



# Strategic Plan

Today, Tomorrow, Together

2023 to 2028



# Introduction

Girlguiding exists to help girls find their voice and build skills and confidence – inspiring them to discover the best in themselves and empower them to make a positive difference in their community.

In Scotland, between school, social media, friendships and relationships – there's a lot going on for girls today. Not to mention the future, the planet, education and what jobs might be around in few years' time. **That's why Girlguiding is more important than ever.**

# Who we are

## 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, empowering, fun, inclusive and inspiring.

# Who we are

We're **40,000 girls from 4 to 18** who come together to laugh, learn, explore and have adventures. We're **9,000 volunteers** who make guiding happen by giving our time, talents, enthusiasm and care for girls.

We're **3,000 local groups** having fun and exploring activities week in, week out all over Scotland.

We're her first night away, weekend camping adventures, summer music festivals, emails to her MSP about the things she cares about.

We're the badges she collects to capture the journey she's chosen – anything from mindfulness to rock-climbing to crafting to coding.

We're a powerful collective voice – by girls, for girls – changing the world for the better.



# Girlguiding Scotland



Ages 4-7



Girlguiding



## Brownies

Ages 7-10



Girlguiding

## Guides

Ages 10-14



Girlguiding



## Rangers

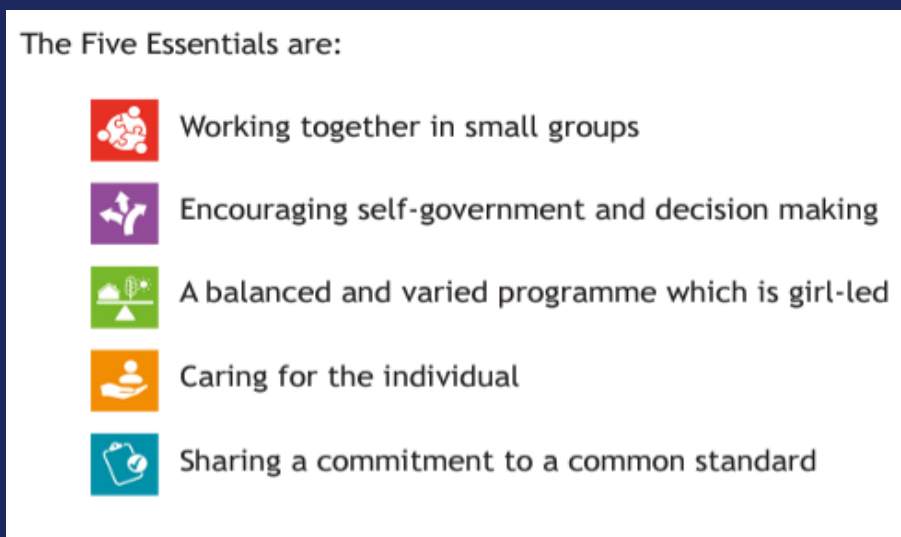
Ages 14-18



Girlguiding

# What we do

We believe in the value of learning by doing and five interlinking principles – the Five Essentials – put this into practice. They apply to all young members – Rainbows, Brownies, Guides and Rangers – as well as adult volunteers.



The Girlguiding programme is the suite of core resources, activities and badges on offer centrally which girls and leaders use to plan activities in and out of the unit meeting space. All programme resources have been designed to benefit the girl and enhance her guiding experience. Each girl's experience of the programme is unique. It is shaped by her, her peer group and her unit leadership team.

# The difference we make

The Five Essentials help us to deliver the objectives for the **six development areas** in our Educational Framework:

- **Spiritual development** – girls develop their spiritual identity while understanding and respecting the spiritual choices of others.
- **Social development** – girls learn to take responsibility for themselves and others, become reliable team members and confident leaders.
- **Emotional development** – through fun and friendship, girls develop their self-esteem and gain self-confidence, building respect for themselves and each other.
- **Physical development** – girls develop their mental, physical and emotional well-being through a range of active experiences.
- **Moral development** – girls develop their understanding of what is right and wrong, and develop their sense of conduct.
- **Intellectual development** – through the activities and challenges they experience, girls become adept at processing information, making decisions and self-reflection.

# The difference we make

Through our Five Essentials and our integration of the ambitions within Getting It Right for Every Child (GIRFEC), United Nations Convention on the Rights of the Child (UNCRC) and National Youth Work Outcomes and Skills Framework, we impart non-formal education to girls and young women aged 4 to 18.

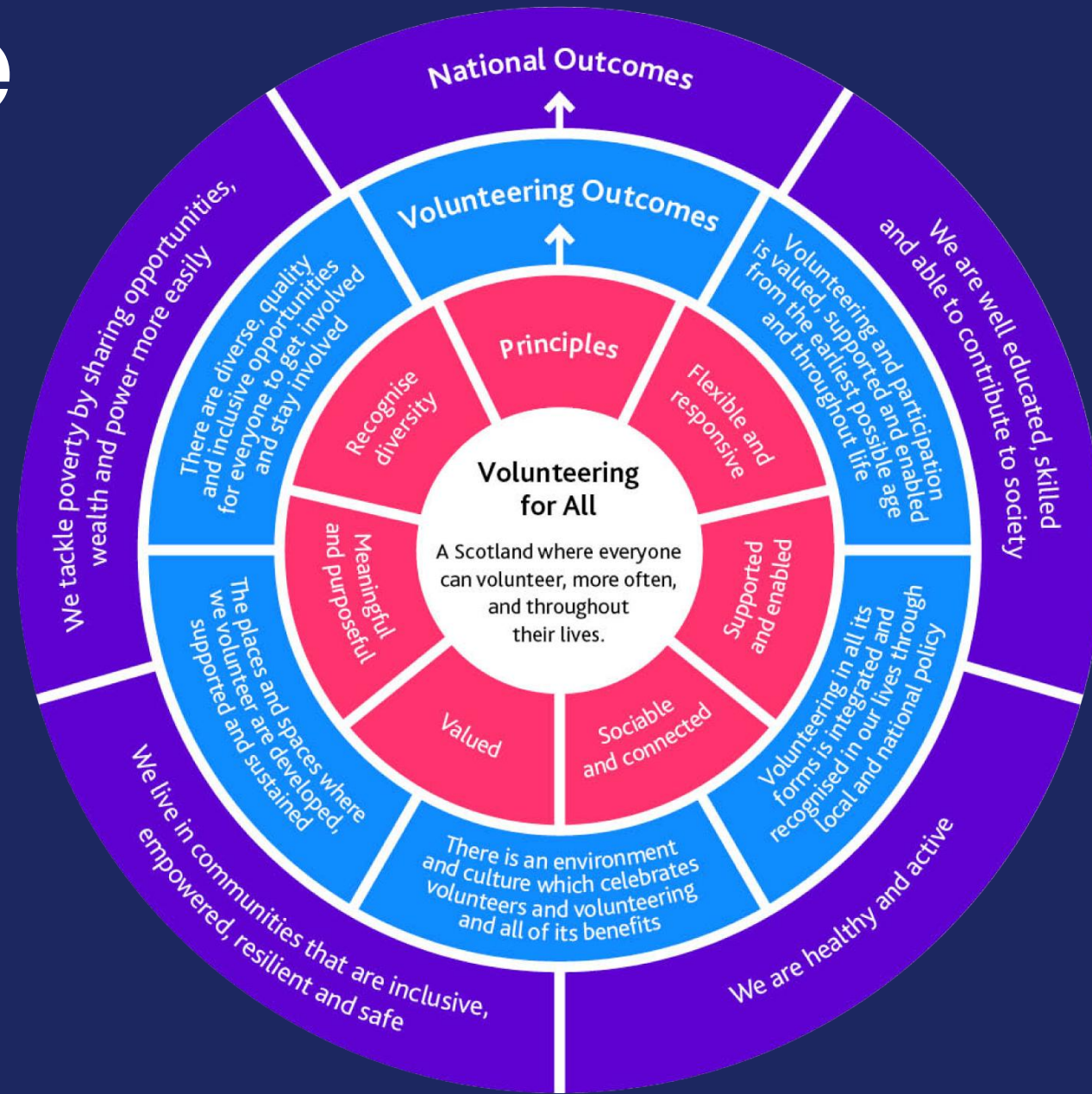
Girlguiding also empowers women to develop their potential long after they reach the age of 18. Women use the skills they have gained from guiding in everyday life, and many stay with guiding and take on a leadership role – thus continuing the cycle of skills development.



# The difference we make

The value of volunteering is documented within Volunteering for All: The National Framework. At Girlguiding Scotland we see how volunteering makes a difference to our young members, to our volunteers and to communities across Scotland, every single day.

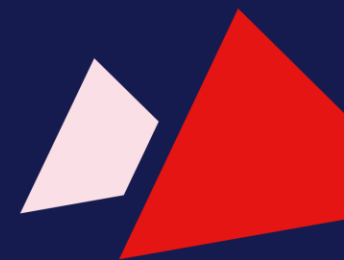
From our Rainbow and Brownie helpers (aged 10-14), Peer Educators (aged 14 to 25) and our young leaders (aged 14-17) to those that volunteer for Duke of Edinburgh with us, we help young people begin their volunteering journey. We also provide a huge range of opportunities for adults. From youth work to administration and finance to PR and people management, our volunteers develop skills, make friends and have fun.



We help all girls  
know they **can do**  
**anything.** We're  
Girlguiding Scotland.

# Our Strategic priorities

2023–2028



# Our shared Girlguiding goals 2025-2035



## **Let's create unrivalled experiences for girls, led by girls:**

More girls and young women will have had a Girlguiding experience which meets their evolving needs, is girl-led and builds their confidence and wellbeing. We'll tackle gender inequality through positive outcomes for girls and society.



## **Let's develop a rewarding and flexible volunteer experience:**

We'll attract more volunteers to our fun and flexible opportunities, so we reach more girls. Slicker processes and digital tools will make volunteering easier.



## **Let's be more inclusive, impactful and visible, so we're accessible to more girls:**

We'll reach girls from all backgrounds and work with partners, communities and schools to be more accessible to girls. We'll be known widely for our impact on girls across the UK.



## **Let's create a sustainable, efficient organisation:**

We'll be sustainable, adaptable and fit for the future. We'll have improved digital capabilities and environmental practices.

# Today, tomorrow, together

## A shift in focus for Girlguiding Scotland in 2023+

Since 2020, Girlguiding Scotland has shared Girlguiding's commitment to the goals set out in Today, tomorrow, together.

In March 2023, after reviewing our strategic priorities alongside emerging external threats and opportunities, our trustees and members of the operational board clearly identified that an **increased focus on volunteer recruitment and retention is essential to achieving our mission.**

Over the next 5 years, **4 dedicated programmes of work** will recognise the vital role that our volunteers play in delivering the mission and goals we share with Girlguiding.





**We share Girlguiding's goals for today, tomorrow, together. To achieve these goals for girls in Scotland, we'll focus on our volunteers and the volunteering experience over the next 5 years. We'll innovate and inspire to make volunteering with Girlguiding Scotland more desirable, more welcoming and even more rewarding. **We hope you'll join us!****



# How we got here

Our strategic focus for the next 5 years reflects insights gathered from girls and volunteers at every level of guiding, from every part of Scotland. Girls and adults have told us they want to be part of an inspiring organisation that reflects our values and offers fun, friendship and amazing opportunities in a unique girl-only space.

We also know that guiding doesn't happen in a vacuum. With the help of North Star Consultancy, we surveyed the external challenges that are likely to impact our ability to achieve our goals now and in the future.

To deliver our vision and mission **for all girls** (including the many thousands already waiting to join) we need to simplify our systems and processes and offer more flexibility to make volunteering easier and more rewarding.

With this plan, we're committed to making the changes needed to make this happen in the next 5 years.



# Girlguiding Scotland's priorities, 2023 – 2028

Recognising the vital role of volunteers in delivering our mission

## Enquire

We'll increase our visibility through a range of local and national recruitment and awareness raising activities so more people from a range of backgrounds **enquire** about volunteering with Girlguiding Scotland.

## Welcome

We'll support local areas to improve the consistency and quality of the **welcome** new volunteers receive, making it quicker and easier to join Girlguiding Scotland as an adult. We'll also champion flexible approaches to guiding to ensure our offer meets the needs of today's volunteers as well as today's girls.

## Stay

We'll deliver unique, high quality girl events that encourage more volunteers to have fun, build friendships and see the difference they make to the lives of girls across Scotland. We'll also celebrate our volunteers' achievements, encouraging them to **stay** in guiding.

## Develop

We'll give all members access to leadership opportunities and training, so they **develop** new skills and gain confidence. Our existing volunteers will develop in their roles and more of our young members will progress to adult volunteering, helping to build our future volunteer workforce.

## The essentials

We'll ensure we're **efficient, compliant** and **well-run**. We'll lead by example and support our counties, districts/ divisions and units to follow charity best practice and meet their responsibilities with regards to Girlguiding policies and procedures, and the law.

# How will we measure success?

## Performance indicators

	Measure
<b>Enquire</b>	New volunteer enquiries
<b>Welcome</b>	Volunteer joiners
<b>Welcome</b>	Volunteer average length of time to join
<b>Welcome</b>	% new vol enquirers waiting 7+ days for contact
<b>Welcome</b>	% new parent enquirers waiting 21+ days for contact
<b>Welcome</b>	% Volunteers completed 'including all' training
<b>Stay</b>	Volunteer Leavers
<b>Stay</b>	% Volunteers retained since February

	Measure
<b>Stay</b>	Internal awards nominations
<b>Stay</b>	External award nominations
<b>Develop</b>	Girls moving to volunteer roles
<b>Develop</b>	Young leader qualifications earned
<b>Develop</b>	Adults completing the leader development programme
<b>Develop</b>	Adults completing Going Away With qualification
<b>Develop</b>	Courses completed on the learning & development platform