



Application form

# Organisational change lead

12 month fixed term contract

£61,525 + £3,500 Location Allowance (LA) per year (rising to £64,764 + LA after successful completion of probation)

London / homeworking

We've signed the  
**time to change**  
Employer Pledge  
let's end mental health discrimination

 **Stonewall**  
**DIVERSITY**  
CHAMPION

 **Business**  
**Disability**  
Forum  
Building  
disability-smart  
organisations



WE DISCOVER, WE GROW

**Girlguiding**

# 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 one hundred years of history, but we know that to remain vibrant and relevant to young people we must continually evolve.

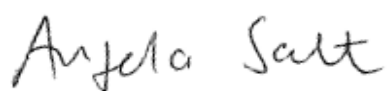
We have begun a process of significant change: transforming the organisation so it can meet the challenges of the future by putting young people at the heart of our organisation. We are on a mission to amplify the voices of girls and young women, so they can champion change in their own lives and the 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 regardless of the role we have or where we are. We are looking for skilled, passionate people to help us enable even more girls and young women to fulfil their potential.

Girlguiding values the differences that a diverse workforce brings and is committed to inclusivity, and to employing and supporting a diverse workforce. 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.

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.

Warmest wishes,



Angela Salt OBE  
Chief Executive



# About Girlguiding

**Girlguiding is the leading charity for girls and young women in the UK.**

Thanks to the dedication and support of our 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 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.](#)

# 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](#)

# Girlguiding's structure

**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.**

Nationally, we're overseen by our board of trustees. Our chief executive heads Girlguiding's national 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.
- Trading Service in Altrincham, Cheshire.

## Governance

Girlguiding UK is a member led 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.

For more information on our trustees, council and Chief Guide team see:

[How we are run](#)

For more information on our accounts see:

[2019 annual report and financial statements](#)

[Our profile on the Charity Commission website](#)

# The role

## Overall purpose

- To provide leadership, volunteer support and transformational change on all aspects of the project, to deliver a large programme of change, with many volunteers who are running groups, across multiple locations.
- To work in partnership with senior volunteers, executive committees and stakeholders to plan and implement the transition of the group network into a number of future operating models.
- To assess the options and implement a future offer for girls who do their guiding in a range of different contexts and locations: ensuring this both supports girls and meets the requirements of Girlguiding.
- To provide an excellent change journey and stakeholder engagement and communications.

## Main area of responsibility

- To work in partnership with lead volunteers, committees and staff to co-create a transition and change plan which supports girls and volunteers, while implementing the decisions of the Board of Trustees.
- To have accountability for the programme of change as the Senior Responsible Officer for the project, to deliver a successful outcome ensuring the people are motivated and the change plans are delivered on time and within budget.
- To create and lead a cross-functional team of volunteers and staff to deliver a transition plan for moving from the current to the future operating models, while supporting workstream leads to identify and manage any risks and issues.
- To provide volunteer management advice for all aspects of the change project
- To work with senior volunteers and staff to identify the options for the future offer/model for girls who are guiding in a range of different contexts and locations. To assess options to enable a decision, and implement the best option, whilst supporting change for volunteers and girls
- To work with senior volunteers and staff to identify and implement support mechanisms and alternative options for volunteers (adult members) where their roles change.
- Overall responsibility for stakeholder engagement and communications - working with the communications team and senior leaders, to ensure messaging around the change is clear and agreed, stakeholders identified, and all audiences engaged and informed.
- To support local volunteers to manage external stakeholders in their location and to support partnership working with other stakeholders and partners, from wider external relationships such as other youth charities and government departments to the World Association of Girl Guides and Girl Scouts (WAGGGS), WAGGGS member organisations, and the Scout Association. To present information about the change to key stakeholders, and to provide briefing and materials that enable others to do the same.
- To manage the transition of governance changes and provide management information and papers to leadership and governance groups, including Girlguiding's Board of Trustees
- To identify which of Girlguiding's wider organisational systems, processes, resources and information will need to be updated to reflect the change. To manage the change with the enabling departments including risk, finance, governance, IT, data protection, and ensure that the changes are actioned as part of the transition, with the support of the relevant teams.

- To act as the escalation point for enquiries relating to the change, which could come from multiple teams across the organisation including the info and enquiries team, volunteer support, delivery partnerships and social media.
- To manage and be accountable for the budget
- To line or matrix manage a project manager and/or administrator, and project manage staff from different teams.
- To facilitate the steering group and any other working group(s) required to deliver the change - developing the workflow including agendas and papers, coordinating input from workstream leads and overseeing completion of actions arising from meetings, in conjunction with the Project Manager.

### Additional information

- To undertake any other duties that may reasonably be required to fulfil the duties of this post.
- Regular evening and weekend working is required (approx. one evening every 1-2 weeks and potentially 2-4 weekends over the course of the contract) for which time off in lieu will be given.



# The person

Criteria	Assessment A, I, T	Essential or Desirable
<b>Experience of</b>		
1. Operating at a senior level and leading a significant programme of change, involving multiple teams and/or organisations.	A/I	Essential
2. Working in partnership with volunteers, and experienced in volunteer management.	A/I	Essential
3. Engaging a diverse range of stakeholders, including volunteers, and supporting groups and individuals throughout the change process.	A/I	Essential
4. Applying empathy and emotional intelligence to develop positive relationships and trust across many stakeholders.	A/I	Essential
5. Working across a geographically dispersed organisation.	A/I	Desirable
<b>Skills</b>		
6. Excellent influencing and negotiation skills, and an ability to build consensus across perspectives	A/I	Essential
7. Ability to analyse complex situations and advise appropriately, while handling sensitive information	A/I	Essential
8. Strong presentation skills to present information to stakeholders at all levels and abilities, including reports for the Board	A/I	Essential
9. Able to manage competing priorities and tight deadlines, and resolve conflicting priorities	A/I	Essential
<b>Knowledge</b>		
10. Best practice in change and project management	A/I	Essential
11. Best practice in relation to strategic management of volunteers	A/I	Essential
12. A practical understanding of diversity and inclusion at work	A/I	Essential

\*A = Application Form   I = Interview   T = Test

# Employment details

## Contract type

This post is a 12 month fixed term contract for 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'll 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 £61,525 per year plus £3,500 location allowance (LA). Following successful completion of your probation your salary will increase to 64,764 per year plus LA.

## 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

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.

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.

# How we value our people

## Family friendly policies

Our Family Friendly Policy includes maternity, partner / paternity, adoption and shared parental leave and an enhanced maternity scheme.

## Pregnancy at work

We're a member of Tommy's Pregnancy at work. The scheme helps to provide you, as a pregnant employee, and your manager, with the information and support you need to ensure a well-informed working pregnancy.

## Flexible Working

We're committed to supporting you to achieve a good work-life balance and offer a number of flexible working options - wherever we reasonably can.

## Flexi time

Flexi time applies where you accrue additional hours to complete pieces of work. Time accrued in one quarter can be taken by the end of the following quarter.

## Time off in lieu (TOIL)

TOIL applies where the requirement to work is known, recorded and approved ahead of it occurring e.g. a committee meeting, an event etc. Time accrued in one quarter can be taken by the end of the following quarter.

## Leave (Holiday)

Annual leave is 25 days a year and increases by one day for every year of service up to 30 days. You can buy up to five more days' holiday a year through our flexible benefits package.

## Girlguiding or Other Volunteer Leave

Choose to take either Girlguiding or other Volunteer leave, or a mix of the two, up to five days in a calendar year.

## Career break

With three years' service you can apply for a career break of between three months and one year.

## Pension

Join our Group Personal Pension scheme from your first day of employment with us- you contribute 5%, and we contribute 10%.

## Life Assurance

We provide two times your pensionable salary if you die. If you're in our Group Personal Pension Scheme, your next of kin will receive four times your pensionable salary. Eligibility is while you are employed with us and up to age 70 years.

## Interest free season ticket loan

On completion of probation, you can take out an interest-free season ticket loan up to a maximum of £10,000 a year.

## Cycle to Work scheme

We offer the opportunity to hire a bike and accessories from a minimum of £100 to a maximum of £1,000.

## Assisted study

We're committed to continual learning and development and recognise that it's essential you have the skills you need to help us achieve our strategic objectives.

## Professional subscriptions

On completion of probation, you can apply for reimbursement for one annual professional subscription relevant to your role.

## Employee Assistance Programme (EAP)

Our EAP is free and confidential, offering independent help, information and guidance to you and your immediate family 24/7. It also offers up to eight counselling sessions.

## Healthcare

You'll be able to participate in an employer paid Healthcare Cash Plan. The plan provides cash to part cover costs of medical, dental and optical care.

## Flu vaccination

We offer an annual flu vaccination to all staff.

## Eyesight tests

On completion of probation, and where you regularly use a laptop for work, you're eligible for a free eyesight exam every two years. And we'll contribute £55 towards spectacles.

## Gym discounts

Discounts offered at over 3000 gyms, health clubs, leisure centres, and yoga studios.

## Retail discounts

You get a 10% discount on goods at our Girlguiding shop, and 20% discount at our training and activity centres; along with a range of retail, entertainment, and other discounts.

## Flexible benefits

We recognise that a diverse workforce means that some benefits appeal more to some staff than to others, and so we've introduced a degree of flexibility on individual choice of benefits. You'll have quick and easy access to benefits via an app.

## Salary exchange

We're extending salary exchange across more of our benefits and you'll be able to benefit from the tax savings.

## Contractual status of our benefits

Benefits do not form part of the contract of employment and are subject to change at the discretion of the organisation.

# How to Apply

This appointment is being handled by our retained recruitment consultants, Starfish.

For further information about the role and/or to apply please contact:

[Catherine.Kift@starfishsearch.com](mailto:Catherine.Kift@starfishsearch.com)

We ask that you submit your CV and supporting information as soon as possible as we reserve the right to close vacancies at any time, when we have received sufficient applications.

Applications will be by CV, including a supporting statement and diversity questionnaire.

Unfortunately, we are unable to give feedback to candidates not shortlisted for interviews. We do provide verbal feedback upon request to candidates interviewed.

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