



Candidate pack Chair, Girlguiding



Welcome from the board of trustees

Thank you for your interest in becoming our new chair.

Girlguiding is the largest youth organisation in the UK dedicated completely to girls. It's our mission to provide fun, friendship, challenge and adventure to girls, helping them grow their skills and confidence and find their voice so they can champion change in their own lives and in their communities. We help all girls know they can do anything.

We have more than 380,000 members, active in every part of the UK, who meet in 22,000 groups, all supported by our fantastic 78,000 adult members and volunteers, who deliver guiding activities and have a positive impact on hundreds of thousands of girls and local communities every year.

As we begin to shape our ambitions for the next five years, our new chair will play a key role in Girlguiding's strategic direction and impact, working with a talented board and leadership team to ensure we deliver on our mission and vision for girls and young women.

We're looking for an experienced and inclusive leader who is committed to the work of Girlguiding and with the vision and skills to lead the board and drive us forward. We are very open to where your professional skills and experience lie but you will bring board experience and the ability to navigate complex external and internal drivers, balance diverse perspectives and foster collaboration around shared goals. How you bring about your influence will be more important than your subject knowledge in this role, and you will be both personally flexible and available to meet the demands of a substantial strategic leadership post.

Equity, Diversity and Inclusion (EDI) is integral to all we do and central to pursuing our EDI mission is building a diverse and inclusive organisation in which everyone has a sense of belonging. We're seeking to increase the diversity of background and thinking on our board and are committed to creating an equitable, diverse and inclusive workplace as well as the communities Girlguiding serves. As chair, your own commitment to this will be absolutely critical.

In return, you will gain great reward in seeing impactful initiatives take shape and witness positive changes in the lives of girls and young women.

If you are motivated to be part of an organisation making a real difference, we hope you will be inspired to find out more.



Embrace the challenge: shape the future as the chair of the board at Girlguiding

A message from our outgoing chair – Catherine Irwin

As I reflect on my time as chair of the board, I am filled with a sense of pride and purpose. Having had the privilege to serve on the board for 6 years, I have been deeply impressed with the commitment, values, expertise and sheer determination of the people who work and volunteer in this remarkable organisation. The journey has been extraordinary, marked by challenges that tested our resilience and creativity.

During my tenure, as the first standalone chair of Girlguiding (the position having previously been held by the chief guide until the role was separated), I have established the role, and have enjoyed working closely with both the chief guide and the chief executive. The governance of the organisation has been strengthened, and we have improved how we manage the charity, with sustainable integration of member voice in everything we do, alongside better data to help inform decisions. We have more robust risk management and assurance, with better clarity around impact and performance.

The COVID-19 pandemic brought unexpected obstacles, but it also ignited a spirit of adaptability and innovation. We forged ahead, leaning on technology and the passion and innovation of our members and staff, to engage and empower our girls and ensuring the magic of Girlguiding did not wane at a time when that social support and interaction was needed more than ever.

The external pressures on charities have been substantial, yet our resolve to amplify the girl experience and to support our volunteers has remained our priority at all times. The board has played a pivotal role in safeguarding the future sustainability of Girlguiding, working with our Girlguiding network to devise strategic pathways, develop our digital future and investment priorities, and to forge impactful partnerships.

At the core of our organisation is a resounding commitment that Girlguiding is a place 'for all girls'. We want girls to be empowered to be architects of their aspirations, and where every experience is a stepping-stone towards knowing that girls can do anything. Our members and volunteers are the heart of this journey, embodying our values and shaping the lives of future leaders.

We know that diverse boards make better decisions, and I am proud of the diversity we have achieved within our board since 2019. As chair, you will continue to ensure that we bring varied perspectives, skills and experiences to the board and the wider leadership of the charity.

I hope you will consider joining us in shaping the future for Girlguiding.



About Girlguiding, our strategy and our goals

In 2020, Girlguiding launched its strategy designed to increase our impact and build the foundations so more girls can access a Girlguiding experience and reap its benefits. Our strategy relies on 4 strategic pillars:

- **An unrivalled, girl-led experience**

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.

- **Rewarding and flexible volunteering**

We want all volunteers to enjoy their time with us. 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.

- **An inclusive and impactful organisation**

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.

- **Building a sustainable and future-proof organisation**

We want to make sure Girlguiding is fit for the future so we can continue to give girls great experiences. We will adapt how our organisation is designed and how we work to be the most effective organisation possible. We want our staff, volunteers and members to become one team.

Throughout 2020 and 2021, the COVID-19 crisis had a significant impact on our social and economic environment and in turn on girls (members and non-members), Girlguiding members and volunteers, staff, partners and funders - at a national, regional and local level. Girlguiding has adapted itself to these exceptional circumstances, channelling its resources into immediate response and then rebound.

As of 2023, we have made some good progress in delivering our 2020+ strategy through a combination of continuous improvement and an ambitious programme of change. Some of the key achievements include the implementation of our diversity and inclusion strategic plan, the adoption of a new organisational model 'Ways of working together', the development of a digital volunteer learning and development platform, launch of a new HR system and invoice and ordering system.

From 2024 onwards, our focus will be on realising the benefits of those key initiatives and on the second phase of our transformation programme, with a particular emphasis on digital enhancements and flexible volunteering. This means that the next 5 years will be an exciting and important time for Girlguiding as we continue in our ambition to be "for all girls".

With all this in mind, the board of trustees has a critical role in leading the organisation to deliver its vision and champion the voices of girls in our society.

About the Girlguiding board of trustees

The Girlguiding board of trustees consists of a minimum of 10 and a maximum of 15 trustees which include:

- The chair
- The chief guide
- The deputy chief guide
- The treasurer
- Up to 11 trustees appointed from within and external to Girlguiding membership.

Details of our current trustees can be found [here](#).

The board meets at least 4 times a year, usually including an annual overnight residential.

In addition to the board, there are 5 board committees. The audit and risk, finance and nominations and governance committees each meet 4 times a year, and the remuneration committee meets twice a year. The board standing committee meets on a needs basis if required for any urgent decisions between board meetings.

With the exception of the chief guide and deputy chief guide whose terms of office are concurrent, trustees serve a 3-year term of office, with a possible second term of 3 years subject to a review.

The board presents its annual report and accounts to the Girlguiding council of elected and appointed member representatives at their AGM, usually held on the last Saturday of June. The council, which is chaired by the chief guide on behalf of Girlguiding's President, may meet more often if required. Whilst the board of trustees has strategic oversight and responsibility for the management of the business of the Association, the council is engaged on particular matters as set out in the constitution and as one of the groups providing insights and perspectives on the work or the organisation.

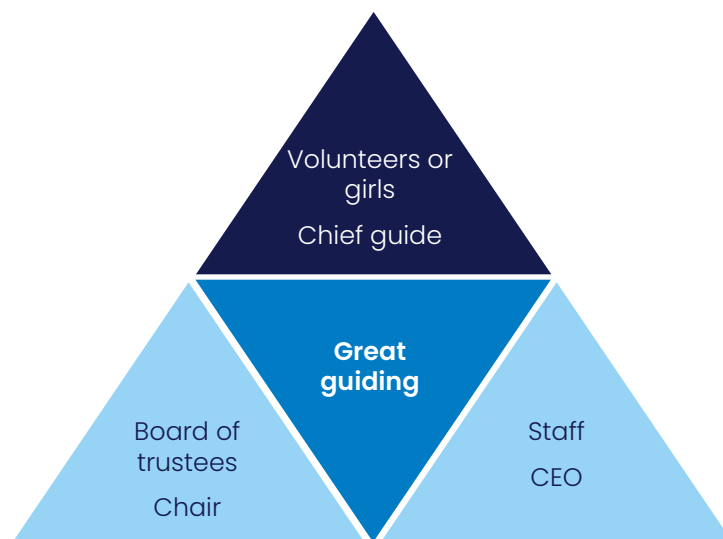
Equity, diversity and inclusion

Our commitment to EDI is woven into the fabric of our governance. We recognise that a diverse trustee body brings a wealth of perspectives, experiences and insights that are vital for effective decision-making and for fostering innovation. Our EDI objectives focus on creating an environment where every trustee feels valued and empowered, regardless of their background, identity, or lived experiences. We actively seek to attract trustees from a range of diverse backgrounds, ensuring that our leadership reflects the communities we live in. Through our commitment to EDI, we are cultivating a trustee body that champions inclusivity and helps shape a more equitable future for all.



The roles of the chair, chief guide and chief executive

To lead Girlguiding effectively, trustees, senior volunteers and staff across the countries and regions comprising Girlguiding UK work together in partnership to achieve the overall aims of the organisation. The 3 key leadership roles of chair, chief guide and chief executive therefore work together to make Girlguiding as effective an organisation as it can be. The key aspects to how they interact are below.



Role	Key responsibilities	Interaction between chair, chief guide and chief executive
Chair	<ul style="list-style-type: none"> Provides inclusive and exemplary leadership to Girlguiding's board of trustees Ensures that the board functions effectively to achieve the charity's purpose and strategic objectives Manages the relationship with the chief executive on behalf of the board Focuses on the charity's governance and regulatory compliance, acts as an ambassador and one of the public faces of the charity, working in partnership with the chief guide and the chief executive 	<ul style="list-style-type: none"> Maintains strong partnership working with the chief guide and chief executive (regular 3 way and 1:1 meetings) Manages the chief executive, including conducting their performance review on behalf of the board Conducts planned board and trustee performance reviews
Chief Guide	<ul style="list-style-type: none"> Leads and inspires the membership and organisation Is responsible for leading operational delivery Manages and supports the senior volunteers Co-chairs the joint senior volunteer and staff groups charged with oversight/review of operational delivery (Operational Leadership Team and Operational Delivery Group) Is a member of the board of trustees 	<ul style="list-style-type: none"> Maintains strong partnership working with the chair and chief executive (regular 3-way meetings) Regular 1:1 meetings with chair Participates in planned board and trustee performance reviews
Chief Executive	<ul style="list-style-type: none"> Leads and manages the senior staff team to deliver the strategic objectives and annual business plan and budget Represents Girlguiding and develops external partnerships including with funders, charity networks and supporters Attends board and committee meetings 	<ul style="list-style-type: none"> Maintains strong partnership working with the chair and chief guide (regular 3-way meetings) Regular 1:1 meetings with chair Participates in planned performance reviews

Role profile

Summary

The chair will provide inclusive and exemplary leadership to Girlguiding's board of trustees, ensuring that the board functions effectively to achieve the charity's purpose and strategic objectives. The chair will manage the relationship with the chief executive on behalf of the board, will focus on the charity's governance and regulatory compliance, and will act as an ambassador and one of the public faces of the charity, working in partnership with the chief guide and the chief executive.

Strategic leadership

- Provide leadership to the board of trustees.
- Ensure that the board fulfils its duties concerning the sound financial health and governance of the charity (and its subsidiaries), with systems in place to help ensure financial accountability.
- Lead the board to:
 - Provide clear strategic direction for the charity.
 - Ensure that the charity operates within its charitable objectives, providing maximum impact for its beneficiaries.
 - Monitor the charity's progress against agreed targets, providing appropriate scrutiny, support and challenge.
 - Regularly review major risks and opportunities, and to ensure that systems are in place respectively to manage and mitigate the risks and to take advantage of the opportunities.
 - Champion and enact our diversity, equity and inclusion plans.
 - Manage conflicts of interest.
 - Delegate duties appropriately to committees or individuals.

Specific duties

Governance

- As a trustee of the charity, observe the legal obligations of a charity trustee.
- Ensure that provisions are made to develop the knowledge and capability of the board of trustees, both collectively and individually.
- Play a leading role in appraising the effectiveness and performance of the individual trustees and of the board and its committees on an annual basis.
- Provide for board succession planning, ensuring that the board of trustees is regularly refreshed and incorporates the right balance of skills, knowledge, experience and diversity needed to govern and lead the charity effectively, subject to the provisions of the Royal Charter and Byelaws.
- Foster, maintain and ensure that constructive relationships exist with and between the trustees, with and between trustees and executives, and with the membership.
- Address and resolve any conflicts within the board, and between the board and executives.
- Ensure that the charity has appropriate policies in place and mechanisms for monitoring compliance with such policies.
- Work in partnership with the chief guide and chief executive to ensure strong, cohesive and collaborative organisational leadership.
- Maintain oversight of the relationship with WAGGGS (the World Association of Girl Guides and Girl Scouts) in partnership with the chief guide and international commissioner.

External relations

- Work closely with the chief executive and the chief guide to ensure a co-ordinated approach to external relations.
- Work with the board and executive team to establish a network of partnerships for the organisation.
- Represent the organisation externally and act as a spokesperson, ambassador and advocate on a variety of public platforms.

Relationship with the chief executive and the wider executive team

- Support and manage the chief executive, establishing and building a strong and effective working relationship.
- Liaise with the chief executive to maintain an overview of the charity's affairs, providing support and challenge as necessary.
- Ensure that the chief executive has the opportunity for professional development and has appropriate external professional support. Define and agree with the chief executive their annual SMART objectives, and conduct an appropriate annual performance review.

Relationship with the chief guide

- Liaise with the chief guide to establish and build a strong and effective working relationship, and to maintain the distinction in their roles leading on governance and operational delivery respectively.

Meetings

- Chair meetings of the board of trustees effectively and efficiently.
- Chair the board standing committee and any specific purpose / time limited board working groups
- Chair meetings of the nominations and governance committee and remuneration committee
- Consider diversity and inclusion in preparation and chairing of meetings.
- Work closely with the chief executive and governance team to ensure that meetings are well planned, meaningful, items are well presented to support effective decision-making and reflect the responsibilities of trustees.
- Monitor that decisions taken at meetings are well recorded and implemented.



Who we are looking for

Your knowledge and experience

- Experience of leading at a senior strategic level and of working collaboratively to develop organisational strategy and outcomes.
- Personal experience of engaging with a wide range of stakeholders and of building co-operation and shared commitment across competing perspectives.
- Experience of working as part of a board as a non-executive director or trustee.
- Knowledge and understanding of the not for profit sector and of membership organisations, including of the legal responsibilities and strategic role of charity trustees.
- Experience of ensuring that financial and risk matters are appropriately scrutinised and monitored.
- A broad understanding of charity finance and strategic financial planning, risk and assurance.
- An understanding of Girlguiding, its delivery model, activities and ethos is desirable.

Skills and abilities

- Strong leadership skills and ability to motivate and bring people.
- Ability to think and lead strategically; able to understand and relate to the specific challenges and strategic opportunities for the sector and for Girlguiding.
- Strong chairing skills with the ability to ensure all views are heard and that consensus and clarity of outcomes are achieved in line with principles of good governance.
- Excellent communication skills and confident public speaker.
- Ability to foster a collaborative team environment, and to address conflict and to have difficult conversations to achieve positive outcomes.
- Ability to support and challenge the charity's chief executive.

Your personal style and behaviours

- A trusted presence, with low ego and high personal credibility; you will bring an engaging and collaborative style that inspires confidence.
- We are looking for someone with undisputed personal integrity and a fair, inclusive and open leadership style.
- A demonstrable commitment to the values and vision of Girlguiding.



Terms of appointment

Term of office

The chair normally serves for a first term of up to three years and is eligible for reappointment for one further term of up to three years.

Time commitment

An average of three days per month; occasionally this may be slightly more. We are looking for a chair who can offer the personal flexibility and availability to commit to the role.

Remuneration

This appointment is offered on a voluntary basis with all reasonable expenses incurred as part of the role reimbursed in full.

Location of meetings

Meetings are held in London or sometimes elsewhere (usually once a year) on a mix of weekdays and Saturdays.

How to express an interest in the role

We hope you will consider making an application to become chair of our board at Girlguiding. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Katy Giddens at 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-chair/> and click on the apply now button, with the following prepared:

- A CV (no more than three sides) or equivalent biographical information
- A short covering letter that explains your motivation, suitability, availability and confirms that you would not be subject to any conflict of interest
- Please tell us if there are any dates during the selection process (outlined below) when you would not be available to participate.
- If you have a disability and identify any barriers in the role profile, please tell us. 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.

Selection Timetable

Closing date	12th January 2024
Preliminary interviews with Starfish	16th to 29th January 2024
Shortlisted candidates notified	By 2nd February 2024
Opportunity for progressed candidates to speak with the chief executive and outgoing chair	15th to 23rd February 2024
Final interviews with appointments panel* (in person)	24th February 2024
Chair inductions	Across March and April 2024
Board meeting – chair designate to observe	16th March 2024
Appointment start date	1st May 2024

Expenses

All reasonable expenses will be paid for attendance at interviews.