



North East England Groups

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Introduction

This document contains an overview of committees within the North East England Region team, including the main activities of each group and the skills required to be a member. Some also have their own job descriptions and these will be made available at the time of recruiting to them.

If on reading this you have any questions please contact Maia Daguere, Region Manager on 01904 676076 or by email at opportunities@girlguidingnortheast.org.uk.

Trustee Group

Purpose of the group: This group will ensure good governance of Girlguiding North East England. They will ensure the aims of the organisation are met by:

- Monitoring the operation of the Region within the aims of the strategic plan and Girlguiding
- Ensuring compliance with external regulation.

Main activities

- To ensure that Girlguiding North East England (the Region) pursues its objects as defined in its governing document, charity law, and other relevant legislation/regulations
- To work in partnership with the Region Chief Commissioner and senior staff member to support the employees and members, helping them achieve the aims of the Region; and to optimise the relationship between the board of Trustees, County Commissioners, the staff and volunteers.
- To protect and manage the Region's assets, including property
- To ensure adherence and compliance around key policies (e.g. Equality of Opportunity; Health & Safety) and in all decisions and discussions of the Board and its sub-committees

Responsibilities

The Girlguiding North East England Trustee Group has overall legal responsibility for the direction, management and control of Girlguiding North East England, and is collectively accountable for compliance with relevant legislative and regulatory requirements. The trustee position therefore carries legal duties and responsibilities. It is a voluntary role, which should be undertaken because you are committed to furthering the purposes of Girlguiding North East England and have the skills, experience and personal qualities needed for the strategic management of the Region. You would be expected:

- To always act in the best interests of the Region; not letting personal interests, views or prejudices affect conduct as a trustee
- To act reasonably and responsibly in all matters relating to the Region, acting with as much care as if you were dealing with your own affairs, taking advice if needed
- To only use the income and property of the Region for the purposes set out in its governing document
- To make decisions in line with good practice and the rules set by the governing document of the Region, including excluding any trustee who has a conflict of interest from discussions or decision-making on the matter
- To monitor strategic plans and regular review of long-term strategic aims of the Region
- To monitor the financial standing of the Region regarding cash-flow forecasting, income streams, out-going expenses and the overarching strategic management of the organisation's financial resources
- To develop organisational policies, define goals, targets and evaluate performance against agreed targets
- To annually review the board structure, role, staff relationships and ensure implementation of agreed changes/developments are carried out

- To create a strong and fulfilling working relationship with trustees and the Chief Commissioner through review and self-reflective evaluation of contributions and effectiveness of the board

Accountability: This group is accountable to the Chief Guide and to members within North East England.

Membership: Trustees will be appointed by the Chief Commissioner, supported by the Recruitment and Selection Group. There will be between 8 and 12 trustees. The group will comprise:

- Chief Commissioner (Chair)
- Deputy Chief Commissioner(s) (if appointed)
- Chair of Finance Group
- Chair of Risk Group
- Two County Commissioners
- One External trustee
- Up to three other members (with at least one under 30-year-old if possible)
- Secretary (Region Manager or appointed member of staff - non-trustee role)

From time to time expert advice may be sought by the trustees to deal with specific issues.

Term of office: The Chief Commissioner and County Commissioners are appointed for a term no longer than their role, though they may be reappointed as “specialists” if appropriate and required. Other members will serve 3 years with the option to extend for a further 3 years if both post holder and Chief Commissioner are in agreement.

Time Commitment: The group will have a minimum of four scheduled meetings a year which includes the team weekend. In between scheduled meetings the group may receive ad hoc communication if anything requiring a decision falls outside the usual meeting schedule.

Essential Skills: All members of the group should possess the following attributes:

- An understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship and adhering to Nolan’s seven principles of public life (see Appendix 1)
- A commitment to the Region’s objects, aims and values and willingness to devote time to carry out responsibilities.
- Strategic and forward looking vision in relation to the Region’s objects and aims
- Good, independent judgement and the ability to think creatively in the context of the Region and external environment
- Good communication and interpersonal skills and the ability to respect the confidences of colleagues
- Balancing tact and diplomacy with willingness to challenge and constructively criticise

Desirable Skills: Within the group the following skills would be beneficial:

- Qualified accountant with demonstrated commercial awareness and knowledge

- Experience of performance management, HR/employment law
- A sound knowledge of charity law
- Marketing and PR/Communications expertise
- Experience of property management, Health and Safety Legislation
- Prior experience of committee/trustee work

To serve as a trustee you must be over the age of 18 and not disqualified because of bankruptcy, unspent criminal convictions for offences of deception or dishonesty, or a legal order for removal/disqualification as a trustee or company director. It is a criminal offence to act as a trustee while disqualified. As a trustee you must act at all times in the interests of Girlguiding North East England.

All the above must be underpinned by the Girlguiding Promise and Code of Conduct.

County Commissioner Group

Purpose of the group: This group will ensure excellent guiding is delivered through North East England.

The specific areas of responsibility are:

- To lead on membership growth and retention
- To preparing and deliver the objectives of the Region strategic plan
- To agree budget and subscription levels sufficient to deliver the strategic plan
- To report achievements and progress on the strategic plan
- To ensure that the work of volunteers is recognised
- To oversee the marketing and communication policies of the Region through the work of the Marketing and Communication Group
- To maintain good links with the Trefoil Guild
- To receive updates from Trustee Group and relevant sub groups

Accountability: The County Commissioner group will be responsible to the Trustee group and members of Girlguiding North East England.

Membership: The group will comprise:

Voting members

- Chief Commissioner (Chair)
- Deputy Chief Commissioner(s) (if appointed)
- County Commissioners

Non-voting members

- Lead volunteer for Marketing & Communications
- Lead volunteer Advisors and Coordinators
- Lead volunteer Thanks and Recognition
- Trefoil Guild Chair
- Secretary (Region Manager or appointed member of staff)

From time to time Advisers or Coordinators may be invited to the group.

Term of office: For their full term of office in the role that makes them eligible.

Time Commitment: The group will have a minimum of four scheduled meetings a year, including a team weekend. In between scheduled meetings the group may receive ad hoc communication if anything requiring a decision falls outside the usual meeting schedule.

Essential Skills

All members of the group should possess the following attributes:

- Adhere to Nolan's seven principles of public life (see Appendix 1)
- Commitment to the Region's objects, aims and values and willingness to devote time to carry out responsibilities
- Strategic and forward looking vision in relation to the Region's objects and aims

- Good, independent judgement and the ability to think creatively in the context of the Region and external environment
- Good communication and interpersonal skills and the ability to respect the confidences of colleagues
- Balancing tact and diplomacy with willingness to challenge and constructively criticise

All the above must be underpinned by the Girlguiding Promise and Code of Conduct.

Recruitment & Selection Group

Purpose of the group: This group will assist in the recruitment of people into key Region roles and Region Representative roles.

The specific areas of responsibility are:

- To development and manage the recruitment and selection processes, including interviewing candidates, if appropriate
- To oversee succession planning for the Region
- To review the person specification or team skills matrix for current and future vacancies
- To be a consultative group on the development of new roles and to make recommendations to the Chief Commissioner
- To promote diversity and inclusive recruitment methods
- Proactively preparing for volunteer vacancies, for example through identifying potential candidates for Region roles

Accountability: The group members will be responsible to the Chief Commissioner.

Membership: The group will comprise:

- A Lead Volunteer, who will hold or will have held a Region role
- Two to three other members of Girlguiding North East England
- Region Manager or appointed staff member support

Term of office: 3 years with the option to extent for a further 3 years if both post holder and Chief Commissioner are in agreement. A review of each role holder will take place after 12 months.

Time Commitment: The group will have at least one scheduled meeting a year, with up to a further 2 meetings, depending on need. In between scheduled meetings additional communication may be required by telephone call or other remote communications methods. The group may receive ad hoc communication if anything requiring an action on their part falls outside the usual meeting schedule.

Team skills matrix to include:

- A knowledge of recruitment and selection practices
- Good communication and networking skills
- Ability to respond to ad hoc recruitment request

All the above must be underpinned by the Girlguiding Promise and Code of Conduct.

Adviser & Coordinator Group

Purpose of the group: This group will operate as a sub-committee of the County Commissioner group. Its remit is to ensure that a varied and appropriate offer of training and events is provided to support excellent guiding in the Region.

The specific areas are:

- To ensure volunteers are equipped to provide excellent guiding through management of the training team
- To provide appropriate activities to supplement and enhance the offer from Girlguiding nationally and locally, in line with the Region strategy
- To represent the Region at Girlguiding meetings, and feeding back information to the relevant parties
- To work with County Advisers and Coordinators, supporting as required

Accountability: This group is responsible to the County Commissioner group, and will feed back and receive information from them. From time to time the Adviser and Coordinator representatives may be asked to research and report back to the trustees on any areas within its remit.

Membership: This group will be made up of all Region Advisor or Coordinator Team Leaders. The chair of the group will be appointed by the Chief Commissioner, supported by the Nominations Group.

The group will comprise:

- Chair
- Chief Commissioner or her representative (ex officio)
- Region Advisers Team Leaders
- Region Training Coordinator
- Region Archivist
- Region Membership Systems Coordinator
- Office support

Term of office: The duration of their appointment in role. A review of each role holder will take place after 12 months.

Time Commitment:

- The group will have a minimum of two scheduled meetings a year, one of which will be the Region Team Weekend
- In addition to meetings, other contact - usually electronic or by telephone - will be necessary.
- They will represent the Region at Girlguiding meetings held by HQ when required
- They will meet with their own team or other Region or County Advisers or Coordinators as necessary

Essential Skills: Each role has its own role description. In addition, all members of the group should possess the following attributes or skills:

- Ability to work as part of a team
- An open and approachable manner
- Reliable and trustworthy
- Creative and enthusiastic
- A commitment to ongoing personal development
- Excellent communication and delivery skills
- Desire to motivate and inspire girls and young women from a broad range of backgrounds
- Ability to motivate and inspire adult volunteers
- An up to date knowledge of Girlguiding's programme and policies
- Experience and knowledge in the area in which they are an Adviser
- Managing other volunteers
- Detailed understanding of current Region strategy

All the above must be underpinned by the Girlguiding Promise and Code of Conduct.

Finance Group

Purpose of the group: This group will operate as a sub-committee of the Region Trustee group. Its remit is to monitor and advise on financial matters to support the operation of the Region; and to ensure compliance with external requirements.

The specific areas are:

- Financial planning, monitoring and reporting:
 - Budget planning and subscription setting
 - Management accounts
 - Annual accounts
- Property

Accountability: This group is responsible to the Region trustees, and will feed back and receive information from them. From time to time the Finance Group may be requested to research and report back to the trustees on any areas within its remit. There will also be direct liaison with the County Commissioner group.

Membership: Group members will be appointed by the Chief Commissioner, supported by the Nominations Group.

The group size should be between 4 and 6 members and will comprise:

- Chair (trustee)
- Chief Commissioner or her appointed Deputy (ex officio)
- 2- 3 other members, one of which should be a Girlguiding member (based on specific identified skills and experience. They do not need to be trustees)
- Secretary (the Region Manager or other appointed member of staff)

From time to time subject experts may be co-opted onto the group to deal with specific issues.

Term of office: 3 years with the option to extend for a further 3 years if both post holder and Chief Commissioner are in agreement. A review of each role holder will take place after 12 months.

Working methods: The group will have a minimum of two scheduled meetings a year to fit with budgeting and financial reporting requirements. In between scheduled meetings additional communication may be required by telephone call or other remote communications methods.

Essential Skills: All members of the group should possess the following attributes or skills:

- Financial literacy
- Willing to challenge
- Detail focused
- Knowledge of charity SORP and impending changes
- Ability to communicate and explain financial information to Trustees and other stakeholders

Within the group the following skills should be represented:

- Qualified accountant with demonstrated commercial awareness and knowledge

Desirable Skills: Within the group the following skills would be beneficial:

- Skills and experience in one or more areas of non-executive governance and management e.g.:
 - strategic planning
 - business management
 - financial/accountancy
 - understanding of HR issues
 - experience of Trusts or other grant giving bodies particularly fundraising
 - legal knowledge

All the above must be underpinned by the Girlguiding Promise and Code of Conduct.

Marketing & Communications Group

Purpose of the group: This group will operate as a sub-committee of the County Commissioner group. Its remit is to deliver the Marketing and Communication strategy.

The specific areas are:

- To develop and implement an integrated strategic marketing and communications plan for Girlguiding North East England
- To broaden awareness of the organisation's values and priorities; and increase its visibility across a wider audience
- To develop and implement a communications policy for the Region which will ensure the members receive the right information in a timely fashion using a variety of communication channels
- Communicating with members, both by sending information out and receiving information in
- To ensure that non-members, potential new members, former members of Girlguiding, potential partners and external stakeholders are aware of opportunities available through guiding in the Region
- To support County M&C volunteers
- To link with Girlguiding HQ on key message delivery
- To ensure compliance with current Girlguiding policies and national legislation in all communications

This group is responsible to the County Commissioner group, and will feed back and receive information from them. From time to time the Marketing and Communications Group may be requested to research and report back to the trustees on any areas of concern within its remit.

Accountability: The Lead Volunteer will be responsible for reporting the work of the group to the County Commissioner Group.

Membership: Group members will be appointed by the Chief Commissioner, supported by the Nominations Group.

The group size should be between 6 and 8 members and will comprise:

- Lead Volunteer
- Other members (up to 2 of which are not necessarily members of Girlguiding)
- Region manager or appointed staff member (non-voting)

From time to time subject experts may be cooped onto the group to deal with specific issues.

Term of office: 3 years with the option to extend for a further 3 years if both post holder and Chief Commissioner are in agreement. A review of each role holder will take place after 12 months.

Time commitment: The group will have a minimum of two scheduled meetings a year. In between scheduled meetings the group may receive ad hoc communication if anything requiring a decision falls outside the usual meeting schedule.

Essential Skills: Within the group the following skills should be represented:

- A good understanding Girlguiding's key messages
- Marketing and PR/Communication expertise
- Demonstrated leadership and management, communication and presentation skills
- Experience of the strategic use of social media as effective communication mechanisms to support services and activities
- Skills in data gathering, analysis and presentation
- Knowledge of other means of communication

All the above must be underpinned by the Girlguiding Promise and Code of Conduct.

Risk Group

Purpose of the group: This group will operate as a sub-committee of the Region Trustee group. Its remit is to monitor and advise on a variety of different risks which might impact on the operational framework of the Region and ensure compliance with external requirements.

The specific areas are:

- To monitor and report on the governance requirements of the Region
- To manage the strategic risk register (including data protection, Region events and reputational risk)
- To identify areas of risk and report concerns to trustees
- To undertake regular audit of business processes

Accountability: This group is responsible to the Region trustees, and will feed back and receive information from them. From time to time the Risk Group may be asked to research and report back to the trustees on any areas within its remit.

Membership: Group members will be appointed by the Chief Commissioner, supported by the Nominations Group.

The group size should be between 4 and 6 members and will comprise:

- Chair (trustee)
- Chief Commissioner or her appointed Deputy (ex officio)
- Up to 3 other members (based on specific identified skills and experience. They do not need to be trustees)
- Secretary (the Region Manager or other appointed member of staff)

From time to time subject experts may be co-opted onto the group to deal with specific issues.

Term of office: 3 years with the option to extend for a further 3 years if both post holder and Chief Commissioner are in agreement. A review of each role holder will take place after 12 months.

Working methods: The group will have a minimum of two scheduled meetings a year. In between scheduled meetings additional communication may be required by telephone call or other remote communications methods.

A group member may be required to visit the Region office during working hours to monitor the carrying out of business process.

Essential Skills: All members of the group should possess the following attributes:

- Problem-solving and decision-making abilities
- Analytical skills and a good eye for detail
- The ability to cope under pressure
- Planning and organisation skills
- A willingness to challenge

Within the group the following skills should be represented:

- Experience of risk management in the charity sector, including Health and Safety and reputational risk
- Technical acumen
- Numerical skills and the ability to evaluate costs
- Commercial awareness
- Team work and communication skills

All the above must be underpinned by the Girlguiding Promise and Code of Conduct.

Thanks & Recognition Group

Purpose of the group: This group will operate as a sub-committee of the County Commissioner group. Its remit is to ensure that individuals within the Region are appropriately acknowledge for service “over and above” what is usually expected.

The specific areas are:

- To receive and consider nominations for Girlguiding and North East England awards
- To advise members on ways to thank and recognise commitment to guiding
- To oversee any Region Thanks & Recognition events or initiatives

This group is responsible to the County Commissioner group, and will feed back and receive information from them. From time to time the Region Thanks & Recognition Group may be requested to research and report back to the County Commissioners on any areas of concern within its remit.

Accountability: The Chair will be will be responsible for reporting the work of the group to the County Commissioner Group.

Membership: Group members will be appointed by the Chief Commissioner, supported by the Nominations Group.

The group size should be between 6 and 8 members and will comprise:

- Chair
- Chief Commissioner (ex officio)
- Three other members (at least one County Commissioner)
- Secretary (this would be the Region Manager or other appointed member of staff)

From time to time subject experts may be co-opted onto the group to deal with specific issues, for example medical issues.

Term of office: 3 years with the option to extent for a further 3 years if both post holder and Chief Commissioner are in agreement. A review of each role holder will take place after 12 months.

Working methods: The group will have a minimum of two scheduled meetings a year which will be in advance of Girlguiding Awards Committee meetings.

In between scheduled meetings the group may receive ad hoc communication if anything requiring a decision falls outside the usual meeting schedule.

Essential Skills

All members of the group should possess the following attributes:

- A broad range of experience of guiding at all levels
- Willingness to challenge
- Ability to assess nominations with impartiality and with appropriate emotional detachment

- Awareness of the awards available
- Recognition that all discussions within this group are highly confidential
- Access to professional advice on citations when necessary
- Experience of working within agreed budgets

All the above must be underpinned by the Girlguiding Promise and Code of Conduct.

Appendix 1: Nolan Principles of Public Life

1. Selflessness: Holders of public office should act solely in terms of the public interest.
2. Integrity: Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. Objectivity: Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. Accountability: Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. Openness: Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. Honesty: Holders of public office should be truthful.
7. Leadership: Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

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