



Application and nomination information pack

Girlguiding London and South East England chief
commissioner

Volunteer role

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Please note that this document containing all the above information is available at www.girlguidinglaser.org.uk/volunteer-vacancies.

A message from Tracy Foster, chief guide

Would you like to do something truly amazing for Girlguiding London and South East England?

Help shape the future of Girlguiding London and South East England



It is an exciting time in Girlguiding as we work to make sure that every girl and young woman who wants to join can. We also strive to ensure we provide the best support to our adult volunteers, who, like you, are incredibly committed and passionate people delivering guiding. In all that we do, young people are at the heart of our organisation.

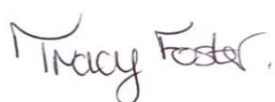
Much of the work of Girlguiding London and South East England takes place within a UK context. In addition to contributing to the development of that, there is huge scope for developing a distinctive Girlguiding London and South East England -specific offer and support for our members.

In recent years there have been many internal and external changes, both for Girlguiding and the charity sector more broadly, which means the skills required to fulfil the totality of the role would be hard to find in one individual. We want to ensure that it is possible for a chief commissioner to have the ability to carry out a full-time day job and have time with her family and friends. The role is very much about teamwork, with the chief commissioner, building her team with a deputy, and possibly an assistant(s), to support the tasks needed to be undertaken.

The chief commissioner will be the lead trustee for Girlguiding London and South East England and, together with the other trustees, will set the strategic direction for the London and South East England. We are therefore looking to recruit a new chief commissioner who will relish this focused challenge, alongside a deputy and/or assistant chief commissioner(s) with complimenting skill sets.

After reading this pack I hope you feel inspired to put forward an application to take on your next adventure, it can be challenging but exciting and a vital role, so we can ensure that Girlguiding London and South East England goes from strength to strength over the next five years. If you know someone who you think would be right for the role, please encourage them to apply or nominate them (see details of the process set out in this pack).

Thank you for taking the time to read this information and considering the role.

A handwritten signature in purple ink that reads "Tracy Foster".

Tracy Foster
chief guide

A message from Amanda Teasel, chief commissioner for Girlguiding London and South East England

The chief commissioner role is an exciting role at the front of leading Girlguiding London and South East England forward.



Thank you for considering and applying for this exciting and challenging position of chief commissioner for Girlguiding London and South East England. It is a role which requires energy and enthusiasm and can offer many exciting opportunities.

During my time in this role, I have had the support of a great team consisting of Jooles Parkin, deputy chief commissioner, our board of trustees and senior volunteers who lead their part of our plan supporting guiding across the London and South East England region. The staff team, led by our Region Manager, Amrita Sheldon, have also supported me in the role and ensured the smooth running of the charity's administration.

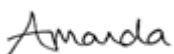
With over 50,000 members in Girlguiding London and South East England, our aims and objectives are to empower girls and young women to be their best and provide skills and opportunities to enable them to face the challenges of growing up in today's society.

Our vision for delivery of guiding is detailed in our Girlguiding London and South East England Strategy and is derived from Girlguiding's strategy. The Strategy details what we are doing to support volunteers to give girls an exciting, stimulating, modern and relevant programme of activities for a world where all girls can make a positive difference, be happy, safe and fulfil their potential.

As a trusted organisation, we are girl-led, we promote equality and diversity, giving girls a voice and a platform to be heard. We are committed to providing quality training opportunities for all our adult volunteers to improve and extend their skills and become inspirational leaders and role models. We work collaboratively with other organisations to expand delivery and provide new opportunities.

The chief commissioner also sits on the Girlguiding Operational Delivery Group helping to deliver Girlguiding's vision and strategy. As chief commissioner you would be the chair for the Trustee board which is made up currently of 13 trustees (2 ex-officio, 1 treasurer, 2 steering group representatives, 2 external trustees and 6 membership trustees, 2 of whom are under 30). This hands-on approach ensures that you are at the heart of guiding in London and South East England and leading with the support of your team.

It is an exciting time to lead Girlguiding London and South East England, please take time to consider the role description and consider who you could nominate or to apply yourself!



Amanda Teasel, chief commissioner

About Girlguiding London and South East England

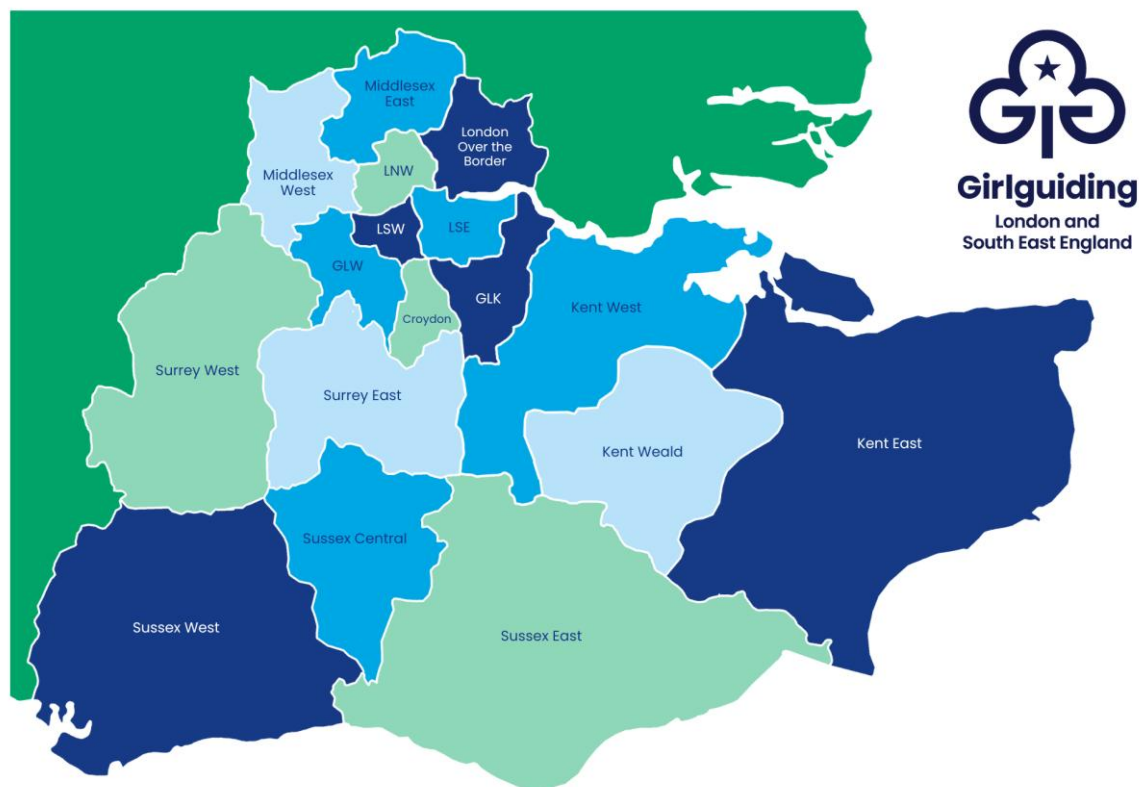
Girlguiding London and South East England's Head Office is located at 3 Jaggard Way, Wandsworth Common, London, SW12 8SG.

Girlguiding London and South East England is formed of 17 counties, namely:

- Middlesex West
- Middlesex East
- London Over the Border
- London North West
- London South East
- London South West
- Greater London West
- Croydon
- Greater London Kent
- Kent West
- Kent Weald
- Kent East
- Surrey West
- Surrey East
- Sussex West
- Sussex Central
- Sussex East

Current membership is:

- 41,919 girls
- 11,654 volunteers
- 2,940 units



A month in the life of a Girlguiding London and South East England chief commissioner...

No two months are ever the same in this role—but that’s part of what makes it so rewarding. Here’s a glimpse of what a typical month might look like, with some of my personal highlights and lessons learned along the way.

Strategic Leadership and Planning

At least four times a year there is a trustee board meeting. These sessions are where we set the direction for the region—reviewing progress against our strategy, checking budgets, and making sure we’re meeting our governance responsibilities.

My highlight: Seeing how decisions made at this level translate into real impact for girls and volunteers.

What I’ve learned: Good governance isn’t just about compliance—it’s about creating the conditions for guiding to thrive.

Connecting with Volunteers

I spend time catching up with county commissioners, lead volunteers and the chief commissioner team. These conversations are vital—they’re where we share ideas, solve challenges, and celebrate successes.

My highlight: Hearing stories of creative activities and events that make guiding magical for girls.

What I've learned: Listening is one of the most powerful tools in leadership. Volunteers often have the best solutions.

Representing the Region

This might include a national Girlguiding meeting or a call with other chief commissioners. It's a chance to share best practice and make sure our region's voice is heard.

My highlight: Collaborating with peers across the UK and feeling part of something bigger.

What I've learned: Building relationships beyond your own region strengthens guiding for everyone.

Celebrating Guiding

Attending events—maybe a county awards evening or a region event. These moments are pure joy and remind me why we do what we do.

My highlight: Meeting girls and hearing their excitement about guiding.

What I've learned: Never underestimate the power of saying “thank you”—it means the world to volunteers.

The Role in a Nutshell

It's a mix of strategy, people leadership, and hands-on involvement. Some days are full of meetings; others are spent at events or writing updates. It's busy, but flexible—you can fit it around work and family life. Most importantly, it's a role where you can make a real difference for thousands of girls and volunteers.

Information about the role

Who can do this role?

In line with all commissioner roles the chief commissioner is a woman over 18 years old. They should be a member of Girlguiding, must fulfil the criteria to be a charity trustee, and must not have been employed by Girlguiding in the previous 2 years.

The chief commissioner is the most senior volunteer for Girlguiding London and South East England. She is responsible for the delivery of guiding throughout London and South East England, including leadership of the volunteers. As a member of Girlguiding's Operational Delivery Group, she is responsible for maintaining a strong link with Girlguiding as well as with local guiding. The operational delivery group leads and directs the delivery of guiding and ensures that the Girlguiding strategy is delivered through countries and regions.

The chief commissioner is appointed by the chief guide and is accountable for the delivery of guiding in London and South East England.

Additionally, the chief commissioner is responsible for ensuring effective governance of Girlguiding London and South East England and chairing the Board of trustees meetings and meetings with senior volunteers.

Building your team

This senior volunteer role should have a team to support it. As you consider any application, you should think about how you would develop this team approach. The chief commissioner role is not available for job share, but you are strongly encouraged to appoint a deputy chief commissioner(s) and/or assistant chief commissioner(s).

The deputy/assistant chief commissioner roles are appointed by the chief guide in consultation with the chief commissioner. They will have clearly defined responsibilities which will be agreed between the chief commissioner and the relevant deputy and/or assistant. These may change by agreement from time to time to provide the functions covered between the different members of the chief commissioner's team.

The term of office for the chief commissioner is 5 years from the date of appointment, and any deputy or assistant roles would finish at the same time as the chief commissioner's.

The difference between a deputy and an assistant is a technical one around charity trusteeship but this can be explained more fully at the relevant point of the process.

At this stage you should begin to consider how you might want to split the role and how you might recruit your team member(s). The role description (**page 8**) makes it clear what the chief commissioner has to do herself to help you consider how you might split the role, and which areas might be covered by a team approach. The chief commissioner may choose to delegate a number of responsibilities but shall remain accountable for these.

Role description

Note: items in bold are chief commissioner responsibilities which cannot be delegated to a member of the chief commissioner's team

Purpose of role

- Chief commissioners are the most senior volunteers in a country/region
- Responsible for the development of guiding plans with country/region and Girlguiding teams (staff and volunteers) and the delivery of guiding throughout the country/region, including leadership of the volunteers and paid staff
- The chief commissioner is responsible for the governance of the country/region charity
- As a member of the Girlguiding operational delivery group, the chief commissioner is responsible for shaping guiding policy, processes and priorities (see terms of reference of operational delivery group, page 24, *Appendix B – terms of reference, operational delivery group*) and ensuring that Girlguiding strategy is delivered effectively in the country/region

Term of office – 5 years from the date of appointment. The chief commissioner will be appointed by and accountable to the chief guide.

Responsibilities

Volunteer leadership

- 1. Oversee the recruitment, appointment, induction and line management of senior volunteers for the country/region (these may include):**
 - a. Deputy/deputies (subject to and agreed by the chief guide)
 - b. Chair of finance and other committees
 - c. Chair of the awards committee
 - d. Lead volunteer roles (for example youth programme, adult support, growth and retention, communications, engagement, international)
 - e. County commissioners
- 2. Provide strong leadership and support to country/region volunteers ensuring they are supported in their roles and have appropriate training and development**
- 3. Ensure that county commissioners are supported to lead and direct operational delivery of guiding within counties and to ensure Girlguiding strategy is delivered effectively through counties**

4. Work closely with the chief guide, her team and relevant staff and volunteers (country/region or Girlguiding)
5. Work closely with relevant staff and volunteers to safeguard our members, ensure strong safeguarding practice within the country/region
6. Ensure the membership is at the heart of planning, delivery and decision making
7. Work in partnership with and develop and maintain an effective working relationship with the country/region manager
8. Seek the views of country/region volunteers, girls and young members appropriately regarding the plans of the country/region and Girlguiding as a whole
9. Provide thanks and recognition to country/region members and others who have performed a service for the charity
10. Respond to the concerns or complaints of country/region volunteers, girls or their parents as necessary
11. Membership of Girlguiding and country/region committees, working groups or similar from time to time

Strategy

12. As a member of the operational delivery group help to shape and deliver the Girlguiding strategy and ensure that the voice of the membership is heard consistently in board considerations

13. Ensure the Girlguiding strategy is delivered through a country/region business plan that links back to the Girlguiding strategy and delivers agreed key performance indicators

Inspiring girls and young women

14. Participate in guiding events within the country/region or on behalf of Girlguiding to communicate with and be an accessible role model to girls and young women

External relations

15. Represent Girlguiding or the country/region as its senior country/region volunteer as necessary at events, meetings and in the media
16. Maintain good relationships with other organisations both uniformed and otherwise (including Trefoil Guild)
17. Maintain good relationships with country/region patrons, presidents, vice presidents and ambassadors

Governance

18. Serve as a trustee of the country/region

19. Observe the legal obligations of a charity trustee, including the duty to act in the best interests of the charity

- 20. Chair the country/region trustee/executive meetings and ensure that the board/committee's obligations as a trustee body are carried out in line with legal and governance requirements and best practice (including ensuring a high level of financial management in the country/region)
- 21. Appoint and manage the country/region manager who leads the staff team
- 22. Chair/attend the country/region's governance committees as necessary for governance purposes in line with the charity's terms of reference
- 23. Ensure that Girlguiding policies are adhered to at the country/region level

Person specification

Knowledge	Essential	Desirable
A strong understanding of the Girlguiding strategy and the country/region plan/strategy	X	
An understanding of the legal responsibilities of charity trustees	X	
An in depth understanding of the guiding programme		X
A strong understanding of complex, tiered charity structures and issues	X	
Leadership and management		
Ability to manage and support the charity's country/region manager	X	
Able to motivate, inspire and involve people from a broad range of backgrounds	X	
Able to manage and support a team of country/region and county volunteers (such as county commissioners and lead volunteers) ensuring they are always performing in their role to a high and consistent standard at all times	X	
Skills and abilities		
Ability to chair meetings effectively	X	
Able to oversee and ensure consistent compliance with and adherence to financial policies and practices		X
Excellent communication skills	X	
Strong public speaking skills		X
Strong networking skills		X
Ability to represent guiding in the media and to external organisations		X
Ability to deal positively and proactively with conflict/have difficult conversations	X	
Excellent and demonstrable time management skills	X	
Willingness and ability to commit to the travel and to devote the necessary time and effort to their responsibilities and duties	X	

Experience		
Of previous volunteer leadership support or role in guiding	X	
Of chairing meetings	X	
Of leading and managing people	X	
Personal qualities		
A strong ambassador for the values of Girlguiding at all times	X	
A commitment to and belief in Girlguiding's vision and mission	X	
A commitment to Nolan's 7 principles of public life; selflessness, integrity, objectivity, accountability, openness, honesty	X	

Application process

Find out more

- Find out **more information** on the role:

Amanda Teasel, Girlguiding London and South East England chief commissioner would be happy to discuss her personal reflections on the role. Contact can be arranged by emailing: amritas@girlguidinglaser.org.uk or amandat@girlguidinglaser.org.uk or telephone: 0208 6757572

- Use the Girlguiding and Girlguiding London and South East England's website to find out more
- Take some time to look at the **role description and specification**. You will want to start to identify your own strengths and what skills you will be looking at in any team you build

To apply

Application form

- The closing date is **Wednesday 4 March at 5pm**.
- In order to express your interest in the role of Girlguiding London and South East England chief commissioner, return your application form marked Private and Confidential directly to chiefguidepa@girlguiding.org.uk
- Complete the **application form** on page 13 (application form) including a personal statement of no more than 1000 words – using the person specification and role description as reference – and submit it by the closing date to the details below. Your personal statement should cover each element of the person specification in turn.
- Make sure your GO record is up to date as this will be checked as part of your application.

Referees

- Seek 2 references to support your application by completing the supporting statement form on page 22 (supporting statement form) by the closing date:
 - At least one of these should be an active Girlguiding member who has held one of the following positions in the past 5 years:
 - A lead volunteer role at country/region/Girlguiding level
 - A county commissioner role

- The second referee could be someone from outside Girlguiding.
- All referees should be aged 18 or over and should not be related to you.
- References should be no more than 500 words and should express a view on your suitability in the role of chief commissioner based on the reference to the role description and person specification.
- References should be returned to chiefguidepa@girlguiding.org.uk by **Wednesday 4 March at 5pm** (the closing date) and should include your name and the word 'Reference' in the title of the email.

To nominate someone else

- Complete the nomination form on page 20 (nomination form application form) including a statement explaining the nomination of no more than 500 words – using the role description as a reference.
- Return the nomination form marked Private and Confidential directly to chiefguidepa@girlguiding.org.uk by **Wednesday 18 February at 5pm**
- Once your nomination has been received, a member of the panel may contact you with follow up questions if this applicant is shortlisted.

PLEASE NOTE: Your nominee will be notified of the nomination and invited to submit an application form in accordance with the process set out in this pack. The application form should be submitted by the applicant by the closing date.

To provide a supporting statement

- Complete the supporting statement form on page 22 (supporting statement form application form) including a statement of support for the application of no more than 500 words – using the role description as a reference.
- Return the supporting statement form marked Private and Confidential directly to chiefguidepa@girlguiding.org.uk by **Wednesday 4 March at 5pm**
- Once your supporting statement has been received, a member of the panel may contact you with follow up questions if this applicant is shortlisted.

What happens next

- Once your application has been received, a shortlisting process will take place by a panel. The names of the panel will be made available as soon as possible. The process and key dates are set out in the table below

Chief commissioner application closing date	4 March at 5pm
<p>Panel short-lists</p> <ul style="list-style-type: none"> The scoring template will score applications against the essential criteria from the person specification as fully/mostly/barely/not met. The scoring template will be used by the panel to short-list candidates that will go forward to the first interviews <ul style="list-style-type: none"> All candidates who score 100% 'fully' will go forward If fewer than 3 candidates score 100% 'fully', those scoring the next highest of 'mostly' will go forward The panel will score candidates independently and meet to agree who to shortlist. 	6 March
All candidates contacted and notified by email from the Chief Guide PA, if they are through to stage one, verbal feedback will be provided on request	By 13 March
Stage one	
<ul style="list-style-type: none"> Interview with the panel (to include a presentation). The interview will be a prepared presentation and a series of questions. You will be notified of the presentation topic by email from the chief guide PA by 18 March Interview with a youth panel. You will have the opportunity to have a conversation with Amrtia Sheldon, region manager, prior to your interview. This conversation will not form part of the appointment process but will give you an opportunity to explore more about plans for the future of Girlguiding London and South East England. Uniforms will be worn. 	28 March
All candidates contacted and notified by email from the Chief Guide PA, if they are through to stage two. If you are not invited to stage two, verbal feedback will be provided on request.	1 April
Stage two	

<p>The format of these is less formal and will take the form of a conversation with the chief guide and a member of her team or another appropriate senior volunteer</p>	<p>Conversations will be arranged among applicants and chief guide directly (6-8 April)</p>
<p>All candidates contacted and notified by telephone from the chief guide of the outcome of stage two. Verbal feedback will be provided on request</p>	
<p>Evaluation</p> <p>All applicants will be sent a survey following completion of the process</p>	<p>Within 1 month of completion of the process</p>

Appendix A – Forms

Application form

TO MAKE AN APPLICATION, PLEASE COMPLETE THIS SECTION

Full name: [Click or tap here to enter text](#)

Girlguiding membership number: [Click or tap here to enter text](#)

Telephone numbers (indicate which is best to contact you on and when)

Home: [Click or tap here to enter text](#)

Mobile: [Click or tap here to enter text](#)

E-mail address: [Click or tap here to enter text](#)

Current active roles in guiding (NB, we will consult GO for information about previous roles, so you do not need to list these): [Click or tap here to enter text](#)

Personal Statement

Please provide a personal statement of no more than **1000 words** in total and covering:

- The skills you would bring to the role – by reference to the role description/person specification and giving examples. Please ensure you address each criteria of the person specification in your statement.
- You should give evidence of the strength and depth of your ability to meet all of the essential criteria. Evidence can be given from experience within and outside of guiding.

Whilst we encourage appointing a team, the chief commissioner, will be expected to demonstrate their ability to fulfil or be accountable for all essential elements of the person specification.

Personal statement (no more than 1000 words):

[Click or tap here to enter text](#)

Delegation

Please provide some information on what elements of the role you would intend to delegate.

The post requires a broad range of skills and we do not expect that one person can meet all of the requirements. Please indicate below what elements of the role description you would wish to lead and which you would like delegate and how you might see a team working.

(no more than 1000 words):

[Click or tap here to enter text](#)

Please complete the table below, and sign and date this form and submit it per the details on page 13 (to apply). You only need to send back the application form pages (not the whole pack).

As noted above, the closing date (deadline for receipt of the application form) is **Wednesday 4 March at 5pm.**

By submitting this application form I confirm that:

- I am aged 18 or over and that I am not prevented from serving as a charity trustee by reason of bankruptcy, unspent criminal convictions for offences of deception or dishonesty, or a legal order for removal/disqualification as a trustee or company director.
- My GO records are up to date.
- I am aware that the information in this application form and any supporting statement forms will be shared with members of the panel, the chief guide (and her team as appropriate including the chief guide team's PA), the appointed youth panel and members of Girlguiding London and South East England's office in carrying out functions related to this recruitment process.
- **[I am]/[I am not]** happy to be contacted at the end of the recruitment process to receive a link to an evaluation survey in relation to the process. (Please choose as appropriate).
- I have contacted for you two referees and have asked them to each complete the supporting statement form and submit this in accordance with the details on the supporting statement form.
- This information I have given in this application is, to the best of my knowledge and belief, accurate.

Interviews	Please indicate that you are available for interview on the dates specified and if not, please can you state your availability?
Reference 1	Please provide the name and contact details for your first referee and advise in what capacity they are known to you.

Reference 2	Please provide the name and contact details of your second referee and advise in what capacity they are known to you.
Signature:	If you are completing the form electronically, please type your name in the signature box.
Date:	Click or tap here to enter text

If you have any questions please contact Amrita Sheldon, Region Manager, at amritas@girlguidinglaser.org.uk.

Data collection statement: information you provide to us on this form enables us to complete the recruitment process for the chief commissioner role. It will be kept until the recruitment process is complete, then securely destroyed. It will be accessible to anyone who has a legitimate role in this activity, including the chief guide, the panel members and PA to the chief guide.

End of application form section

Nomination form

TO NOMINATE SOMEONE, PLEASE COMPLETE THIS SECTION

PLEASE NOTE: Your nominee will be notified of the nomination and invited to submit an application form in accordance with the process set out in this pack. The application form should be submitted by the applicant by the closing date.

Thank you for nominating the following person for the role of chief commissioner. Please note, a member of the panel may contact you with follow up questions if this applicant is shortlisted.

Nominee name: Click or tap here to enter text

Length of time you have known the applicant: Click or tap here to enter text

In what capacity: Click or tap here to enter text

Your title & full name: Click or tap here to enter text

Guiding membership number (if applicable): Click or tap here to enter text

Telephone numbers (indicate which is best to contact you on and when)

Home: Click or tap here to enter text

Mobile: Click or tap here to enter text

E-mail address: Click or tap here to enter text

Statement explaining nomination

Please tell us why you think the person you have nominated would be suitable for the role using the role description provided in the application pack as reference (no more than 500 words):

Click or tap here to enter text

Please return this nomination form directly to the Chief Guide PA as per the details on **page 14** (to nominate someone else), not via the person you are nominating. *You only need to send back this completed page.*

The deadline for receipt of nominations is **Wednesday 18 February at 5pm.**

If you have any questions please contact Amrita Sheldon, Region Manager, at recruitment@girlguidinglaser.org.uk.

Data collection statement: information you provide to us on this form enables us to complete the recruitment process for the chief commissioner role. It will be kept until the recruitment process is complete, then securely destroyed, it will be accessible to anyone who has a legitimate role in this activity, including the chief guide, the panel, and the Region Manager.

End of nomination section

Supporting statement form

TO PROVIDE A SUPPORTING STATEMENT FOR AN APPLICANT, PLEASE COMPLETE THIS SECTION

Thank you for agreeing to support the application to the role of chief commissioner. Please note, a member of the panel may contact you with follow up questions if this applicant is shortlisted.

Applicant's name: [Click or tap here to enter text](#)

Applicant's Girlguiding membership number: [Click or tap here to enter text](#)

Length of time you have known the applicant: [Click or tap here to enter text](#)

In what capacity: [Click or tap here to enter text](#)

Your title & full name: [Click or tap here to enter text](#)

Girlguiding membership number (if applicable): [Click or tap here to enter text](#)

Telephone numbers (indicate which is best to contact you on and when)

Home: [Click or tap here to enter text](#)

Mobile: [Click or tap here to enter text](#)

E-mail address: [Click or tap here to enter text](#)

Supporting statement

Please tell us why you think the person submitting an application would be suitable for the role using the role description in the application pack as reference (no more than 500 words):

[Click or tap here to enter text](#)

Please return this supporting statement form directly to the Chief Guide PA per the details on **page 14** (to provide a supporting statement), not via the person you are providing a supporting statement for. *You only need to send back this completed page.* The deadline for receipt of supporting statements is **Wednesday 4 March at 5pm.**

If you have any questions please contact Amrita Sheldon, Region Manager, at amritasgirlguidinglaser.org.uk.

Data collection statement: information you provide to us on this form enables us to complete the recruitment process for the chief commissioner role. It will be kept until the recruitment process is complete, then securely destroyed. It will be accessible to anyone who has a legitimate role in this activity, including the chief guide, the panel and the Region Manager.

End of supporting statement section

Appendix B – Operational Delivery

Group – Terms of Reference

To review the operational delivery¹ of Girlguiding

To do everything practicable to:

- Make sure plans and activities at Girlguiding UK, country and region and international level are aligned and contribute to achieving our aims and strategy
- Make sure the vision, mission and values of Girlguiding are delivered through the country and region structure

Responsibilities

- To review the operational delivery and performance of Girlguiding UK and country and regions on a quarterly basis. This review will be based around a set of key performance and risk indicators (KPIs and KRIs) and targets agreed between Girlguiding UK and countries and regions
- To help develop Girlguiding operational plans and assess impact on volunteers
- To support change projects to achieve their goals and priorities and benefits
- To encourage sharing of experiences and good practice and working together across countries and regions and Girlguiding UK teams
- To identify and monitor key issues that affect operational delivery of Girlguiding
- To contribute to developing organisational strategy for Girlguiding
- To oversee the development and review of volunteer-facing policies. This work is delegated to Volunteer Policy and Procedure Group (VPPG), by any policy or procedure that is especially sensitive or subject to significant conflicting opinion within the VPPG will be escalated to the operational delivery group

¹ Throughout these ToR, 'operational delivery' refers to the activities and services Girlguiding provides for its membership. This includes delivering the full experience to girls, using girls' voices, valuing and ma

- To set up and oversee working groups and task and finish groups to consider and make recommendations in specific areas. Make sure matters are referred to the appropriate group as they arise
- To provide advice on matters related to Girlguiding operational delivery to the operational leadership team, and to other stakeholders where relevant

Composition

1. Co-chaired by chief guide and director for membership services
2. Other voting members:
 - a. Chief commissioners of all countries and regions
 - b. All members of the chief guide team
 - c. The international commissioner
 - d. Director of communication, marketing and fundraising
 - e. Heads of department: Girl Experience; Volunteer Experience; Safe Practice; Delivery Partnerships; Strategy; Brand Marketing and Communications; and Corporate Communications
 - f. Country and region managers: 3 representatives
3. Observers may attend on an ad-hoc basis, with agreement of the co-chairs

Meetings

4. The group will meet quarterly, or more frequently if needed
5. The group may share information or make decisions via email
6. The Delivery Partnerships team will coordinate meetings and support the co-chairs with the running of the group

Example agenda

1. Minutes and action log
2. Performance review (Girlguiding UK and countries and regions), based on data
3. Progress against business plans and transforming Girlguiding
4. Best practice sharing (1 topic selected ahead of the meeting)
5. Policies (volunteers)
6. Operational matters for discussion:
 - Delivering Girls' experience
 - Using Girls' voice

- Managing and valuing volunteers
 - Communications
7. Strategic matters for information or consultation (e.g., strategy)
 8. Trustee board debrief
 9. Programme of work