots of different activities with girls their own age. See more of what Rainbows do.

Brownies - We do cool stuff

Brownies are girls aged seven to ten who become a member of a Six and follow a programme called the Brownie Adventure. Brownies opens up a world of exciting challenges and the opportunity to try new things and to make brilliant friends. Learn more about Brownies.

Guides - We make things happen

Guides are girls aged 10 to 14 who are given the chance to 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

Rangers are girls aged 14 to 18 who follow a programme of interest badges, skills builders and awards. Girls can take part in amazing challenges, travel the world and develop skills across our six themes. Explore more about Rangers.

Guiding for young women (18+) - Choose your pathway

Our members aged 18 to 30 have lots of opportunities for to choose from based around seven themed pathways. Members can follow one particular pathway or mix and match to create a new path unique for them. Explore more about Guiding for young women.

Girlguiding's Strategy

Girlguiding exists to help girls and young women find their voice and build skills and confidence - inspiring them to discover the best in themselves and empower them to make a positive difference in their community.

Between school, social media, friendships and relationships – there's a lot going on for girls today. Not to mention the future, the planet, education and what jobs might be around in few years' time. **That's why Girlguiding is more important than ever.**

In 2018 and 2019, Girlguiding asked 50,000 members of our community - girls, volunteers, staff, parents and partners - to tell us what they wanted for our future. From this, we've made Girlguiding's Strategy. It's created from a real picture of the challenges Girlguiding's facing, as well as its potential.

Shared goals for Girlguiding

Let's create exceptional experiences for girls and young women

We want to offer experiences so fun, accessible and empowering that they inspire more girls, young women and volunteers to join than ever before. So, we're going to keep putting girls at the centre of everything we do. Every decision we make, big or small, should be led by our girls and young women.

Let's develop a rewarding and flexible volunteer experience

We want volunteering to be flexible so it's easier for people to give their time. So, we're going to create opportunities that fit around people's lives. This will give more people the opportunity to share their talents and deliver great guiding to reach more girls and young women.

Let's be more inclusive and make a bigger impact

We want Girlguiding to have an even bigger impact and influence on local communities and across the UK. So we're going to find fresh and exciting ways to welcome new girls and volunteers to make sure our community develops to reflect the world around us. We're going to make more people better aware of Girlguiding by proudly telling the world about our amazing achievements and hero girls' voices.

And let's get the basics right

The best way to do brilliant things, is by getting the basics right. We're going to build solid foundations, including: Strong structures and processes, empowering girls to lead the way, new ways of working.

[Find out more here](#)

Structure & Governance

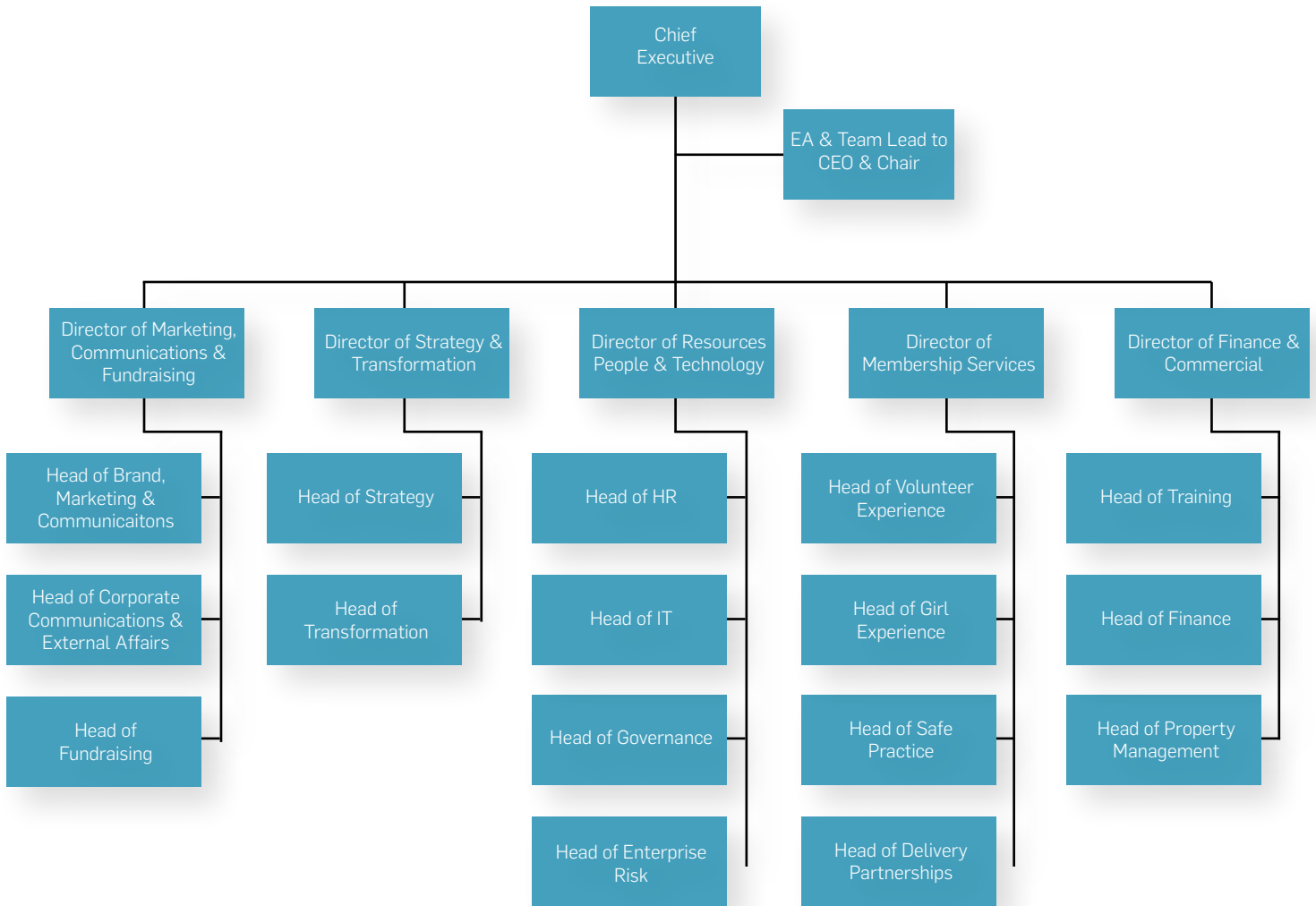
Girlguiding breaks down into gradually smaller groups that deliver good guiding for their area. All guiding units and areas are charities in their own right.

At a UK level, we're overseen by our Board of Trustees. Our chief executive heads Girlguiding's UK staff team and is responsible for ensuring that the work they do follows the direction agreed by the trustees. The team is spread across several sites.

- Girlguiding Headquarters in London
- Our activity centres in Hampshire, Sussex, Lancashire, Derbyshire and London
- Our trading service in Altrincham, Cheshire

Girlguiding UK is a membership organisation, established as a charity by Royal Charter in 1922. We are led by our Board of Trustees, which includes our Chief Guide, and our membership is represented by our Council members. Volunteers work locally, at a country, region and UK level, 'reporting' to the Chief Guide and her team.

For more information on our Trustees, Council and Chief Guide team, [click here](#).



Overview of the role

Girlguiding reviewed its structure and ways of working in 2020, to make sure we're in the best position to succeed with our organisational strategy. Our work is organised around four core processes to give girls the very best guiding experiences, making it easier and more rewarding to be a volunteer and to build a strong movement:

1. Delivering the full girl experience
2. Using girls' voices to influence change in society
3. Valuing our people
4. Being a well-managed organisation

Together, Girlguiding UK and Countries and Regions:

- work together to make our organisational strategy a success.
- collaborate - as a first principle - to represent a collective view and get wide input and experience into our decisions and in determining the way forward
- uphold principles of diversity and inclusion.

As Director of Membership Services, you will be highly collaborative, working closely with the senior executive team and senior volunteers to ensure an integrated approach to our strategic planning and operational delivery.

With a team of circa 60 organised into four teams:

- Girl Experience
- Volunteer Experience
- Safe Practice
- Delivery Partnerships

You will have lead executive responsibility for our volunteer services, working in close partnership with our senior volunteers, across our Countries and Regions, who are responsible for managing our significant volunteer base delivering girl experiences at a local level.



Job Description

Job Title	Membership Services Director
Reports to	Chief Executive
Directorate	Membership Services

Overall purpose of job

To lead support for the delivery of Girlguiding's aims to provide flexible and rewarding volunteering and unrivalled girl-led experience through high quality recruitment and retention of young members and volunteers; robust programme development and delivery; effective services for volunteers that enable them to deliver high quality guiding to girls and young women; and excellent safeguarding and safe practice, ensuring a safe space for all our people; all with the ambition of ensuring that Girlguiding is the charity of choice for girls and young women with a clearly distinguished offer from that of other youth providers, and for volunteers.

To develop and maintain effective working relationships with senior volunteers across the wider organisation to ensure strong strategic alignment and successful delivery.

Line Management responsibility for:

- Head of Girl Experience
- Head of Volunteer Experience
- Head of Safe Practice
- Head of Delivery Partnerships

Main areas of responsibility

Leadership:

- To provide professional and visionary leadership as a member of the Executive Leadership Team on our offer to girls and volunteers
- To provide effective and inspiring leadership of member recruitment and retention (girls and volunteers), programme offer, quality, information, compliance and safeguarding.
- To bring motivational leadership to the wider strategic management of Girlguiding as a member of the Executive Leadership Team.
- To create a culture of excellence and professionalism within the directorate focusing on outcomes, which maximises efficiency and effectiveness, is collaborative and actively promotes co-creation and Girlguiding's values.
- To bring excellent judgement and insight to the wider strategic leadership of Girlguiding as a member of the Executive Leadership Team and demonstrate a strong commitment to collaboration, cross-team working and complex stakeholder management.
- To provide lead Director support to the Operations Board.
- To serve as an external ambassador for Girlguiding in the youth and charity sector
- To provide leadership of our safeguarding and child protection, ensuring Girlguiding is a safe space.

Strategy and Policy:

- To take a leading role in contributing to the preparation of the organisational strategic and business plans
- To ensure robust, evidence based decision making informs the development and implementation of strategic plans which deliver maximum impact for members and volunteers.
- To lead and contribute to transformation projects.
- To ensure effective policies and efficient systems, controls and procedures for all matters relating to membership services.
- To provide visible, confident and inspiring leadership to staff, volunteers, young people, partner agencies, and funders.
- To strive to improve quality, efficiency and productivity, and to ensure innovation across the organisation.

Working in partnership with volunteers to ensure:

- girls and young women are at the heart of programme development in a consistent and meaningful way.
- girls and young women are meaningfully engaged in organisation governance and leadership.
- the Guiding programme continues to be relevant, vibrant and varied.
- a coherent, sustainable cross organisational strategy to increase the number of volunteers recruited and retained and consequently the number of girls joining and staying within Guiding
- a strong and robust set of quality standards, policies and procedures for individual members and for units that embeds 'good quality guiding' across the organisation.
- robust systems are in place for when things go wrong, including the oversight, management and delivery of complaints, membership compliance concerns and safeguarding concerns, allegations and disclosures.
- to ensure robust, evidence based decision making informs the development and implementation of strategic plans which deliver maximum impact.

Management:

- To build and maintain strong working relationships the Chief Guide and their team, trustees and senior volunteers.
- To ensure an integrated approach to strategic planning and programmes with Countries and Regions (C&R) and develop a shared business plan between HQ and C&Rs working closely with the C&R and the Delivery Partnerships team to support effective implementation aligned to the Way of Working Together agreement.
- To work with the C&R to develop a culture of insight-based decision making, driving better use of data and insight to drive decision-making and strategic planning across the organisation.
- To build a strong, high performing and collaborative team culture of cross team collaboration and communication, to meet Girlguiding's strategic objectives.
- To develop productive working relationships with colleagues clearly communicating required information and knowledge and supporting them to strengthen their stewardship of the charity's assets.
- To lead, develop and motivate staff consistent with Girlguiding's performance management policies.

Budget:

- To manage and be accountable for the budget of the Directorate ensuring that exemplary budget disciplines are in place.
- As a member of the Executive Leadership Team take joint ownership of the organisational wide budget.

Other:

- To undertake special projects at the request of the Chief Executive.
- To deputise for other members of the Executive Leadership Team where required.
- To actively promote Girlguiding's vision, mission and values

Additional Information

To undertake any other duties that may reasonably be required to fulfil the duties of this post.

Must be able to travel to attend meetings and development days at our offices and locations outside of London on a regular basis with occasional overnight stays.

Up to ten weekend days per year; average one early and mid-evening calls per week – subject to change. This may involve both Saturdays and Sundays on occasions, for which time off in lieu will be given. At least one Board meeting is held outside London every year.

Availability is required for out of hours consultation on urgent matters which may present a risk to Girlguiding.

Person Specification

Knowledge & Experience

Essential

- Significant leadership experience in a complex organisation, including knowledge of formulating and delivering high level strategic objectives and policies.
- Demonstrable understanding of delivering services through volunteer or membership organisations, ideally with a strong personal understanding of membership recruitment and retention strategies.
- Demonstrable understanding of current youth policy, practice and issues, as well as up to date knowledge of safeguarding and child protection responsibilities.
- Strong experience of providing strong motivational leadership and people management with evidence of achieving successful outcomes and impact.
- Experience of managing complex relationships and building strong and productive partnerships which deliver services.
- A practical understanding of promoting diversity and inclusion at work.

Desirable

- An understanding of working in membership organisations with complex and devolved structures, including experience of managing membership services/managing partnership agreements.

Skills & Abilities

- Ability to manage a diverse portfolio of work, to make clear evidence-based decisions about new opportunities and competing priorities.
- Able to drive and influence change whilst taking people with you.
- Strategic and innovative thinking and ability to analyse complex data and situations and make it accessible to a wider audience.
- Strong interpersonal skills to maintain and build strong and productive relationships with a broad range of stakeholders both internal and external at all levels.
- Credibility and gravitas, the ability to represent and act as an ambassador for the organisation.
- A practical understanding of diversity and inclusion at work
- Excellent leadership skills, able to motivate and inspire teams and stakeholders.
- Excellent verbal and written communication skills.
- Strong analytical and problem solving skills.
- Teamwork skills.



Terms of Appointment

Contract type	This post is a full-time permanent role (35 hours per week). However, the post holder will at times be required to work additional hours – including evenings and weekends – for which time off in lieu (TOIL) will be available. Overtime is not paid.
Location	You will be based at Girlguiding Headquarters, 17-19 Buckingham Palace Road, London SW1W 0PT. Occasionally you may be required to perform your duties from other Girlguiding premises within a reasonable travelling distance of this location. You may be required to travel inside the UK on the business of the charity.
Salary	The salary for the position is £78,000 per year. This will increase to £82,000 within the first year, following the successful completion of probation plus £3,500 location allowance.
Flexibility	We operate a hybrid model and the postholder will be expected to be based in the office for a minimum of two days per week.
Holiday Entitlement	25 days of paid holiday per year plus bank holidays. This increases after one year of service to 26 days, and then a further one day for every year of service up to a maximum of 30 days after five years of service. This is pro rata for part time and fixed term employees.
Medical and Criminal Records Check	<p>Upon successful appointment you will be required to complete a confidential occupational health questionnaire so we can consider our ability to make any reasonable adjustments where advised.</p> <p>In addition, certain roles in Girlguiding are judged as exempt under the Rehabilitation of Offenders Act 1974. Where applicable, you may be subject to a Disclosure & Barring Service (DBS) check by the Disclosure & Barring Service and employment is subject to satisfactory receipt of these.</p>



How to Apply

To make an application, please go to <https://starfishsearch.com/jobs/girlguiding-dir-mem-ser/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the experience and knowledge criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date: Friday 12th November 2021

Preliminary interviews with Starfish: w/c 29th November 2021

Stakeholder meetings and final panel interviews with Girlguiding: w/c 13th December 2021

