**Girlguiding [COUNTY] executive**

**Terms of reference**

# Purpose

* To be responsible for setting strategic direction, delivering governance functions, and overseeing compliance in Girlguiding [COUNTY]. To add value through the governance arrangements by supporting, scrutinising, and challenging, to help shape the work of the county.
* Through its functions, the executive will:
  + shape Girlguiding [COUNTY] and support the delivery of great guiding experiences by volunteers for young members,
  + support the organisation to respond to meet the needs of the members and continue to change in order to stay relevant to girls,
  + oversee the growth and development of Girlguiding [COUNTY]
  + ensure good governance in Girlguiding [COUNTY], for example, compliance with charity law, assurance that the organisation is acting in the best interests of the charity’s objects, and accountabilities are clear,
  + ensure girls’ voices and those of the wider membership are heard in decision making processes,
  + support two-way communication between trustees and volunteers, in particular via the [district/division\*] commissioner team,
  + fulfil parents’ expectations that Girlguiding [COUNTY] is safe and well managed,
  + ensure that money and other resources are used well, and
  + promote inclusion of members from all backgrounds in its work.

# Function/tasks

* Develop, implement, and monitor a structure which meets the current needs of the county, including an appropriate number and configuration of supported districts/divisions\* and a county team structure with specialist teams to deliver the county plan. Keep this structure under review and adjust as necessary.
* Oversee governance within the county, including setting terms of reference for committees/teams and providing leadership for these, setting defined roles for all county appointments, overseeing arrangements for recruitment, ratifying appointments to the executive and committees as required, and encouraging succession planning. Keep arrangements under review and adjust as necessary.
* In consultation with the wider county team, develop a county plan with at least five key measurable actions in each coming year, and monitor progress against the plan on an ongoing basis. Ensure there is capacity to deliver on the county plan. Scrutinise the work of the wider county team towards the plan, for example, scrutiny and approval of annual event, and training and compliance plans.
* With the support of the growth co-ordinator/lead volunteer, set, review and work towards an annual numerical growth target.
* Agree an annual budget for the county and establish a system for annual subscriptions. Monitor financial performance against the budget on an ongoing basis. Agree funding policies for the county, for example in relation to county expenses, learning and development, financial support for members, girl events, travel, and international experiences. Make arrangements for investment management if applicable.
* Arrange to have county accounts prepared, independently examined, and filed with OSCR within 9 months of year end (including any property and depot activities for which the county is directly responsible).
* Maintain a risk log for the county and monitor risk on an ongoing basis.
* Provide oversight of compliance functions carried out by the county team, including in relation to unit and district/division\* accounts, OSCR compliance, concerns, and recruitment and vetting.
* Make arrangements for the employment of staff if applicable.
* Provide oversight of property management arrangements for county and other guiding properties in the county, and of insurance arrangements.
* Support the county commissioner(s), President and communications team to establish links with other community organisations, develop guiding’s presence in local networks, and support regular participation in local events.

# Meetings

The executive will meet at least [ ] times per year, in-person or virtually. Decisions may be taken at in-person meetings, by telephone conference, audio visual means, or by email.

The executive shall have at least one meeting per year with the district/division\* commissioner team, and at least one meeting per year with the full county team.

Executive members will accept collective responsibility for all decisions made by the executive.

# Membership [The following content is based on one example of a county structure but other counties may not follow this and text should be adjusted accordingly]

The Executive will have up to 10 voting members, made up of the following:

* County commissioner
* One assistant county commissioner, where more than one assistant is appointed, only one will serve as a voting member of the executive, while others may attend but will have no vote.
* County treasurer
* Finance & Property Team Leader
* Events & growth team leader
* Training & compliance team leader
* An external trustee
* Up to three trustees nominated from the membership of Girlguiding [ ]

The county commissioner is appointed by the Scottish chief commissioner, in consultation with the members of the executive in accordance with Girlguiding policies and procedures.

The county treasurer is appointed by the county commissioner subject to the approval of the executive to serve for a term of three years, with potential for a 2-year extension by mutual agreement.

All other appointments will be made by the county commissioner and ratified by the executive committee.

The members of the executive shall be deemed to be the trustees of Girlguiding [COUNTY].

# Chair

The executive will be chaired by the county commissioner. In the absence of the chair, another member of the executive will chair the meeting, to be appointed by the county commissioner to act in her absence.

# Terms of office

All trustees are appointed for an initial period of 3 years unless a shorter term is agreed with the county commissioner, with a further extension of 2 years if mutually agreed.

# Quorum

Decisions will be taken by consensus where possible. In the event that a formal vote is required, the meeting must be quorate (i.e. have sufficient numbers present) to ensure the vote is representative of the executive. A quorum will therefore consist of two-thirds of the membership of the executive, rounded up to the nearest whole number. [May be adjusted depending on county’s desired approach].

# Voting

In the event that a formal vote is required, each member of the executive shall have one vote. In the event of a tie the chair will have a casting vote as well as a deliberative one.

Where two or more individuals job-share a role, only one will be considered to be a trustee and have a vote.

# Invitations [The following content is based on one example of a county structure, but other counties may not follow this and text should be adjusted accordingly]

The following individuals will be invited, if applicable, to attend Executive meetings:

* President
* County secretary
* Additional assistant county commissioner(s)

These individuals will not be trustees of Girlguiding [COUNTY] nor have a vote.

The executive may invite any other person to attend a meeting(s), or part of a meeting(s) for a specific purpose. Such person may speak but shall have no vote.

# Teams/committees [The following content is based on one example of a county structure, but other counties may not follow this and text should be adjusted accordingly]

The county team shall be made up of the county executive and its teams/committees.

For the time-being, Girlguiding [COUNTY] will have five teams with the following overall purposes:

* Communications - To arrange and support internal communications, and promote guiding externally through local newspapers, social media, and community connections.
* [District/Division\*] Commissioners - To provide ongoing contact and practical support for adult volunteers to deliver high quality guiding locally by nurturing and developing all volunteers involved in delivering the programme in units, in line with Girlguiding policies.
* Events & growth - To organise and support access to good quality events at home (organised by the county, Girlguiding Scotland & Girlguiding) and internationally for young members, to support thanks and recognition of volunteers, and support access to Girlguiding [COUNTY] by overcoming barriers to membership growth.
* Finance & property - To be responsible for the finance and property management of Girlguiding [COUNTY], including implementing and overseeing a budgeting process for the county, monitoring financial status, and ensuring compliance with Guiding policies, and OSCR and other legislative requirements.
* Training & compliance - To support the induction of new volunteers, provide learning and development opportunities meeting the needs of volunteers, and oversee compliance with Girlguiding training requirements and policies.

All teams will be responsible for implementing the agreed county plan with authority delegated by the Girlguiding [COUNTY] Executive for this purpose. Teams will focus on specific operational matters in order to achieve this.

All teams should work to promote inclusion of members from all backgrounds in their work.