| **Required Actions** | **What we are expecting the county to deliver** | **Resources available** |
| --- | --- | --- |
| **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 | [County model constitution (including guidance)](https://www.girlguidingscotland.org.uk/wp-content/uploads/2022/05/County-model-constitution-UPDATED.pdf) [County executive agenda template and guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/12/County-executive-agenda-template.pdf)[County Executive template terms of reference](https://www.girlguidingscotland.org.uk/wp-content/uploads/2022/05/County-exec-terms-of-reference-template-FINAL.pdf) [County team or sub-committee template terms of reference and supporting guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2022/05/County-team-or-sub-committee-ToR.pdf) [OSCR forms (notification, consent, and application to register)](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/12/OSCR-notification-and-consent-forms.pdf) |
| Have trustees who are aware of their responsibilities | Make available a programme of trustee training and induction  | [Girlguiding Scotland County Trustee training. All new trustees should take part in this training, ideally within 3 months of joining the county executive](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/10/County-executive-trustee-induction-and-training.pdf) [Trustee skills audit](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/10/County-executive-trustee-induction-and-training.pdf)[County executive trustee introduction, declaration, and code of conduct](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/10/County-executive-trustee-induction-and-training.pdf) [Trustee induction checklist (including guidance)](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/10/County-executive-trustee-induction-and-training.pdf)[OSCR guidance and good practice for trustees](https://www.oscr.org.uk/media/3621/v10_guidance-and-good-practice-for-charity-trustees.pdf) [Girlguiding commissioner welcome handbook](https://www.girlguiding.org.uk/globalassets/docs-and-resources/learning-and-development/commissioners/gg-local-commissioner-welcome-book-final-sept2020.pdf)[Girlguiding Volunteer Code of Conduct](https://www.girlguiding.org.uk/making-guiding-happen/policies/code-of-conduct/)Girlguiding commissioner handbook – Hard copy resource, [can be ordered online](https://shop.girlguidingscotland.org.uk/commissioner-handbook.ir)[Girlguiding online learning](https://www.girlguiding.org.uk/making-guiding-happen/learning-and-development)[County executive agenda template and guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/12/County-executive-agenda-template.pdf)[Couty Executive terms of reference template and guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/12/County-exec-terms-of-reference-template-FINAL.pdf) |
| 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 appointments | [County Executive template terms of reference](https://www.girlguidingscotland.org.uk/wp-content/uploads/2022/05/County-exec-terms-of-reference-template-FINAL.pdf) [County team or sub-committee template terms of reference and supporting guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2022/05/County-team-or-sub-committee-ToR.pdf)[Girlguiding role descriptions](https://www.girlguiding.org.uk/making-guiding-happen/volunteer-roles-in-guiding/roles-working-with-volunteers/)[Girlguiding role description guidance notes](https://www.girlguiding.org.uk/globalassets/docs-and-resources/volunteer-roles/volunteer-role-descriptions-guidance-notes.pdf) |
|  | Arrangements for recruitment (internal and external) and for succession planning |  |
|  | A clear, specified route for decisions  | [County model constitution template and guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/12/County-model-constitution-FINAL.pdf)[County executive agenda template and guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/12/County-executive-agenda-template.pdf) |
| 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 | [Template county action plan](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/1.8-Template-county-action-plan.docx)  |
| **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  | [Girlguiding Scotland Events](https://www.girlguidingscotland.org.uk/events/)[Girlguiding guidance on activities with other organisations](https://www.girlguiding.org.uk/making-guiding-happen/programme-and-activities/guidance-on-activities/activities-with-other-organisations/)[Girlguiding Scotland Starter for 10](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/2.1-Starter-for-10-template.doc) [County event team plan template](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/2.1a-County-Team-plan-template.docx) [Girlguiding website – events and going away guidance](https://www.girlguiding.org.uk/making-guiding-happen/running-your-unit/events-and-going-away/)[Girlguiding guidance on involving girls on the waiting list](https://www.girlguiding.org.uk/making-guiding-happen/growing-our-membership/recruiting-and-retaining-girls/involving-girls-waiting-to-join2/)[Girlguiding documents for events and travel](https://www.girlguiding.org.uk/making-guiding-happen/resources/resource-library/forms-for-events-and-travel/) |
| Organise at least 1 event for the girls in all sections each year | * See above. Seek girls input in design and delivery of events
 | [Event Coordinators Guide to large scale event](https://www.girlguiding.org.uk/globalassets/docs-and-resources/residentials-and-going-away/event-coordinators-guide-to-large-scale-events-2013.pdf)s (Girlguiding resource)[Girlguiding insurance for activities](https://www.girlguiding.org.uk/making-guiding-happen/running-your-unit/finance-insurance-and-property/insurance/insurance-for-activities/) guidance[Girlguiding guidance on risk management for activities and events including risk assessment templates](https://www.girlguiding.org.uk/making-guiding-happen/running-your-unit/safeguarding-and-risk/managing-risk/risk-management-for-activities-and-events/)[Girlguiding Scotland challenge badges and activity packs](https://www.girlguidingscotland.org.uk/for-volunteers/how-to-run-your-unit/challenge-badges/)[Event planning interest badge](https://www.girlguiding.org.uk/what-we-do/our-badges-and-activities/badge-finder/event-planning/) for Rangers |
| 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 | [Girlguiding: Doing our Best resource](https://www.girlguiding.org.uk/making-guiding-happen/programme-and-activities/doing-our-best-standards/)[Girlguiding: Participation on a plate](https://www.girlguiding.org.uk/globalassets/docs-and-resources/programme-and-activities/participation-on-a-plate.pdf) |
| **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  | [Girlguiding website learning and](https://www.girlguiding.org.uk/making-guiding-happen/learning-and-development/) development[Girlguiding Scotland county commissioner reflective conversations offer](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/County-Commissioner-Reflective-Conversations.pdf) [Girlguiding guidance on managing your team](https://www.girlguiding.org.uk/making-guiding-happen/running-your-unit/managing-your-team/)[Girlguiding – what’s your leadership style?](https://www.girlguiding.org.uk/what-we-do/our-stories-and-news/blogs/whats-your-leadership-style/) |
| 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 | [Girlguiding Scotland welcome and induction guidance](https://www.girlguidingscotland.org.uk/for-volunteers/growing-our-membership/welcome-and-induction/)Girlguiding commissioner handbook – Hard copy resource, [can be ordered online](https://shop.girlguidingscotland.org.uk/commissioner-handbook.ir)[Girlguiding welcome toolkit – induction session plan](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/welcome-toolkit-induction-session-plan.pdf)[Girlguiding welcome toolkit – induction presentation](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/welcome-toolkit---induction-session-presentation-new.pptx)[Girlguiding welcome toolkit – commissioners’ checklist](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/welcome-toolkit---commissioners-checklist.pdf)[Girlguiding welcome toolkit – welcome events guide](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/welcome-toolkit-welcome-events-guide.pdf)[Girlguiding welcome toolkit – action plan template](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/welcome-toolkit---action-plan.pdf)[Girlguiding; getting started as a volunteer](https://www.girlguiding.org.uk/get-involved/become-a-volunteer/getting-started-as-a-volunteer/)[Girlguiding guidance; running a unit](https://www.girlguiding.org.uk/globalassets/docs-and-resources/learning-and-development/guidance-notes-for-leaders.pdf)[Unit leader welcome checklist](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/Unit-leader-welcome-checklist.docx)[Girlguiding role descriptions](https://www.girlguiding.org.uk/making-guiding-happen/volunteer-roles-in-guiding/roles-working-with-volunteers/) [Girlguiding role descriptions guidance notes](https://www.girlguiding.org.uk/globalassets/docs-and-resources/volunteer-roles/volunteer-role-descriptions-guidance-notes.pdf)[Girlguiding welcome toolkit – volunteer roles poster](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/volunteer-roles-poster-2019.pdf) |
| 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
 | [Girlguiding volunteer code of conduct](https://www.girlguiding.org.uk/making-guiding-happen/policies/code-of-conduct/)[Girlguiding policies and procedures](https://www.girlguiding.org.uk/making-guiding-happen/policies/)[Girlguiding local commissioner welcome book](https://www.girlguiding.org.uk/globalassets/docs-and-resources/learning-and-development/commissioners/gg-local-commissioner-welcome-book-final-sept2020.pdf) |
| 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 | [Girlguiding Scotland awards](https://www.girlguidingscotland.org.uk/awards/) information[Saying goodbye the Girlguiding way](https://www.girlguidingscotland.org.uk/wp-content/uploads/2020/09/Saying-goodbye-the-GG-way-flowchart-example-FV.pdf) |
| **Growth** |
| Have an annual growth target and way of measuring performance | Identify current adult & young membership and recent membership trends | [Go helpfiles](https://go.girlguiding.org.uk/SignIn) [Girlguiding mapping exercise toolkit](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/mappingtoolkit_2013.pdf) |
|  | Identify growth potential, in consultation with members and local community | GO Reports[Girlguiding mapping exercise toolkit](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/mappingtoolkit_2013.pdf)[Flexible guiding](https://www.girlguidingscotland.org.uk/for-volunteers/growing-our-membership/flexible-guiding/) Girlguiding Scotland guidance [Scottish Index of Multiple Deprivation council area profiles](https://simd.scot/#/simd2020/BTTTFTT/9/-4.0000/55.9000/)[National Records of Scotland population estimates by age, sex and local authority](https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2020) [Local authority development plans](https://www.cosla.gov.uk/councils) [Girlguiding Scotland; Getting ready for growth](https://www.girlguidingscotland.org.uk/for-volunteers/growing-our-membership/getting-ready-for-growth-resources/) guidance |
|  | Set numerical growth target annually, and plan how to achieve it with specific actions & milestones  | [Girlguiding; Our Plan for Membership Growth & Retention](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/our_plan_for_membership_growth_and_retention.pdf)[Girlguiding Scotland guidance; growing our membership](https://www.girlguidingscotland.org.uk/for-volunteers/growing-our-membership/) [Girlguiding guidance; recruiting and retaining volunteers](https://www.girlguiding.org.uk/making-guiding-happen/growing-our-membership/recruiting-and-retaining-volunteers/)[Girlguiding guidance; recruiting and retaining girls](https://www.girlguiding.org.uk/making-guiding-happen/growing-our-membership/recruiting-and-retaining-girls/)[Girlguiding Scotland; Getting ready for growth](https://www.girlguidingscotland.org.uk/for-volunteers/growing-our-membership/getting-ready-for-growth-resources/) guidance[Getting started with membership growth & development](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/11/Getting-Started-with-Growth-Nov-2021.pdf) |
|  | At each Exec meeting, consider progress against target & milestones, and adjust plans as necessary | [County executive agenda template and guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/12/County-executive-agenda-template.pdf)[Growth mini goals template](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/Growth-Mini-Goals-Template.docx) |
| **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 | [Girlguiding guidance](https://www.girlguiding.org.uk/globalassets/docs-and-resources/finance-insurance-and-property/budgeting_for_projects.pdf) on budgeting for projects[Girlguiding Scotland Starter for 10 planning tool](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/2.1-Starter-for-10-template.doc)[County event team plan template](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/2.1a-County-Team-plan-template.docx)[Template policy on financial support for members](https://www.girlguidingscotland.org.uk/wp-content/uploads/2022/05/Policy-on-financial-support-for-members-PDF.pdf) |
| Monitor financial performance  | Responsibility of all trusteesStanding item on each county executiveReport actual vs. budgetReview and agree delegated financial spending authority | [OSCR Receipts and Payments accounts guidance](https://www.oscr.org.uk/managing-a-charity/charity-accounting/receipts-and-payments-accounts-work-pack/)[County finance compliance procedures](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/County-Finance-Compliance-Procedures.docx) |
| 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 | [Property guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2022/08/Guidance-for-guiding-properties-in-Scotland-landing-page.pdf)  |
| Ensure adequate insurance arrangements | Define this a part of a role e.g. treasurerEnsure adequate cover for property, events, travel etc. | [Girlguiding guidance; insurance](https://www.girlguiding.org.uk/making-guiding-happen/running-your-unit/finance-insurance-and-property/insurance/) |
| Make arrangements for investment management as applicable | Have a written investment policy which is reviewed annually and aligned to needs of countyTake professional advice | [OSCR charity investments: guidance and good practice](https://www.oscr.org.uk/media/3352/2018-11-19-investments-guidance.pdf) |
| 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 | [SCVO guidance on managing paid staff](https://scvo.scot/support/running-your-organisation/staff-volunteers/staff)[ACAS advice for employers and employees](https://www.acas.org.uk/)  |
| 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  | [Girlguiding annual subscriptions policy](https://www.girlguiding.org.uk/making-guiding-happen/policies/annual-subscription-policy/)[Girlguiding adult members policy](https://www.girlguiding.org.uk/making-guiding-happen/policies/membership-policy/)[Overview of the Girlguiding annual subscriptions process](https://www.girlguiding.org.uk/making-guiding-happen/running-your-unit/finance-insurance-and-property/subscriptions/an-overview-of-subs/) |
| **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 | [Girlguiding safeguarding procedure](https://www.girlguiding.org.uk/making-guiding-happen/policies/safeguarding-policy/safeguarding-procedure/)[Girlguiding A Safe Space pocket guide](https://www.girlguiding.org.uk/globalassets/docs-and-resources/safeguarding-and-risk/a-safe-space-pocket-guide.pdf)[Girlguiding A Safe Space training](https://www.girlguiding.org.uk/making-guiding-happen/learning-and-development/a-safe-space-training/)[OSCR guidance on notifiable events](https://www.oscr.org.uk/media/2155/2016-03-15_guidance-for-notifiable-events_web-version.pdf) |
| 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 timeFollow GIRLGUIDING 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 units, a*ll* defaulting units (including those not registered with OSCR)Return unit accounts confirmation letter to SHQ within 10 months of agreed year end | [Girlguiding Scotland unit accounts guidance](https://www.girlguidingscotland.org.uk/for-volunteers/how-to-run-your-unit/finances/) and template[OSCR independent examination: a guide for trustees](https://www.oscr.org.uk/media/3533/independent-examination-a-guide-for-charity-trustees.pdf)[OSCR independent examination: a guide for independent examiners](https://www.oscr.org.uk/media/3534/independent-examination-a-guide-for-independent-examiners.pdf)[Girlguiding Scotland Money Matters – FAQs for commissioners](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/Money-Matters-FAQs-for-commissioners-1.pdf)[OSCR guidance – how to submit your annual return](https://www.oscr.org.uk/media/2753/2017-03-27-using-oscr-online-to-submit-an-annual-return.pdf) [How to change your year-end date or principle contact details using OSCR online](https://www.oscr.org.uk/becoming-a-charity/online-services/) [Girlguiding Finance policy](https://www.girlguiding.org.uk/making-guiding-happen/policies/finance-policy/) |
| Prepare annual financial statements, have them scrutinised and filed | Arrange to have county accounts prepared (within 3 months of year end as per Girlguiding procedure) 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  | [Girlguiding Scotland unit accounts guidance](https://www.girlguidingscotland.org.uk/for-volunteers/how-to-run-your-unit/finances/) and template[OSCR independent examination: a guide for trustees](https://www.oscr.org.uk/media/3533/independent-examination-a-guide-for-charity-trustees.pdf) [OSCR independent examination: a guide of independent examiners](https://www.oscr.org.uk/media/3534/independent-examination-a-guide-for-independent-examiners.pdf) |
| 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 | [Risk log template, example, and guidance](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/12/County-risk-log-guidance.pdf) |
| 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  | [Template county action plan](https://www.girlguidingscotland.org.uk/wp-content/uploads/2022/05/County-action-plan-template.pdf) |
| 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 etc. | [Girlguiding Scotland recruitment and vetting guidance (including PVG)](https://www.girlguidingscotland.org.uk/for-volunteers/how-to-run-your-unit/running-your-unit/recruitment-checks/)[Girlguiding recruitment and vetting policy](https://www.girlguiding.org.uk/making-guiding-happen/policies/recruitment-and-vetting-policy/)[Girlguiding recruitment and vetting procedures](https://www.girlguiding.org.uk/making-guiding-happen/policies/recruitment-and-vetting-policy/recruitment-procedures/)Girlguiding role requirements * [Unit](https://www.girlguiding.org.uk/globalassets/docs-and-resources/membership-administration/access-levels/unit-roles.pdf)
* [District](https://www.girlguiding.org.uk/globalassets/docs-and-resources/membership-administration/access-levels/district_roles.pdf)
* [Division](https://www.girlguiding.org.uk/globalassets/docs-and-resources/membership-administration/access-levels/division_roles.pdf)
* [County](https://www.girlguiding.org.uk/globalassets/docs-and-resources/membership-administration/access-levels/county_roles.pdf)

[Girlguiding recruitment procedure, including young members turning 18](https://www.girlguiding.org.uk/making-guiding-happen/policies/recruitment-and-vetting-policy/recruitment-procedures/) [Girlguiding guidance – making sure volunteers complete ‘A safe space’ training](https://www.girlguiding.org.uk/making-guiding-happen/commissioners/a-safe-space-compliance/) [Girlguiding volunteer enquiry response templates](https://www.girlguiding.org.uk/globalassets/docs-and-resources/growing-and-promoting-guiding/volunteer-enquiries-template-email.pdf) |
| **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  | [Girlguiding branding guidelines](https://www.girlguiding.org.uk/globalassets/docs-and-resources/branding-and-resources/girlguiding-brand-identity-guidelines.pdf)[Girlguiding Tone of voice guidelines](https://www.girlguiding.org.uk/globalassets/docs-and-resources/branding-and-resources/girlguiding-tone-of-voice-guidelines.pdf)[PRA resources](https://www.girlguidingscotland.org.uk/resource-category/pra-resources/)[PRA role remit](https://www.girlguidingscotland.org.uk/for-volunteers/how-to-run-your-unit/running-your-unit/marketing-and-communications/become-a-volunteer-pr-specialist/) and information[Girlguiding key messages](https://www.girlguiding.org.uk/making-guiding-happen/growing-our-membership/promoting-guiding/our-key-messages/)[Girlguiding Scotland: Making a splash with local media](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/08/Making-a-splash-with-local-media.pdf)[Girlguiding PR toolkit](https://www.girlguidingscotland.org.uk/wp-content/uploads/2020/11/PR-Toolkit-Girlguiding_Scotland.pdf)[Girlguiding online design centre](https://www.girlguiding.org.uk/making-guiding-happen/resources/online-design-centre/)[Girlguiding making guiding happen; forms and resources](https://www.girlguiding.org.uk/making-guiding-happen/resources/)[Girlguiding Scotland: Information and consent form for photos, videos, and stories](http://www.girlguidingscotland.org.uk/wp-content/uploads/2020/11/Publicity-consent-form-GGS.docx)[Girlguiding: Promoting Guiding](https://www.girlguiding.org.uk/making-guiding-happen/growing-our-membership/promoting-guiding/)[Girlguiding Scotland social media guidelines](https://www.girlguidingscotland.org.uk/wp-content/uploads/2021/05/Social-media-guidelines-for-members.pdf)[PRA Facebook group](https://www.facebook.com/groups/884449818299073) |
| 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 | [Girlguiding: Partnership screening](https://www.girlguiding.org.uk/making-guiding-happen/policies/partnership-screening-policy/) policy [Girlguiding guidance for working with partners and local business](https://www.girlguiding.org.uk/get-involved/fundraise-for-us/fundraising-toolkit/partners-and-local-business/) |