



WE DISCOVER, WE GROW

Girlguiding



Non-executive
Directors

Girlguiding Trading
Board



Starfish

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 300,000 members who meet in 25,000 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 three new Non-executive Directors to join the Girlguiding Trading Board, which oversees our commercial trading subsidiary, providing leadership and helping shape the future of Girlguiding. We're looking for a range of skills and experience relevant to our strategic objectives. In particular, we are seeking candidates with experience in e-commerce, commercial procurement, warehouse logistics and appropriate commercial experience.

As a board member, you'll make your ideas and influence count at board meetings and stakeholder events. 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 progress our 2020+ strategy. As a Non-executive Director, you will be responsible for providing leadership and support to our senior executive staff by providing clear strategic direction for the trading company and ensure that everything we do maximises the financial returns to the charity and supports our overall 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 Non-executive Director 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 Non-executive Director. 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!

Jill McLaughlin
Chair of the Girlguiding Trading Board, Girlguiding Trustee

About Girlguiding

Girlguiding is the leading charity for girls and young women in the UK. Thanks to the dedication and support of 80,000 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.



Rainbows – We have fun

Rainbows are girls aged four to seven 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.](#)

Welcome to Girlguiding

Girlguiding Trading, which is a wholly-owned trading subsidiary company of Girlguiding, is based in Altrincham, Cheshire, with an annual turnover of circa £7 million and a team of circa 35 people. Led by the Head of Trading, its operations cover multi-channel retail, procurement, operations, warehousing and customer service.

The Head of Trading is part of the overall Senior Management Team of Girlguiding and reports to the Finance & Commercial Director. The Head of Trading has a number of direct reports: Sales & Information Team Manager, Commercial Finance Manager, Facilities Manager, Buying & Promotions Manager, and Warehouse Manager.

Our key activities are to:

- Provide resources, clothing and equipment for members of Girlguiding.
- Produce and ensure easy access to guiding gifts and products.
- Generate a surplus ('profit') to support Girlguiding's Statement of Purpose – to enable girls and young women to develop their full potential and make a difference to the world.
- Provide a source of information to leaders, parents/guardians, girls and young women.

Find out more at <https://www.girlguidingshop.co.uk/about-us/>



On the trading board

We have up to 10 Non-executive Directors which includes the chair of the trading board. Membership is drawn from both from inside and outside Girlguiding.

You don't have to be a member of Girlguiding to be a Non-executive Director – we want our board to offer a variety of perspectives and experiences.

The Trading Board meets at least four times a year with a mixture of weekday mornings and afternoons. In addition to the Board, you may be asked to support internal working groups and represent the organisation externally.

As a Non-executive Director, you would 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 board members based on a person specification and a skills matrix which reflects the needs of good governance in general and Girlguiding in particular.

The Trading Board's responsibilities

The Trading Board has overall legal responsibility for the direction and control of the trading company. It's also accountable for compliance with relevant legislative and regulatory requirements. So as a director you have legal duties and responsibilities and will be registered at Companies House.

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 Board have overall responsibility for the policy and strategic direction of the trading company. The day-to-day operations are conducted by Girlguiding staff and volunteers under the overall leadership of the Board. To serve as a Non-executive Director 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 company director. It is a criminal offence to act as a director while disqualified. You must act at all times in the interests of Girlguiding.



The Board's responsibilities

Girlguiding Trading board terms of reference

The board has overall responsibility to:

- Provide clear strategic direction for Girlguiding Trading (the Company).
- Ensure that, as directors of the Charity's subsidiary, the Board acts in the best interests of the parent charity (Girlguiding) to maximise financial returns and income for the Charity.
- Ensure the long-term financial viability of the Company, approve the annual accounts.
- Contribute to the appointment, support and professional development of the Head of Trading.
- Provide oversight of the strategic performance of the Company and the delivery of its objectives and targets.
- Fulfil its duty to reinforce the accountability of the Company to the Charity.
- Ensure that Directors fulfil their duties and responsibilities for the effective governance of the Company.
- Regularly review major risks and to ensure these are managed and mitigated appropriately by the executive staff team.
- Provide oversight of the Company's impact on the environment and the communities where it operates.

The role

As a Non-executive Director – and collectively as a board – you must:

- Attend 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 trading activities, including risk management and management of the Company's resources.
- Contribute to setting the trading company's strategic direction and priorities.
- Make sure that trading company meets its legal obligations.



The Person

Please read this in conjunction with the 'Girlguiding Trading Board terms of reference'. As a Non-executive Director, you must operate and contribute within these terms.

Knowledge and experience

- Relevant external skills and experience from a professional or community background.
- An understanding and acceptance of legal duties, responsibilities and liabilities of directorship and the roles of boards.

Skills and abilities

- Good independent judgement and the ability to challenge ideas constructively.
- An ability to think creatively and strategically.
- 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.
- Strong communication skills and the ability to analyse and interpret information.

Personal style and attributes

- A commitment to Girlguiding's aims and objectives, and a proactive interest in and enthusiasm for shaping the future of Girlguiding.
- A willingness to give your time and effort to prepare for and attend Board and other relevant meetings.
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- You must be at least 18 years of age.

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

- Commercial acumen including sales, marketing and innovation.
- Procurement.
- Commercial partnerships.
- Warehousing and logistics.
- Digital (including e-commerce).
- A current member of the Guide Association, aged under 30 on appointment. This is to meet our commitment to involving young members from across our movement.

Terms of appointment

This is an unremunerated role which requires a time commitment of around 5 to 8 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 held in Altrincham, Cheshire or Central London. All your reasonable expenses will be covered by Girlguiding.
- Participating in some of Girlguiding's work, like sitting on a recruitment panel or attending some of our events. Ideally, you would allow three or four days a year for this.

All appointments are for an initial three-year term, with the possibility to renew for another three years after the first term.

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 board members 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 Non-executive Directors and help you benefit from each other's perspectives and shared expertise.



How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Katy Giddens on katy.giddens@starfishsearch.com and we will be happy to arrange a call.

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

- Your CV (no more than three sides).
- A covering letter that sets out your motivation for applying for this appointment, and why you think your skills and experience make you suitable.

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 for applications:

Monday 28th March 2022

Structured discussions with Starfish Search:

w/c 4th and w/c 11th April 2022

Interviews with Girlguiding Trading Board selection panel:

Friday 22nd April 2022

Interviews will ideally be held in central London.

