

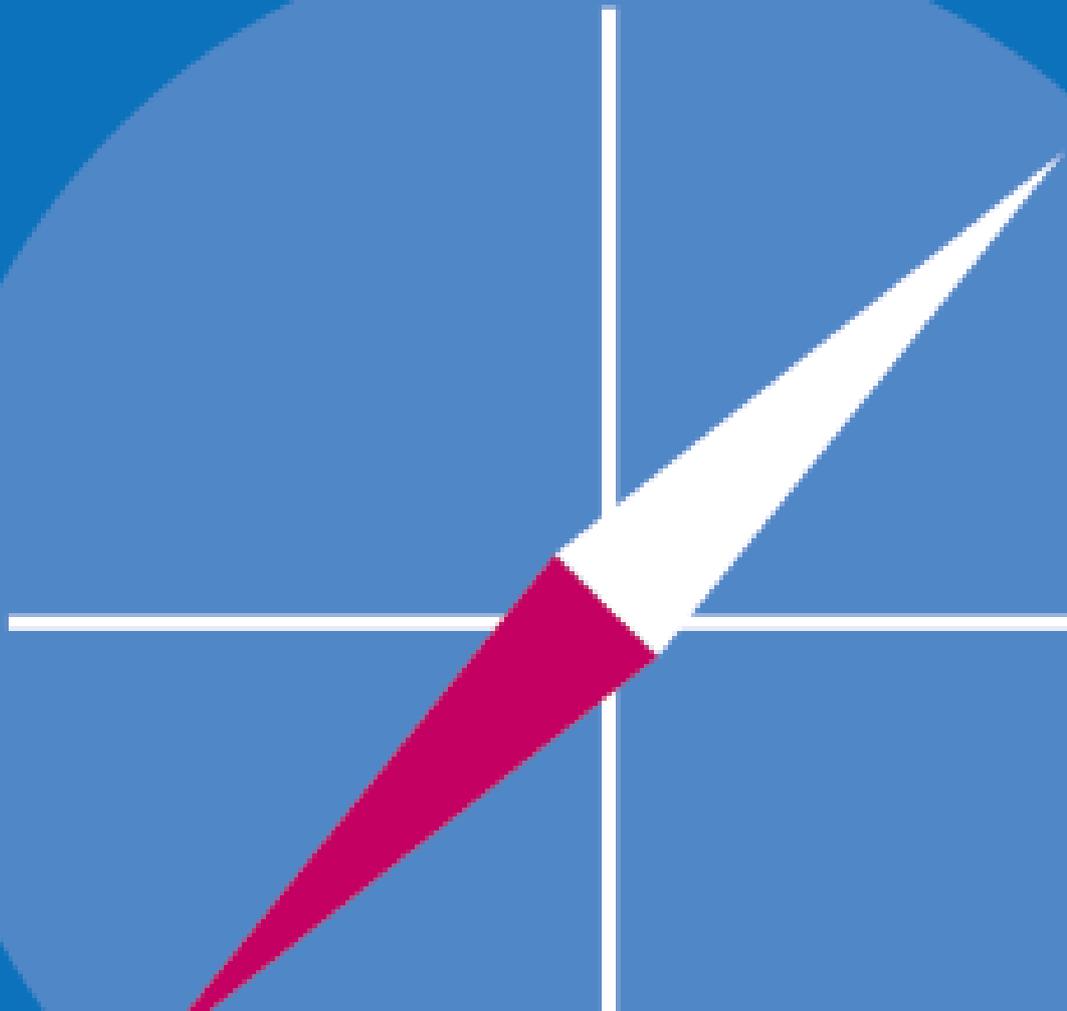


WE DISCOVER, WE GROW

Girlguiding

South West England

Girlguiding South West England Strategy 2022-2024





Girlguiding South West England is one of the nine Countries and Regions of Girlguiding, delivering the aims and objectives of Girlguiding, the UK's leading charity for girls and young women.

Guiding is offered to Rainbow, Brownie, Guide and Ranger units throughout Girlguiding South West England Region's 16 Guiding Counties and Islands

We share Girlguiding's vision, mission, and values:

Vision

An equal world where all girls can make a positive difference, be happy, safe and fulfil their potential.

Mission

Through fun, friendship, challenge, and adventure we empower girls to find their voice, inspiring them to discover the best in themselves and to make a positive difference in their community.

Values

We are caring, challenging, fun, empowering, inclusive, and inspiring.

Girlguiding South West England has undertaken a strategy development process for the Region, reflecting the Girlguiding strategy of Today, Tomorrow, Together to meet the needs of our members as we recover following the impact of the COVID-19 pandemic.

Our Vision

Our Region will be caring and welcoming; where every volunteer is supported and exceptional inclusive experiences are offered. Our membership will be empowered to thrive and be impactful within our communities and together we will recover and grow.

We will achieve our vision through four strategic priorities:

- We will offer unrivalled girl-led experiences across the Region through a blended and inclusive approach.
- We will ensure that we offer every volunteer a rewarding, fun and enjoyable experience in our Region.
- We will be a welcoming, inclusive organisation where we proudly celebrate the achievements of our members and where every girl, young woman and potential volunteer that wants to join us is able to.
- We will be an organisation that is sustainable, future proofed and able to achieve the delivery of our strategic aims.



Exceptional Experiences for Girls

Girlguiding South West England will offer unrivalled girl-led experiences across the Region through a blended and inclusive approach

We will do this by:

1. Providing a range of experiences available to our members that will encompass online and face to face delivery, in a variety of locations, and provide options for day, overnight, indoor and outdoor experiences.
2. Providing experiences that are inclusive and accessible to all, minimising barriers to participation.
3. Ensuring experiences are developed based on members' feedback.

From 2022 to 2024 we will specifically focus on the following objectives:

Increase the opportunities to participate in outdoor experiences for girls and young women

We will:

1. Ensure a range of adventure/outdoor/residential experiences, that are available for all. This will include;
 - a. An annual outdoor/adventure focused event (large or smaller scale)
 - b. Seeking a partnership that is focused on getting girls outdoors
2. Develop resources and challenge badges to support outdoor experiences
3. Continue to support County/Islands' Duke of Edinburgh, Walking, Outdoor Activities, and Residential advisors
4. Support and utilise Girlguiding properties that provide outdoor and residential events
5. Provide an outdoor themed Region level challenge badge annually and non-programme resources as required
6. Support volunteers to provide outdoor experiences by facilitating networking, training and information

Provision of large-scale events for girls and young women to come together across the Region

We will:

1. Provide a reduced-risk large scale event in 2022 and 2023
2. Provide one large scale event (2000+ numbers) by end of 2024
3. Provide 2-3 Region Roadshow events annually with a Girl Experience element
4. Ensure one young member event (100+ numbers) is held in every County/Island, including the roadshow events, across the Region by the end of 2024
5. Support the Queen's Diamond Jubilee year with the lighting of beacons across the Region, supporting Counties/Islands to put on a Jubilee event



Provision of a range of international experiences for all

We will:

1. Provide a Region-wide World Thinking Day at Home event with individual and localised participation options in 2022 and 2023
2. Develop the Region International team to include an (ICE) Assistant International Advisor (ICE) and an Assistant International Advisor (at Home)
3. Promote an international aspect in region resources, challenge activities and events where suitable
4. Deliver international trips which are accessible for young members and volunteers. This will include;
 - a. Developing a Region International trip plan for 2023 and 2024
 - b. Providing INTOPs selection weekends
 - c. Providing financial grants and support
 - d. Region participation in the World Scout Jamboree
5. Support Girlguiding in achieving the Girlguiding International strategy through; communication, provision of participants for Girlguiding and WAGGS events, financial grants, logistical and administrative support.

Develop a youth voice and participation plan

We will:

1. Explore how to ensure our young members shape and influences decision making in guiding throughout the Region and empower our young members to use their voice within their communities. This will require;
 - a. Consulting young members in 2022 to develop a Region youth voice and participation plan by the end of 2022
 - b. Implementing a Region youth voice and participation plan by Quarter 2 of 2023
 - c. Working with Counties/Islands to develop youth voice and participation
2. Continue to support and develop Peer Education across the Region, promote Girlguiding opportunities such as Advocates and support the implementation of the Young Leaders programme

Increase the availability of experiences for 14-18 year olds

We will:

1. Provide a range of Region experiences for the 14-18 age group
2. Continue to support and promote existing activities for 14-18 year olds, including Peer Education and the Duke of Edinburgh award
3. Create a supportive network for volunteers working with Rangers, Young Leaders and external volunteers
4. Improve information sharing about experiences for this age group
5. Support youth volunteering and improve transition from 14-18 age group to becoming an adult volunteer
6. Provide events and support around developing qualifications, CV building and recognition of skills learnt in Guiding



Work with our Counties and Islands to increase the provision of exceptional girl experiences across the Region

We will;

1. Facilitate and support Counties/Islands to provide Girl Experience opportunities
2. Provide resources that can be utilised at County/Island level e.g. Region 'Event in a Box' or satellite events
3. Continue to support and empower County/Island advisors and commissioners including networking opportunities and training

Ensure our volunteers have the training and support to provide exceptional experiences for girls and young women

We will;

1. Provide a biannual residential training at Foxlease (e.g. Try, Inspire, Qualify)
2. Provide volunteers with training and support to provide exceptional girl experiences through our Region Trainer network and the Learning and Development network.
3. Facilitate and develop the County/Island advisor network related to Girl Experience supported by Region Lead Volunteers
4. Gather feedback from volunteers at Region conferences and events and using online surveys where suitable, and review insight provided from Girlguiding to understand where further support and training can be provide in programme areas they are less confident in



Rewarding Volunteering



Girlguiding South West England will ensure that we offer every volunteer a rewarding, fun and enjoyable experience in our Region

We will do this by:

1. Promoting the range of roles and flexible opportunities for all volunteers
2. Providing a range of varied experiences for volunteers
3. Empowering volunteers to give them confidence in their roles and to broaden their volunteering experience through learning and development
4. Widening how we reward and recognise the contribution our volunteers make to the lives of girls and young women
5. Taking action to ensure the sustainability of our volunteer membership

From 2022 to 2024 we will specifically focus on the following objectives;

Ensure recovery and sustainability at all levels of Girlguiding South West England resulting from the impact of the COVID-19 pandemic

We will:

1. Work to build capacity and increase the volunteer vacancy fill rate at all levels by using a flexible, inclusive, and innovative approach to recruiting volunteer roles. This will include;
 - a. Improved, accessible role descriptions which promote flexibility
 - b. A range of advertising methods and application options
2. Develop an enhanced level of support to Region and County/Island volunteer roles e.g. commissioners
3. Promote Unit/District/Division/County/Island/Region team cohesion throughout the Region
4. Seek out and find solutions to issues which cause attrition of volunteers
5. Work to improve succession planning at all levels across the Region
6. Monitor the financial need and stability throughout the Region and where required seek funding or provide grants to support
7. Continue to create an open culture across the Region, allowing for feedback and change to be generated when challenges and issues occur

Develop the Inspire network

We will:

1. Develop an annual plan to initially build (throughout 2022) and then grow the Inspire network (2023-24) as an important aspect of recruiting and retaining volunteers in this age group. This will include;
 - a. A range of online and face to face Region facilitated Inspire activities
 - b. Building a strong County/Island network of Inspire Coordinators and developing their skills



- c. Ensuring 18-30 aged representation is present on the Region Guiding Delivery Committee, Awards Sub-committee and the Region Trustee Board
- d. Increase applications/appointments of 18-30 aged volunteers to County/Island and Region volunteer roles
- e. Widen the opportunities available for Inspire members at all levels

Provision of high-quality learning and development for volunteers

We will:

1. Ensure sustainability of and continue to support our network of Region Trainers
2. Provide a range of face to face and virtual high-quality conferences, workshops and sessions which encompass both learning and development and networking opportunities for volunteers. These will be determined based on information gathered on the needs of our volunteers at Region conferences and events and from the Guiding Delivery Committee and the Operational Committee
3. Continue provision of online flexible training opportunities
4. Expand Region sessions to include a greater range of topics and encourage a broader volunteer experience e.g. Diversity and Inclusion, running events, informal idea sharing
5. Support the launch of the Girlguiding Learning Development Platform

Provision of a range of experiences and opportunities for volunteers

We will:

1. Provide face to face and virtual conferences, workshops and sessions which encompass learning and development and networking opportunities for volunteers, responding to their needs
2. Provide specific volunteer experiences outside of learning and development. This will include;
 - a. A volunteer facing event at the Region Roadshows (2-3/year)
 - b. One large scale volunteer event by the end of 2024 to inspire, reward, thank and appreciate volunteers
 - c. Continuing to provide the Compass Award tea for recipients and guests in 2022 and 2023
 - d. Develop and trial a Young Adult Leader Award, Queen's Guide and Duke of Edinburgh Gold award celebration event in Quarter 3 of 2022
 - e. Chief Commissioner Team support and presence at County/Island and local volunteer events
 - f. Exploring additional options based on volunteer feedback and needs
3. Continue to provide outdoor experience training opportunities to volunteers
4. Continue to develop the County/Island advisor and coordinator networks and ensure Region Lead Volunteers/Advisors are in place to support these networks

Take action to reduce the challenges and barriers to achieving a rewarding volunteer experience within the Region

We will:

1. Develop a Region Commissioner Support Team and enhance the support offered to volunteers in areas we have been told are challenging such as Membership, Growth and Retention, Inclusion and Marketing and Communications



2. Ensure the voice of all our volunteers are heard and represented;
 - a. Utilise Girlguiding survey data of our membership and act on findings and recommendations
 - b. Facilitate, empower and act on the voice of Counties and Islands through commissioners
 - c. Develop a plan for wider membership engagement, to commence by end of 2023, for the strategy beyond 2024.
 - d. Ensure all members are encouraged to provide views and feedback on all Region activities
 - e. Promote the voice of our members within Girlguiding governance structures

Promote and support flexible volunteering opportunities

We will:

1. Promote and highlight the range of ways guiding takes place across our Region
2. Raise awareness of, provide information on and ensure support is available for flexible volunteering roles



Inclusive and Impactful



Girlguiding South West England will be an inclusive organisation where we proudly celebrate the achievements of our members and where we actively reach out to our communities to welcome girls, young woman and potential volunteers

We will do this by:

1. Implementing the Girlguiding Diversity and Inclusion plan
2. Ensuring our volunteers have the training, support and resources they need to be as inclusive and welcoming as possible
3. Growing our membership, welcoming in new members that reflect our diverse local communities
4. Shouting out about guiding and celebrating our organisation to parents, the public and the wider community
5. Demonstrating the impact our girls, young women and volunteers have within their communities

From 2022 to 2024, we will specifically focus on the following objectives;

Promote and support our members to enable an inclusive culture and celebrate diversity across Girlguiding South West England

We will:

1. Support our volunteers by widening the training and resources provided around diversity and inclusion. This should include;
 - a. Help around all aspects of diversity and inclusion e.g. financial, language, mental health
 - b. Support for dealing with difficult situations e.g. challenging behaviour
2. Improve signposting of members to Girlguiding resources and support, and other relevant organisations
3. Seek and act on volunteer feedback on the areas in which they need support

Ensure all elements of the Girlguiding South West England offer is inclusive and welcoming to all

We will:

1. Ensure all our member experiences are inclusive and accessible. To do this we will;
 - a. Review accessibility at each stage of the planning process and take steps to reduce all known barriers
 - b. Seek feedback following experiences
 - c. Promote Girlguiding Accessible Guiding Grant
 - d. Seek and provide funding so that financial circumstances are not a barrier to engagement
2. Ensure our Region opportunities and roles are inclusive and accessible to all
3. Ensure our recruitment materials reflect the communities we are in



Develop our Inclusion team and network

We will:

1. Build a Region Inclusion team to support our membership
2. Ensure our Inclusion team provides their expertise and advice to the Region volunteers and committees
3. Support and develop the County/Island network of Inclusion volunteers
4. Promote the Region team and the Girlguiding Inclusion Advisor networks to our membership

Understand the inclusion and diversity focus areas and opportunities within Girlguiding South West England

We will:

1. Develop a plan (by Quarter 3 of 2022) to understand the areas that we need to focus on across the Region to be as inclusive and welcoming as possible and identify areas of opportunity
2. Subsequently, develop 1 to 2 potential diversity and inclusion projects to welcome in new members with funding sources for action in 2023 and 2024
3. Recruit a Region volunteer for grants and fundraising to help identify and support grant applications across the Region

Grow our external reach and engagement

We will:

1. Deliver the Region Roadshows (2-3 per year) and ensure success in external reach and engagement based on the specific needs of the County/Island held in
2. Build our Region Membership, Growth and Retention volunteer team by Quarter 3 of 2022
3. Build our Region Marketing, Communications and PR volunteer team by Quarter 3 of 2022
4. Continue to develop, grow and support the Membership, Growth and Retention and Marketing, Communications and PR County/Island networks. This will include;
 - a. A face-to-face meeting at least once a year
 - b. A large networking opportunity e.g. virtual conference
 - c. Creating and sharing resources, training and information
5. Develop an external reach strategy by end of 2022, for commencement in 2023. This may include projects such as;
 - a. An ambassador scheme
 - b. Strengthening relations with press and media
 - c. New partnership to support achieving our strategic aims
 - d. New PR/marketing resources
 - e. Training and support
6. Continue to develop social media engagement with our members, parents and wider public



Reach out to welcome in new members

We will;

1. Provide support and resources to help units with waiting list management to welcome in new members; girls, young women and volunteers
2. Conduct a growing guiding challenge in Quarter 2 and 3 2022
3. Promote and continue to provide the Region Starting New Unit Grant
4. Provide support for and publicise Girlguiding recruitment campaigns
5. Seek funding opportunities for projects that can help us welcome in new members that reflect our communities in 2023 and 2024

Support sustainability of our young membership

We will;

1. Promote the importance of transition between sections and provide support and resources to volunteers
2. Promote the use of the Our Plan tool to help local areas build thriving units
3. Take action through membership growth and retention projects to support those units' facing challenges with sustainability

Develop our communications to meet the needs of our members

We will;

1. Continue to provide a range of membership communications to promote engagement in the range of experiences offered by Girlguiding South West England
2. Seek and act on feedback from members and look at ways to break down barriers and enhance communications to currently under-represented groups
3. Promote inclusion and our diverse membership in our communications

Celebrate and thank all our members

We will;

1. Ensure we celebrate and shout out about the impact and successes of our members, both internally and externally
2. Consider how to broaden the thanks and recognition we give to members
3. Inspire and motivate volunteers through effective multi-channel communications and accessibility and visibility of Chief Commissioner Team across the Region



Facilitate the opportunities for our members to have impact; locally, regionally and nationally

We will;

1. Provide support and participants to the advocacy, peer education and youth panel programmes within Girlguiding
2. Ensure members participating in campaigns, advocacy and youth engagement are supported and are able to shout out about their achievements
3. Alongside the youth voice and participation plan, look to develop impact opportunities at a Region level by the end of 2024



A Sustainable Organisation

Girlguiding South West England will be an organisation that is sustainable, future proofed and able to achieve the delivery of our strategic aims

We will do this by;

1. Being financially viable
2. Ensuring a sustainable Region workforce and volunteer structure
3. Continuing to develop good governance, efficient processes and ways of working at all levels
4. Embodying the Girlguiding values and responding to the needs of our members

From 2022 to 2024 we will specifically focus on the following objectives;

Review our financial processes and funding sources

We will;

1. Complete a review of our current financial processes and contracts to ensure best value for money
2. Seek additional sources of income to support the delivery of our strategic aims and business planning which in turn will increase experiences for members
3. Continue to provide support to Counties and Islands in this area

Ensure staff and volunteer roles within Girlguiding South West are enjoyable, fulfilling and impactful

We will;

1. Put in place processes to ensure high levels of staff satisfaction and wellbeing as measured by the annual staff survey
2. Complete a business planning process that generates sustainable workplans which can achieve the strategic aims
3. Provide a high level of support, which includes annual 1 to 1 meetings with Chief Commissioner Team and a designated staff partner for all Region volunteer roles
4. Work with Counties and Islands to achieve deliverable County/Island strategies
5. Support Counties and Islands with succession planning, building effective teams and achieving their strategic aims
6. Support, participate and promote the Girlguiding transformational projects that are working to improve volunteering and organisational processes e.g. volunteer welcome, Learning and Development platform



Support the Girlguiding organisational strategy through the ways of working together process

We will conduct the required responsibilities and roles, through our strategy and business as usual, within the four core process areas as set out by the Ways of working together document;

1. Delivering the full girl experience
2. Using girls' voices to influence change in society
3. Valuing our people
4. Being a well-managed organisation

Take measures to reduce the environmental impact of our core business, activities, opportunities and events and increase our environmental sustainability

We will;

1. Look to create and implement an environmental policy by the end of 2023 to reduce our environmental impact
2. Consider environmental impact in any new purchases and review in our existing supply chain
3. Encourage and consider incentivising sustainable options in our member experiences e.g. transport methods, recycling
4. Support and provide members with opportunities to take part in activities and projects with an environmental focus



Supporting activities

The following activities will continue to be delivered to achieve the strategic aims of the Region

- Ensuring the relevant Region committees meet at least three times a year and are supported to develop and achieve the strategic aims of the Region
- Continue to support and develop the County/Island Advisor network and Region Trainers, Lead Volunteers and Advisers to deliver on the strategic aims of the Region
- Develop partnerships with organisations with aligning values
- Ensure feedback process is in place for members and is reviewed
- Support and enable the Region Office staff members to achieve the strategic aims

We will measure success by;

1. Metrics provided by Girlguiding;
 - a. Exceptional experiences for girls;
 - i. Number of members resuming with pre-Covid level
 - ii. Increasing number of new young members
 - iii. Increased satisfaction of young Members
 - iv. Optimal occupancy rate within units and all units into operations
 - b. Rewarding volunteer experience
 - i. Increasing number of volunteers
 - ii. Increasing number of new volunteers joining
 - iii. Increased satisfaction of volunteers
 - c. Inclusive and impactful
 - i. Increase the % of members who feel fully included
 - ii. Enhanced general public and key audiences' perception of Girlguiding as essential to the lives of girls
2. Regularly reviewing progress, at least annually, to ensure achievement of strategic aims with Operational Committee, Guiding Delivery Committee and Trustee Board
3. Collecting and monitoring data e.g. demographics, activities offered, attendance, attendee satisfaction and use to identify gaps in Girl Experience offer