**Responsibilities of the County Executive Committee**

| **Required Actions** | **What we are expecting the county to deliver** |
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| **County Executive**  |  |
| Develop, implement and monitor a structure which meets the current needs of the county | Review structure (and revise where necessary) to ensure fit for purpose to deliver county plan Bring county constitution up to date as needed |
| Have trustees who are aware of their responsibilities | Make available a programme of trustee training and induction  |
| Have clear terms of reference and defined roles for all county appointments  | Terms of reference for all teams and clear roles and responsibilities for all county appointmentsArrangements for recruitment (internal and external) and for succession planningA clear specified route for decisions  |
| Develop a county plan with at least 5 key measurable actions which your County will work on in each coming year | Include objectives within plan that foster flexibility, acceptance of change and new ways of work |
| **Events** |  |
| Organise access to good events for all girls and young women – this may be in county or out with e.g. joining with another county or attending a Girlguiding Scotland event | Keep up to date with calendars for following year events promoted by UK, Scottish, and neighbouring counties. Look for opportunities to partner with others and consider efficiencies of scaleCombine training/adviser day/events activities so leader can tick boxes at one eventPlan events well in advance via a task and finish group with a project plan and budget; monitor progress and evaluate impact and learning lessonsPromote events though all available communication channels  |
| Organise at least 1 event for the girls in all sections each year | * See above. Seek girls input in design and delivery of events
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| Listen/involve young women in choice and decision making  | Promote best practice for doing this in unitsTo model best practice in coproduction at county events |
| **Volunteers** |  |
| Provide support for adult volunteers including access to relevant learning and development opportunities | A routine for obtaining from leaders and commissioners their learning and development needsAn overall calendar of opportunities where adult volunteers can access learning and development within county/across counties/events from ScottishA financial support plan in place to fund learning and development for volunteers and assurance that it is a legitimate unit/other level expense  |
| Have a good system for volunteer induction | A clear and transparent process for providing a warm welcome and induction to include timescale, actions and who is responsible, known to all partiesMonitor uptake and compliance. If needs be allocate volunteer to oversee |
| Have a good system for volunteer ongoing support | Set objectives for behaviour/support through:* Regular meetings commissioners and leaders (not just in crisis)
* Clear route for seeking support within county and promote regularly
 |
| Have a good system for thanks and recognition | Embed a culture of thanks and recognitionThanks and recognition should be regularClear process to encourage nominations for internal/external awards |
| **Growth** |  |
| Have an annual growth target and way of measuring performance | Identify current adult & young membership and recent membership trends |
|  | Identify growth potential, in consultation with members and local community |
|  | Set numerical growth target annually, and plan how to achieve it with specific actions & milestones  |
|  | At each Exec meeting, consider progress against target & milestones, and adjust plans as necessary |
| **Finance, property and staff** |  |
| Have an annual budget | Create an annual budget based on agreed actions from development planPrepare budget with input from lead volunteers for events, advisers, and property and/or shop management teams as appropriate Estimate all sources of income and assess level of reserves available in finalising and approving the budget |
| Monitor financial performance  | Responsibility of all trusteesStanding item on each county executiveReport actual vs. budgetReview and agree delegated financial spending authority |
| Monitor property management arrangements for own and other guiding level properties in the county | Review terms of reference for management committees for all levels’ property in county incl. joint properties with ScoutsComplete audit of all properties to establish an accurate registerRequest and review annual reports from property management committee to determine risks and need for guidance and supportEnsure that finances accounted for at appropriate Girlguiding level |
| Ensure adequate insurance arrangements | Define this a part of a role e.g. treasurerEnsure adequate cover for property, events, travel etc. |
| Make arrangements for investment management as applicable | Have a written investment policy which is reviewed annually and aligned to needs of countyTake professional advice |
| Make arrangements for employment as applicable | Plans for recruitment and succession planningEach employee has a contract, job description and an annual review to discuss past performance, set next year’s objectives and define learning and development needsContract to include all terms and conditions including grievance and disciplinary arrangements |
| Establish and maintain systems for annual subscriptions | Link budget planning to setting of local levyMonitor collection of subscriptions and manage non-paymentDiscuss and monitor data cleansing from autumn to trial invoice period. Check numbers with DC visits to units to confirm.Have a plan if blatant cleansing to avoid payment  |
| **Compliance** |  |
| Have an agreed system to deal with safeguarding concerns and refer them to the appropriate level in Girlguiding as required | Emergency: inform UK, commissioner and GGS lead. Ensure commissioner have up to date contact details – local, Scottish, UKRatios discuss with commissionerAnnual review of safeguarding process including training plan. Ensure local commissioners cover in leader induction and that safe space training up to date |
| Ensure unit/district/division accounts are scrutinised annually and registered as charities filed timeously | Check all units have same year end. Send reminder to leaders to complete accounts on timeAgree a timescale for unit accounts preparation & examinationAgree how accounts should be reviewed i.e.by individual reviewers or have a pool. Accounts evening, afternoon tea?Delegate chasing of OSCR units. Chase/support defaulting unitsReturn unit accounts confirmation letter to SHQ within 10 months of agreed year end |
| Prepare annual financial statements, have them scrutinised and filed | Arrange to have county accounts prepared and independently examined and filed with OSCR within 9 months of year endEnsure that property and depot activities for which county directly responsible are included  |
| Have a risk log and monitor risk on a regular basis | Create a log that documents and measures key risks, with the controls in place and actions still be completed by whom and whenA detailed discussion annually and review at 6 months |
| Monitor performance against the county plan | Review 5 key actions from plan at least once a year – identify who is responsibleDiscuss progress and if not on plan agree actionConsider if need outside input to support  |
| Have an agreed system for recruitment and vetting | Follow Girlguiding policy on recruitment, including PVG and references, and safe space trainingMonitor areas of concern e.g. members who turn 18, volunteers who change role e.g. occasional helper who comes regularly |
| **Communications/PR** |  |
| Promote guiding locally | Ensure local media contacts are made and maintainedEngage with community via social mediaEnsure county plans include communicationAt each executive consider external communication, evaluate impact and determine future needs  |
| Seek external relationships which can support and promote local guiding  | Establish links with other community organisations and participate regularly in local events e.g. volunteer or 3rd sector umbrella organisation e.g. arts and sports |