



Chief Communications Officer
Girlguiding



Dear Candidate,

Thank you for your interest in joining Girlguiding.

This is a genuinely exciting time to be part of our organisation.

For more than 100 years, Girlguiding has helped girls and young women discover their strengths, build confidence and develop skills that stay with them throughout their lives. Our reach and brand recognition is enormous. One in three adult women have been part of Girlguiding during their lifetimes. Today, we remain the UK's largest organisation dedicated entirely to girls and young women, reaching more than 300,000 members through a remarkable network of volunteers across the UK. Yet while we are proud of our history, our focus is firmly on the future.

Since joining Girlguiding as Chief Executive in September 2025, I have spent time listening, learning and building a deeper understanding of what makes this organisation so special. I have met volunteers, staff, trustees, partners, girls and young women across the movement. What I have found is an organisation with strength, passion and huge potential for the future.

I have also found a shared determination to ensure that Girlguiding continues to thrive and evolve in a rapidly changing world. And I have also encountered some of the barriers that have challenged us in the past, including the outdated stereotypes that exist about Girlguiding that we must tackle.

Last year, Girlguiding launched an ambitious strategy that sets out our vision for the next decade. Our aim is to double our reach by 2035 so that one in ten girls in the UK can benefit from Girlguiding experiences. We want to grow our membership, strengthen and modernise volunteering, build new partnerships, increase our influence and ensure that more girls from more communities can access the opportunities that Girlguiding provides.

Growth will allow us to have greater impact and reach more girls from more varied backgrounds. We know the difference Girlguiding makes to girls' confidence, wellbeing and dreams. At a time when many girls face increasing pressures and challenges, our work has never been more important.

Achieving our ambitions will require us to think, work and lead differently. We are investing in new capabilities, embracing technology, developing innovative ways to reach girls beyond our traditional models and creating an organisation that is equipped for the future. We are building on everything that makes Girlguiding unique while ensuring we have the agility, focus and capacity to meet the opportunities ahead.

We are seeking an exceptional leader who can provide strategic vision to enable practical delivery. An individual who is comfortable leading through change, who can spot opportunities, build strong partnerships and inspire others to achieve ambitious goals. We are looking for a leader who values collaboration, embraces innovation and is excited by the opportunity to help shape the future of one of the UK's most recognised and respected brands.

Most importantly, we are looking for an individual who shares our belief in girls and young women, who recognises the power of what Girlguiding can achieve and wants to play a meaningful role in helping us reach more girls than ever before.

This is an opportunity to help write the next chapter of Girlguiding's story.

I hope you will consider joining us.

Thank you,

Felicity Oswald OBE

Chief Executive Officer



About us

Girlguiding is the UK's largest youth organisation dedicated entirely to girls and young women.

Every week, girls across the UK take part in experiences that inspire confidence, build resilience and create lasting friendships. Through a network of more than 21,000 local groups, supported by around 80,000 volunteers, we help girls learn new skills, challenge themselves and discover that they can do anything. We are also building new models of reaching girls where they are. We want more girls to benefit from Girlguiding and know they can do anything.

Our vision is an equal world where all girls can make a positive difference, be happy, safe and fulfil their potential. We believe every girl should have the opportunity to speak out, be heard and develop the confidence to shape her own future.

For more than a century, Girlguiding has evolved to meet the changing needs of girls and young women. Today, we continue to adapt and innovate so that we remain relevant, inclusive and accessible for future generations.

Our scale, reach and reputation give us a unique opportunity not only to deliver outstanding experiences for girls, but also to amplify their voices and increase our impact on wider society.

The leadership moment

This appointment is about helping one of the UK's most recognised organisations realise its next decade of potential.

The next chapter of Girlguiding will require a different kind of leadership.

We are proud of our heritage and the impact we have made over more than a century. Our ambition is to preserve and build on current strengths while expanding our reach, increasing our impact and ensuring that future generations of girls benefit from everything Girlguiding has to offer.

We believe the challenges facing girls and young women today demand organisations that are prepared to innovate, collaborate and evolve. That means looking beyond traditional ways of working and exploring new approaches, new partnerships and new opportunities to reach girls wherever they are.

We are seeking a leader who can provide strategic vision and enable practical delivery, who are comfortable working through complexity and capable of bringing people with them through radical transformation.

Most importantly, we are looking for people who are energised by possibility and see opportunity where others see constraint. If you recognise the strength of Girlguiding's foundations while being excited about what comes next, we would love to hear from you.

Our strategy sets out an ambitious vision for the future of Girlguiding.



Our Strategy

By 2035, we aim to double our reach so that one in ten girls across the UK can benefit from Girlguiding experiences. Achieving this ambition will require us to grow our membership, strengthen and expand our volunteer community, and build the financial sustainability that enables long-term impact.

We are focused on delivering:

More girls

Expanding opportunities for girls and young women and increasing participation across all communities.

More volunteers

Creating a volunteering experience that is flexible, rewarding and fit for the future.

Greater impact

Reaching new audiences, influencing decision-makers and ensuring girls' voices continue to be heard.

Future sustainability

Building a resilient organisation with the resources, capabilities and infrastructure needed to thrive.

Inclusive growth

Removing barriers to participation and ensuring Girlguiding reflects the diversity of the communities we serve.

Our ambition is bold, but so is our belief in what Girlguiding can achieve.

Our culture and values

We are committed to creating an organisation where people feel empowered to contribute, collaborate and innovate. We recognise that our people – our staff, volunteers and young and adult members – are our greatest strength and that our future success depends on creating an environment where everyone can thrive.

Our strategy sets out what we do. Our values help us to think about how we go about doing it. We expect all colleagues to model our values through their behaviours.

We are inclusive

We create a place where everyone is welcome, is free to be themselves and has an equal sense of belonging – whoever they are and wherever they're from. We value and celebrate different experiences. We want all levels of Girlguiding to be as diverse as the communities we live in.

We are caring

We build positive working relationships, get to know how different people and parts of Girlguiding work, and adapt to help everyone give their best. We respect each other and trust that everyone is doing their best, even when things don't go to plan.

We are challenging

We're ambitious on behalf of our girls, young women and volunteers. We question any activity that doesn't help us achieve Girlguiding's mission. We're all one team, regardless of our role, function or level. We focus on the common good, working together to deliver what girls tell us they want and need.

We are fun

We see that Girlguiding's success is built on volunteers and staff working together as one team. We offer flexible ways to get involved. We keep things simple and, if we can't avoid jargon, we explain it. We make space for team-building and joy, at the same time as getting the job done.

We are empowering

Everything we do is designed and delivered with the people who benefit from it, whether that's volunteers, girls or wider society. If someone needs to be part of things, we make sure they're involved from the start. That way, we work together to get the best result in the most efficient way.

We are inspiring

We know what matters to girls, and we try new things so we can change as the lives of girls change. We share ideas and best practice with each other. We look at what other organisations (in guiding and out of it) are doing, working with them if it means it'll bring the best result.

Leadership at Girlguiding

Our executive committee is central to the success of our strategy and the future development of the organisation. As a member of the executive committee, the postholder will hold both collective and individual accountability for organisational performance, strategic delivery and long-term sustainability. They work closely with the Chief Executive, Board of Trustees, senior volunteers and colleagues across the organisation to ensure Girlguiding remains focused on its purpose and equipped for the future.

We believe successful leaders at Girlguiding combine strategic insight with a strong sense of purpose. They bring expertise and experience, but also curiosity, humility and a willingness to work collaboratively in a complex environment.

Our leaders are expected to:

- Think strategically and act decisively.
- Lead through engagement and influence rather than authority
- Build strong partnerships and relationships.
- Balance innovation with sound judgement.
- Foster a culture of inclusion, accountability and learning.
- Empower others to lead and succeed, removing blockers.
- Champion girls and young women in everything we do.
- Model our values through their leadership and behaviours.

Equity, diversity and inclusion

Equity, diversity and inclusion are fundamental to both our culture and our strategy.

We are committed to creating an organisation where everyone feels valued, respected and able to bring their whole selves to work. We believe diversity of experience, perspective and background leads to stronger decision-making, greater innovation and better outcomes for girls and young women.

We know there is more to do.

We are determined to build a more inclusive organisation, increase representation at all levels and remove barriers that prevent girls, volunteers and colleagues from participating fully in Girlguiding. This includes a particular focus on reaching communities that have historically been underserved and underrepresented.

We welcome applications from people of all backgrounds and identities and are committed to creating a fair and accessible recruitment process. You do not need to have a background in Guiding to apply. We value a wide range of skills, experiences and perspectives.



Job description

Job title: Chief Communications Officer (CCO)
Reports to: Executive Director, Corporate Services and
Chief Operating Officer (COO)

Role purpose:

The Chief Communications Officer (CCO) will lead Girlguiding's communications across all members, external and internal audiences, including brand development, paid membership marketing, events, and public relations. The role strengthens Girlguiding's ability to deliver its charitable objectives and strategic ambitions and is accountable for the "be known for" strand of the organisational strategy.

Working closely with the CEO, Executive Directors, Board of Trustees, Chief Guide team and senior volunteers, the CCO will help position Girlguiding as the leading charity for girls and young women, with a modern, ambitious and inclusive public profile.

Main responsibilities:

Organisational Leadership and Collaboration

- Act as a trusted advisor to senior stakeholders across the Girlguiding network, including senior volunteers, the Executive Leadership Team, CEO and Board, on communications and engagement matters.
- Sit as part of the Executive Committee collectively leading Girlguiding staff and fulfil roles as set out in the schedule of delegated authority.
- Build strong, collaborative relationships across the organisation and volunteer network, fostering a culture of openness, trust and shared accountability.

Strategic Communications and Marketing Leadership

- Develop, own and oversee Girlguiding's strategic communications approach, ensuring alignment with organisational priorities including girl growth and to reach new audiences through brand, marketing and communications.
- Work closely with the CEO and Executive Directors to position Girlguiding as a modern, ambitious and values driven charity, ensuring communications activity strengthens our public profile and strategic impact.
- Provide expert, timely advice to senior leaders and the Board as Girlguiding's most senior communications professional.
- Lead internal and members communications strategies for staff, members and volunteer engagement, ensuring clarity, consistency and accessibility across all internal channels and that girls' voices are represented.
- Ensure high quality, inclusive and consistent communications across all safe and accessible channels, delivering a positive experience for volunteers, girls, parents and staff.
- Represent Girlguiding externally as a senior leader, building strong relationships with partners, media and sector stakeholders.

Stakeholder Engagement and External Relations

- Lead the development and delivery of stakeholder engagement strategies, including regular engagement with counterparts in partner charities.
- Engage with stakeholders across and outside the Girlguiding network to understand communication needs and ensure a consistent, high quality experience.
- Ensure communications activity supports Girlguiding's public policy objectives and strengthens relationships with key external audiences.

Reputation and Risk Management

- Lead Girlguiding's media strategy, including proactive media engagement, reactive press handling and oversight of spokespeople.
- Lead reputation management, including proactive risk mitigation, crisis communications, disaster recovery and business continuity planning, aligned to organisational risk appetite.
- Provide clear, authoritative leadership during incidents, ensuring coordinated and effective communication.

Innovation and Future Readiness

- Ensure Girlguiding remains future ready by monitoring developments in digital communications, online safety and emerging technologies, and applying them in ways that enhance engagement and protect young people.

People and Capability Development

- Lead a high performing, values driven multidisciplinary team, fostering continuous learning, creativity, diversity and inclusive leadership.
- Build organisational capability in communications and engagement, supporting colleagues and volunteers to communicate effectively.

Operational Oversight

- Lead communications and marketing business planning and budgeting, ensuring strong financial discipline and alignment with organisational priorities.
- Ensure effective planning, prioritisation and delivery across all communications functions.

Other

- Role model and promote a culture of excellence and professionalism at Girlguiding.
- Lead or undertake sensitive or special projects at the request of the Chief Executive.
- Be an ambassador for Girlguiding, actively promoting its vision, mission and values at internal and external events.
- Keep up to date with developments and good practice in communications, marketing and the wider sector, anticipating future trends that may affect the organisation.
- Undertake any other duties that may reasonably be required to fulfil the duties of this post.

Additional information

- As part of the Executive Leadership Committee, it is expected that you will work flexibly, as needed, to oversee communication activities and meet the requirements of the role. The post holder must be able to travel to attend meetings and development days at locations outside of London with occasional overnight stays.
- Girlguiding staff leadership work closely with volunteers and many of our charitable activities and governance meetings take place outside of standard office hours. ExCo members are expected to be available for some of these key moments, and at least 1-2 weekends a quarter and on average 3-4 evenings a month. Time off in lieu will be given and some flexibility is available
- Some on call availability is required for emergency and/or critical incidents as part of the team's out of hours coverage.



Person specification

Experience

- Leading communications functions in a charity, membership organisation, or similarly values driven environment.
- Proven experience developing and delivering strategic communications approaches, including brand, media, pr, digital, internal communications and marketing.
- Experience managing complex stakeholder environments, including senior volunteers, partners, funders, policymakers and sector bodies.
- Experience leading multidisciplinary teams, fostering high performance, creativity and continuous improvement.

Knowledge

- Strong understanding of strategic communications principles, including brand, media, digital, internal/external communications and marketing.
- Knowledge of the charity sector.
- Understanding of crisis communications and reputation management, including risk mitigation and business continuity considerations.
- Knowledge of audience insight, data and evaluation methods, and how to use them to inform strategy and measure impact.
- A practical understanding of diversity and inclusion and how to embed them in communications practice and content.

Skills and abilities

- Strong leadership capability demonstrating integrity, openness and inclusive practice, with the ability to inspire, motivate and develop a multidisciplinary team.
- Excellent stakeholder engagement and influencing skills, with the confidence to work effectively with senior leaders, trustees, volunteers, partners and staff, exercising discretion and sound judgement.
- Ability to shape compelling narratives, manage complex messaging, and ensure clarity and consistency across diverse audiences.
- Highly effective communicator, skilled at translating complex or sensitive issues into clear, accessible and engaging content for volunteers, girls, parents, staff and external audiences.
- Strong analytical and critical thinking skills, with the ability to assess risks, interpret data and insight, and propose pragmatic, evidence based solutions.
- Excellent planning and organisational skills, able to prioritise effectively, manage competing demands and ensure high quality delivery at pace.
- Strong business planning and financial acumen, with the ability to manage budgets, assess return on investment and make informed decisions.



Terms of appointment

Salary:

The salary for this role is £80,000 per annum plus location allowance (£3,500) on a full-time permanent basis.

Location:

London with hybrid working (staff are required in the office for 40% of working time).

Pension:

Girlguiding contribute 10% of the salary into the pension, and staff contribute a minimum of 5%. This can also be paid via salary sacrifice.

Annual leave:

25 days' annual leave, which increases by 1 day for every year of service to a maximum of 30 days. Staff can also buy up to 35 hours of additional annual leave (pro rata for part time staff). Staff will also get 5 days of volunteering leave, which can be used to support Girlguiding or other organisations.

All staff are also given 7 hours of extra time (pro rata for part time staff) to use to support their wellbeing.

At Girlguiding, we recognise the importance of supporting our people to perform at their best while maintaining balance and wellbeing.

Our benefits package includes:

- Enhanced family friendly policies
- Life assurance
- Healthcare cash plan
- Employee Assistance Programme
- Learning and development opportunities
- Professional subscription support
- Cycle to Work scheme
- Volunteering leave
- Retail and lifestyle discounts
- Wellbeing initiatives and support programmes

Joining Girlguiding at this moment offers a unique combination of scale, purpose and opportunity.

You will have the chance to:

- Help shape the future direction of a nationally recognised organisation.
- Influence outcomes for hundreds of thousands of girls and young women.
- Work alongside passionate volunteers and committed colleagues.
- Lead meaningful organisational change and transformation.
- Build new partnerships and opportunities for impact.
- Contribute to an ambitious growth agenda.
- Leave a lasting legacy for future generations.

Few leadership opportunities combine social impact, strategic challenge and organisational transformation on this scale.

How to apply

We hope you will consider making an application.

To apply, please go to [Starfish](#) 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 knowledge and experience criteria.

We would also be grateful if you would 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.

Equity, diversity and inclusion are fundamental to both our culture and our strategy.

Closing date: Friday 13th November 2026

Preliminary interviews: w/c 23rd November 2026

Final Panel interviews: w/c 7th December 2026

