Support us to make our vision for girls a reality. Support us to empower girls to change the world. With your time, money, expertise and support we can work together to help girls to reach their potential to make a difference and to be their best. Find out more at www.girlguiding.org.uk.
Foreword: The world girls want and need

Girls and young women can achieve amazing things. Whoever they are, wherever they’re from, whatever their age, we know that the ideas, voices and actions of girls can transform the world around them for the better.

Every day Girlguiding empowers nearly half a million young members – aged between 5 and 25 – to go on life-changing adventures, build the confidence to try new things, broaden their horizons and have the courage of their convictions. Along the way they build lifelong friendships and have brilliant fun.

From a small handful of girls who gatecrashed the first Scout rally in 1909, demanding ‘something for the girls’, Girlguiding has had a long history of empowering girls and young women to be their best. Just a year after these humble beginnings, girls were completing badges such as Sailor, Aviator, Telegraphist and Electrician. A few years after this, Girlguiding members were making important contributions to the First World War effort - growing food, acting as messengers for government organisations and working in hospitals, factories and soup kitchens. One hundred years later, our members are still pushing boundaries and achieving great things.

To build our plan for 2020 – ‘Being our best’ – we consulted volunteers, parents, supporters, staff and, of course, girls. We listened to their feedback and heard about people’s hopes for girls and for Girlguiding in 2020. Our consultation showed us that Girlguiding is doing great things, but that there is more we can do. So we sought to be ambitious, to be guided by what girls want and to understand and tackle our areas for improvement head on. We committed to work hard together to be our best.

We want to ensure that by 2020 everything we offer to girls – providing fun and adventure in their weekly meetings, in activities and at one-off events – shows real excellence and is reflective of what they want and need. We want to grow: we want to increase the number of girls from all backgrounds who can access the brilliant benefits and life-changing opportunities that Girlguiding offers. We want to empower more girls to use their voice to speak out and take action on the issues that affect their lives. To make these changes a reality, we need to improve our capacity by putting in place strong structures, processes and decision-making.

We are proud to support hundreds of thousands of girls and young women to achieve their potential, to make a difference and to be their best. Our plan for 2020 sets out how we will take this further to be our best as a charity: to ensure that we’re delivering a bright future for all girls and young women in guiding and to those we hope will be joining.

With your support we can make this vision for girls a reality. With your support we can empower girls to change the world.

Gill Slocombe
Chief Guide

Julie Bentley
Chief Executive
Girlguiding in 2020: a young member’s hopes for the future

I want Girlguiding to be stepping forward with girls, helping them to develop in a changing world, but keeping hold of its roots, what it stands for and what it gives to girls.

I want it to be a safe place for girls, where they can be confident, where they can learn to take risks and where they can enjoy themselves, be themselves, gain skills without fear of being judged or getting things wrong, and without fearing failure - somewhere they can learn that actually failure is a form of learning, rather than something to be avoided at all costs.

I want girls to be free to choose their futures, and not to have any limitations. To have no restrictions on what they want and what they feel. To truly believe that every option is open, so that they have the choice to make the decisions that are going to affect them for the rest of their lives.

In 2020 I would like to be in a world where I don’t automatically feel that being in a wheelchair makes my contribution any less valuable than anyone else’s.

My life would have been extremely different without Girlguiding; you just don’t get these kinds of opportunities anywhere else.

Caroline Daboo, 24

‘The plan talks about girls having their say - in guiding we decide on the programme and this year we’re speaking out about women’s rights.’ (Elizabeth, 16)
How we got here

Our plan for 2020 is rooted in the voices of thousands of people. It brings together their vision for girls and for Girlguiding at its best. Girls, volunteers, parents, external stakeholders and staff took part in surveys, workshops and interviews and told us their answers to four key questions.

○ What will the world look like in 2020?
○ What will girls and young women want and need in 2020?
○ What should Girlguiding be doing that is the same in 2020?
○ What should Girlguiding be doing that is different in 2020?

This consultation helped us to understand and celebrate the brilliant opportunities and experiences that we already offer to girls and young women across the UK, as well as providing valuable feedback on how we can have an even greater impact. Being our best is a commitment from all of us in guiding to get even better at all that we do for girls.

What our consultation told us

Girls were a vital part of our in-depth consultation process. We asked them what they get out of guiding and what they would like to see more of.

Girls told us they want guiding to be even more focused on: adventure, fun, trying new things, international travel, social action, camping and the outdoors, developing useful skills for life, having a voice and fitness. They also told us that it is important for Girlguiding to be for people from different backgrounds.

Volunteers’ views were central to our planning process. Thousands of them from across a huge variety of roles fed into our consultation.

Volunteers want guiding to be even more about: fun, diversity and inclusion, providing an exciting and varied programme for girls, giving girls a voice, social action, happy girls, adventure, opportunities to learn, changing perceptions and travel. It was important to volunteers that Girlguiding should be changing to reflect the needs of girls today.

Over 14,000 parents of our young members took part in an online survey to share their views.

Parents want guiding to be even more about: opportunities to explore the outdoors, skills for life, a varied programme for today’s girls, social action, trips, international travel and inspiring role models.

They want Girlguiding to be diverse and inclusive.

We spoke to 100 external stakeholders including MPs, journalists, other charities and women’s groups, and our partner Pears Foundation funded research with more than 1,000 former members.

External stakeholders want guiding to be even more focused on: being the voice of girls, being diverse and inclusive, changing as girls’ lives change, girls leading, inspiring role models, fun, consistency and quality, and skills for life.

‘It’s good to have asked Brownies about the plan - our ideas are sometimes better. Our Leaders let us say what games we want to play and where we want to go on outings. Next term I’d like to have a Brownie sleepover.’ (Tanis, 10)

We want to thank the nearly 23,000 people who took part in this consultation: by sharing their hopes for girls and for Girlguiding in 2020 they have helped us to develop a plan that is ambitious, that looks to create a brighter future for girls and that understands our strengths, but challenges us to keep developing and improving all that we do.
Being our best

Our commitment to girls: the difference we want to have made by 2020
By 2020, we will empower more girls to find their voice and be their best through high-quality, girl-led programmes delivered by inspirational Leaders.

Our vision for the future: an achievable dream
An equal world where all girls can make a positive difference, be happy, safe and fulfil their potential.

Our mission as a charity: the contribution we can make
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.

Our values: our shared beliefs
Caring, Challenging, Empowering, Fun, Inclusive, Inspiring

Our strategy
Our plan consists of four themes to help guide our actions and support everyone in being their best.

Excellence: We want to make sure that every girl is offered the very best opportunities to develop her potential and make a difference in the world. To make this happen we will deliver a first-class, modern programme for girls and we will empower our volunteers to be inspirational role models who can give the experiences and opportunities that girls want and need.

Access: We are proud to support girls and young women to access life-changing opportunities, to develop confidence and to be their best. To change the lives of even more girls, we are committed to growing and to shouting out more about what makes guiding great. We want to widen access to Girlguiding and reach out to communities that haven’t traditionally had a guiding presence.

Voice: We want to empower more girls to speak out and make a difference, both inside guiding and in the wider world. We want to show girls that their voices matter by involving them in decision-making at every level of our charity and by supporting them to take positive action on the issues that affect their lives. We know that girls can change the world around them for the better, so we will develop more ways to amplify their voices and opinions.

Capacity: We can achieve brilliant outcomes for girls only if our charity has in place strong structures, processes and decision-making. We will work collaboratively to improve this, and provide a strong foundation for all of our work.

Our strategic themes and objectives

Our objectives:

- **Excellence**: We will improve the EXCELLENCE of our programme offer and delivery.
- **Access**: We will increase the number of girls from all backgrounds who can ACCESS the benefits of guiding.
- **Voice**: We will improve the way we listen to and promote the VOICE of girls and young women.
- **Capacity**: We will improve our structures, processes and CAPACITY.

**OUR OBJECTIVES**

- **Programme**: We will offer girls the dynamic programme opportunities they want and need.
- **Leadership**: We will support and encourage our volunteers to be inspirational Leaders.
- **Resourcing**: We will help our volunteers find the resources they need to deliver a great programme.
- **Membership**: We will be able to welcome all girls and young women who want to join us.
- **Appeal**: We will increase the number of girls and young women who want to join us.
- **Partnerships**: We will develop strong partnerships to enable girls and young women who do not currently have access to guiding to join.

**BY 2020**

- 90% of girls will say that the charity is making a positive impact on their lives, across all the key areas of guiding.
- 80% of girls will say they have inspiring role models within their unit volunteer team.
- 90% of volunteers will feel valued and supported.
- 70% of the public would recommend guiding to a girl they know.
- More than 13% of girls aged 5 to 13 in the UK will be members of Girlguiding.
- We will reduce by 20% each year the number of girls of membership age waiting to join for more than one term.
- 60% of our external stakeholders will see us as experts on girls’ views.
- 100% of young members will be involved in social action.
- All key strategic decisions influencing the national programme and the direction of the charity will include consultation with girls.
- 95% of girls will report being consulted on the development of their unit programmes.

**OUR OBJECTIVES**

- **Finance**: We will ensure the financial sustainability of Girlguiding.
- **Staff**: We will have the staff we need with the right skills and abilities.
- **Processes and systems**: We will have processes and systems that are fit for purpose and efficient, and which change with our needs.
- **Structures and decision-making**: We will have effective structures and decision-making processes.

**BY 2020**

- All key financial targets will be achieved.
- 95% of staff will be rated an average of good or better in their annual appraisals across all core competencies.
- 85% of volunteers will rate our key systems and processes as satisfactory or above.
- 80% of national staff and trustees will rate management and governance structures as effective.
EXCELLENCE

OUR COMMITMENT
We will improve the EXCELLENCE of our programme offer and delivery.

Why this is important to Girlguiding
We want to make sure that every girl – whoever she is, and wherever she is involved in guiding – is offered the very best opportunities to develop her potential and make a difference in the world. We know that the world for girls and young women is rapidly changing, so we need to keep listening and responding to them to ensure that we offer them a first-class, modern programme that reflects their needs.

To ensure that every girl can access the highest-quality guiding experience, we will support all our volunteers to be inspiring role models. We will review the learning and development that they are offered to ensure that all of them have the time, training and support to deliver excellence for girls.

OUR OBJECTIVES

Programme
We will offer girls the dynamic programme opportunities that they want and need.

How will we achieve this objective?
- We will review and update the activities and opportunities we offer so that we are delivering the programme girls want and need to fulfil their potential.
- We will be clear about the life-changing impact guiding has on girls’ lives - and shout out louder about the value of guiding.
- We will make sure adventure is part of the fun every girl enjoys in guiding.
- We will make our membership of a worldwide movement a reality for more girls, opening up international opportunities to even more of our young members.

Leadership
We will support and encourage our volunteers to be inspirational Leaders.

How will we achieve this objective?
- We will build a clear framework of training and lifelong learning and development to ensure that every volunteer has the relevant skills and support to deliver excellent guiding.
- We will find better ways to listen to our volunteers so that they can feel confident that their feedback and consultation are being acted on.
- We will empower volunteers by sharing the very best of guiding so that they feel confident that they are delivering excellent guiding locally.

Resourcing
We will help our volunteers find the resources they need to deliver a great programme.

How will we achieve this objective?
- We will support volunteers to fundraise for guiding locally and make it easier for them to manage guiding accounts.
- We will help volunteers to plan how to fill roles and to develop their skills so they feel more able to take on new roles.
- We will improve our support to volunteers so they can stay in guiding. We want to ensure that all of our volunteer roles are manageable and accessible to an even broader range of people.

Team Spectacular
Nine young women from across the UK are working to develop a challenge badge to get girls of all ages excited about what The Senior Section has to offer. They are shaping all elements of this resource - from developing and testing activities to choosing badge designs.

‘It’s been an amazing process getting to meet with people from so many different parts of guiding. It’s really interesting having the opportunity to actually put forward what works for you as a Girlguiding member, but also taking on board other people’s thoughts in order to make it work for everyone.

‘I really value the fact that I can say something and it’s listened to. Team Spectacular has given us the chance to use our own experiences to make sure that the girls coming through guiding today still get those opportunities, but in a way that is relevant to the changing world.

‘When I was 14 or 15 I really liked the fact my Senior Section group had older members in it I looked up to - I was able to see them at the next stage in their life and I was able to follow that. That’s something we’ve tried to really keep in the theme of the resource. ‘If people don’t take the opportunity to say what they want then we are never going to be able to move forward. If you share your ideas and experiences then we’re more likely to get resources that reflect what girls of today actually want.’ (Caroline, 24)
ACCESS

OUR COMMITMENT
We will increase the number of girls from all backgrounds who can ACCESS the benefits of guiding.

Why this is important to Girlguiding
We know that guiding offers girls and young women amazing, life-changing opportunities. We know that guiding helps girls build confidence, reach their potential and make a positive difference to their communities and the world. This is why we want to grow and shout out more about what makes guiding great – so that we can provide more inspiring opportunities, and change the lives of even more girls.

To ensure that girls from an even greater diversity of backgrounds can benefit from these opportunities we are committed to widening access to Girlguiding. We will reach out to new communities and establish groups in areas that haven’t traditionally had a guiding presence.

OUR OBJECTIVES

Membership
We will be able to welcome all girls and young women who want to join us.

How will we achieve this objective?
- We will reduce our waiting lists so that girls and volunteers who want to join us can do so.
- We will reach out to welcome girls from all backgrounds - our Development Workers will help us take guiding to communities that are less aware of us.
- We will improve our retention of girls and volunteers, and encourage them to stay in guiding for longer.
- We will provide more flexible volunteering opportunities that fit around people’s lives.

Appeal
We will increase the number of girls and young women who want to join us.

How will we achieve this objective?
- We will develop awareness-raising campaigns to tell the world how great Girlguiding is. We will shout out proudly about the brilliant benefits of guiding to inspire more girls and more volunteers to get involved.
- We will find out why some people feel guiding is not for them and seek to address those barriers.
- We will take our story to the people and communities that need to hear more from us, for example by supporting local volunteers to attend events such as music festivals, exhibitions and Pride.

Partnerships
We will develop strong partnerships to enable girls and young women who do not currently have access to guiding to join.

How will we achieve this objective?
- We will use partnerships to improve our offer for girls - we will work with partners that can help us deliver adventure and international experiences and who can lend expertise to help us grow.
- We will work to build new partnerships in local communities where guiding doesn’t have a presence so more girls can join us.

1st Mulberry Guides
The 1st Mulberry Guide group opened in Mulberry School in Tower Hamlets, London, in September 2014. Mulberry School is a single-sex school, and a large proportion of its pupils are Muslim.

Holly Green, who works at Mulberry School and helps to run the Guide group, said: ‘Shortly before I began working at the school, we were approached by Girlguiding and asked if we would be interested in starting a group - our answer was an enthusiastic “yes”!

‘I share leadership of the group with my colleague, Lilly, and we now have two sixth-form students about to begin training as Young Leaders to help us run our growing Guide group and our recently established Senior Section.’

Dilruba, 13, a member of the group, said: ‘I enjoy having the independence to choose our activities and make decisions by voting as a group. Everybody is included in Guides: everybody feels like they can share stories, contribute to the sessions and be involved. Nobody gets left out.’
VOICE

OUR COMMITMENT
We will improve the ways we listen to and promote the VOICE of girls and young women.

Why this is important to Girlguiding
We want to empower more girls to speak out and make a difference, both inside guiding and in the wider world.

Why this is important to Girlguiding
We want to show girls that their voices matter by involving them in decision-making at every level of our charity and by reflecting their priorities, needs and opinions in all that we do.

We will continue to build our expertise on the issues that matter to girls and young women by strengthening and expanding our research into the views and experiences of girls from all backgrounds across the UK. And we will use this research to call for positive change for girls everywhere.

We know that girls’ voices and actions can transform the world around them for the better, so we will offer even more platforms and opportunities for girls to speak out about what matters to them and take part in social action.

OUR OBJECTIVES

Research
We will be experts on what girls and young women in the UK think.

Social action
We will empower girls to change the world around them for the better.

Girls
We will ensure that girls and young women have their say in guiding and beyond.

How will we achieve this objective?
We will continue to examine issues affecting the lives of girls from all backgrounds in the UK through our annual Girls’ Attitudes Survey and other research.

We will share our research more widely so that girls’ views are central to policy, media debates and public conversations affecting their lives.

How will we achieve this objective?
We will inspire even more of our members to take part in social action, and shout out the positive difference girls are making in communities across the UK.

We will shape our programme of opportunities and events for girls around the issues that matter to them, and we will develop more girl-led campaigns.

We will empower more girls from all backgrounds to create positive change in their communities by offering them expert training and support.

How will we achieve this objective?
We will make sure that youth participation is central to our decision-making, giving girls opportunities to influence our work at all levels.

We will find better ways to listen to girls and give them a voice so that a wider range of girls can have their say in guiding and beyond.

We will provide more support for volunteers to help girls to have their say through social action and advocacy, and by speaking out.

2nd Haddenham Brownies, Cambridgeshire

Brownie Leader Amanda Buttress invited her local Parliamentary candidate, Lucy Frazer, to visit the 2nd Haddenham Brownies as part of Girlguiding’s Girls Matter: Hear our voice resource.

‘I’m passionate about my Brownies getting involved in their local community - so this was perfect. Lucy was brilliant with the girls and asked them about their future aspirations and got a number of varied and ambitious responses. She spoke to the girls about experiences in her life and about why she went into politics. She spoke about influential and powerful women, including Malala Yousafzai, Emmeline Pankhurst and the suffragettes, and Angela Merkel. Her key message was that they are all brilliant in their own way.’ (Amanda)

‘I learned about amazing women who fought to help other women have the same rights as men. I was shocked that in other countries girls can’t go to school or even get a job!’ (Lara, aged 9)

‘It was interesting to hear what Lucy said. I liked hearing about the important women. Lucy answered my questions clearly. I liked hearing about her life.’ (Lily, aged 8)

‘We have to make our voices heard as we are all equal and all deserve to be listened to.’ (Rebecca, 14)
CAPACITY

OUR COMMITMENT:
We will improve our structures, processes and CAPACITY.

Why this is important to Girlguiding
We can achieve brilliant outcomes for girls only if our charity has in place strong structures, processes and decision-making. We will work collaboratively to improve these processes and systems and provide a strong foundation for all of our work. By strengthening these important functions we will make guiding easier for our staff and volunteers, reducing administrative pressure so that we can focus more on delivering excellent guiding for all girls.

OUR OBJECTIVES
Finance
We will ensure the financial sustainability of Girlguiding.

Staff
We will have the staff we need with the right skills and abilities.

Processes and systems
We will have processes and systems that are fit for purpose and efficient, and which change with our needs.

Structures and decision-making
We will have effective structures and decision-making processes.

How will we achieve this objective?
- We will bring in the money we need from a variety of sources that we will be able to depend on in the future. We will develop new ways of generating income from our properties, through fundraising and from our online and volunteer shops.
- We will manage our assets to achieve maximum benefit for our charity and our members.

How will we achieve this objective?
- We will recruit brilliant, skilled staff and ensure that they all have the learning and development opportunities and skills that they need.
- We will unite all of our staff behind the delivery of our shared vision, mission and values.

How will we achieve this objective?
- We will get better at using data to make strategic decisions and to measure our success.
- We will give volunteers and staff the IT, digital systems and infrastructure that they need for their roles, ensuring that these are robust, easy to use and future proof – so they spend less time on admin and more on the girls.

How will we achieve this objective?
- We will make our communications with our members more effective, to ensure that they receive the information, the inspiration and the opportunity for input that they need.
- We will empower our volunteers with high-quality training and support to be the best leaders and managers they can be.

Reviews our communications to members
Heather Smith, 23, is a member of a volunteer Task and Finish Group that has been working in partnership with the staff team to help us get better at how we engage, listen to and communicate with our members. Our aim is to make sure we support our members with the information, inspiration, support and sense of community they need to feel like a valued part of our charity and be empowered to be part of ‘Being our best’.

‘In the words of the Task and Finish Group itself: “We want clear, concise, planned conversations that are heard and acted on, and are useful and motivating for everyone.”

‘On the team I’m a representative of young members in guiding, which is important because the charity is youth-led and it’s those young members who are going to take it forward in the future. I’m really enjoying the process. It’s building my confidence - I never thought I’d be able to stand up in front of 140 people and talk about this project. It’s also nice having an understanding of what’s to come, knowing that there is going to be a positive impact on the whole charity and I’m involved in it.’

‘I want to fundraise for Girlguiding to enable others to have the same opportunities it has given me. Girlguiding really has helped me to find my voice and understand my value as an individual.’ (Nikki, volunteer)
Girlguiding members share their hopes for the future

‘I want to help spread the message that girls can be anything they want to be!’ (Rebecca, The Senior Section)

‘I think there will be women in more respected and higher jobs such as politics and medicine.’ (Guide, Girlguiding Midlands)

‘More opportunities to travel, to have different opinions and develop new skills.’ (Member of The Senior Section)

‘At Brownies this year we’re going on a stargazing trip. I’m looking forward to that!’ (Cheyenne, Brownie)

‘By 2020 I’d like to have finished my Leadership Qualification and opened either my own Rainbow or Brownie unit. I believe in giving every girl the opportunity to grow in an environment full of friendship and fun. Everyone should be able to live up to their full potential in life!’ (Lonie, The Senior Section)

‘I will be more independent, confident and stand up for myself.’ (Brownie, Midlands)

‘Guides will be based around technology - flying cars or hoverboards (hopefully!)’ (Becky, Guide)

‘By 2020 I would have liked to have become a role model for younger girls by showing them that stereotypes should not exist and can be destroyed - you can do anything you put your mind to and if you want to do something, work hard at it and do it.’ (Harriet, Volunteer)

‘At Rainbows we have done sports, races, painted sea creatures and swimming. Next I would like to have a water fight.’ (Isabella, Rainbow)

With your support we can create a brighter future for girls.
Find out more: www.girlguiding.org.uk/beingourbest
@girlguiding
#BeingourBest