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Girlguiding response to the government's Civil Society Strategy consultation

About Girlguiding

1.1 Girlguiding is the leading charity for girls and young women in the UK, with over 500,000 members. Thanks to the dedication and support of 100,000 amazing volunteers, we are active in every part of the UK, giving girls and young women a space where they can be themselves, have fun, build brilliant friendships, gain valuable life skills and make a positive difference to their lives and their communities. We build girls' confidence and raise their aspirations. We give them the chance to discover their full potential and encourage them to be a powerful force for good. We give them a space to have fun. We run Rainbows (5-7 years), Brownies (7-10 years), Guides (10-14 years) and The Senior Section (14-25 years). Registered Charity No 306016. www.girlguiding.org.uk

Key messages

- We are for all girls
- We give girls their own space
- We give girls a voice
- We change as the lives of girls change

About our evidence

1.2 Girlguiding's submission focuses on evidence from our annual Girls' Attitudes Survey - the largest survey of girls and young women in the UK - which gathers the views and opinions of over 1,600 girls and young women throughout the country aged 7 to 21, from inside and outside guiding. For more information and data on the latest and previous reports please see www.girlguiding.org.uk/girlsattitudes

Our Civil Society

1. What are the strengths of civil society today? You might consider its mission and motivation, services for the public, difference to quality of life or economic and/or social impact.

2.1 Civil society organisations are well placed to make a difference within the communities we serve. As we describe throughout this response, at Girlguiding, we provide social mobility and confidence-building opportunities for our members - both the girls and young women who benefit from our programme and advocacy activities and the adult volunteers who we could not exist without.

2.2 Girlguiding is the leading charity for girls and young women in the UK, with over 500,000 members. Thanks to the dedication and support of 100,000 amazing volunteers, we are active in every part of the UK, giving girls and young women a space where they can be themselves, have fun, build brilliant friendships, gain valuable life skills and make a positive difference to their lives and their communities. We build girls' confidence and raise their aspirations. We give them the chance to discover their full potential and



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With such large numbers of adult volunteers giving their time in different ways to help girls have fun and inspirational opportunities at our units, and many of our young members engaging in social action within their communities through guiding, Girlguiding shows what can be achieved in the sector in terms of social action and the involvement of volunteers.

2.3 We know it's vital to include young people's voices and work hard to ensure we do this in a meaningful way throughout our work. One way we do this is through conducting and using our annual Girls' Attitudes Survey to help girls speak up on the issues they care about and to ensure that we direct our programme and advocacy work at a national and strategic level in ways that support them and meets their needs. Our Survey is the largest survey of girls and young women in the UK and gathers the views and opinions of over 1,900 girls and young women throughout the country aged 7 to 21, from inside and outside guiding. For more information and data on the latest and previous reports please see www.girlguiding.org.uk/girlsattitudes

2. How can government help to increase the impact of civil society?

Government can play an important role in helping to increase the impact of civil society. We recommend:

Linking up work on overlapping issues to enable meaningful engagement

2.5 The broad range of organisations within civil society adds a richness to the work we're able to achieve and what it can contribute. However, we know it can also add to duplication and delays. Government should be aware of this and try to minimise the amount of work for civil society organisations aiming to collaborate to make meaningful change or provide feedback on issues. For example, where possible, government should link work on this issue with work that is already complete or underway - such as the Civil Society Futures inquiry on similar issues later this year. It's important to give charities and other sector stakeholders the opportunity to respond meaningfully, which can be a challenge when multiple overlapping consultations come out within a short space of time - e.g. the Civil Society Strategy and Integration Strategy consultations. See question 9 for more examples.

Supporting charities' role as campaigners

2.6 Charities play a vital role in shining a light on key issues and government should support and champion them in doing this. As the leading charity for girls and young women in the UK, Girlguiding has always been committed to ensuring girls have a voice on the issues that matter to them most. In the 100 years we've been delivering programme to



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girls, we've become experts in their lives and as a charity, we feel a strong responsibility to listen to girls and understand their experiences and how their lives change over time. We also feel a strong responsibility to help break down the barriers girls tell us they face to being their best and achieving their full potential. We believe one of the best ways to do this is by speaking out together and empowering girls to change the things they are passionate about.

2.7 Social action has always been a key part of what girls do in Girlguiding. Through the Use Your Voice strand of our social action programme, campaigning allows girls to make a positive difference to the world around them in a way which has a significant most impact. This work can help to prevent problems rather than just help to deal with and alleviate the consequences, ensuring better outcomes and wellbeing for girls, young women now, and in the future.

Girlguiding's campaigning work offers decision-makers evidence directly from girls themselves on their experiences and their views on how their lives could be made better. Our reach enables us to gather the views of girls and young women from across the country and highlight the issues they face.

2.8 We were pleased to hear DCMS Secretary of State, Matt Hancock express his desire for charities to recover their confidence to speak in public life and his support for their campaigning role in his speech on Civil Society in the 21st Century (16 May 2018). Government should also support civil society organisations to continue such activities by:

- Reforming the Lobbying Act to ensure civil society organisations' impact is not limited by fear of inadvertently breaching this legislation during election periods.
- Facilitating and championing charities' vital role of campaigning and robustly defending this role to those asking why charities are getting involved in such issues.

3. How can public trust in civil society be built and maintained?

2.9 To address the current issues around lack of trust in the voluntary sector and wider civil society sector, all organisations have a role to play and must take responsibility.

Clear accountability within the sector is crucial. This should include robust and transparent governance procedures to improve trust and reflect/allow for the different reasons people volunteer. Good governance should also include equality and diversity throughout.

Charities need clear, specific guidance on key governance areas such as safeguarding - in the past it has been quite oblique and left open to interpretation which means charities are all responding differently. Regulators such as the Charity Commission need to consider the huge variations in size of charities to ensure regulation is robust enough for larger



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organisations but not so onerous that the very small entirely volunteer-led organisations cannot comply.

4. How can civil society be supported to have a stronger role in shaping government policy now and/or in the future?

2.10 Government should invite civil society representatives to discussions and include them as experts and equal partners in discussions on the issues they specialise in. This can work best when policy is co-developed as opposed to civil society input being included as an afterthought. For example, we worked in partnership with the DfE to develop guidance for schools on sexual harassment and sexual abuse. This meant that our expertise in girls' views and experiences in this area was fully utilised and that we were able to ensure the guidance met the needs of young people and reflected their reality. In addition, new legislation should be considered in terms of its impact on civil society as a whole (as opposed to just on business as is currently the case) and all government departments should take responsibility for collaborating with the civil society sector (as opposed to just the Civil Society Minister or DCMS).

2.11 Government must also work with youth sector organisations to include young people's voices in policy development and decision-making. At Girlguiding, our youth panels play an integral role in our work as well as being instrumental in working with decision-makers to make change. Our Advocate panels lead the direction of our research and campaigns and regularly meet with senior decision makers to tell them what matters to girls and young women. Our British Youth Council delegates learn how power and politics work and how they can use their voices and connect with other young people to create positive change. See question 15 for more details.

2.12 As discussed in question 2, it's important that the Lobbying Act is reformed to enable civil society organisations to challenge, campaign and take an active role in shaping policy. Government should also recognise and champion charities' role in campaigning on issues that matter to beneficiaries.

5. We interpret civil society as inclusive of all those outside of the public sector, who share the mission of building a stronger society and improving lives, regardless of traditional sector boundaries such as charity or private and for profit or not. What are the advantages of using this interpretation in developing this Strategy?

2.13 It's important to recognise that charitable entities are not the only bodies that contribute positively to society and there is huge potential in private, for profit and not for profit organisations pooling resources, skills and connections to deliver social benefit. However, caution needs to be taken to ensure that beneficiaries' needs are fully met, as discussed in our response to the next question.



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6. What are the disadvantages of using this interpretation in developing this Strategy?

2.14 Increasingly, there are blurred lines between the voluntary sector and other types of organisations who also do good work. It's important that government and sector stakeholders consider questions of how and whether charities are different from other civil society organisations and if they need to be and apply this to different circumstances. Charities have a crucial role to play due to our understanding of beneficiaries' needs and impartiality and this insight should not be overlooked when considering how to deliver projects and initiatives within a broader civil society. It's important that those benefiting from civil society work are having their needs understood and met, rather than a situation where private sector companies take on contracts which they may be better able to run at a cheaper rate but lack the in-depth knowledge that charities have of the communities they work with. It may also be that there are situations that particularly relate to charities - as opposed to the whole of the civil society sector. Circumstances should be carefully considered to determine where projects should be led by - or at least involve - charities. There can also be significant benefits to partnering with organisations across a broader civil society sector to make meaningful social impact, as we describe in the 'Partnerships' section.

People

7. Reflecting on your own experience or examples you are aware of in the UK or abroad, how have people successfully taken action to improve things for themselves and their communities? Please tell us why it has worked well.

2.15 At Girlguiding, our work is made possible by the contributions of 100,000 volunteers - aged 14 to over 100 - many of whom retain a lifelong connection to our organisation. In recognition of some volunteers' extraordinary commitment, we have created service awards to commemorate 5, 10, 20, 30, 40, 50 and even 60 years of service!

To promote successful long-term volunteering, it's important that organisations consider the differing reasons volunteers may get involved (e.g. to develop skills or to be part of their communities) and how these may change with existing and emerging trends (e.g. changing working patterns).

In addition, many of our young members (from age 5 to 25) volunteer in their communities through their units. For example, Girlguiding Midlands partnered with Macmillan to help change the lives of people affected by cancer. As of December 2017, they had smashed their fundraising target to raise over £70,000. [Read more about the launch.](#)

In Scotland, members collected 5,000 pairs of shoes for refugees. [Read more.](#)



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In Ulster, girls gathered 11 van loads of food and essential items for welcome packs for new arrivals to their communities. [Read more.](#)

At our 2017 Big Gig, where 20,000 girls from around the country came to see acts like Pixie Lott, 5 After Midnight and Ella Eyre, we partnered with Fare Share to raise awareness of food waste and food poverty by encouraging every girl attending to bring canned food and essential items to be redistributed to those who needed them.

In addition, our young leaders - girls and young women aged 14-18 who take an active and positive role in leading units of younger girls - who have volunteered through the Duke of Edinburgh and National Citizen Service schemes in addition to giving their time every week to help run groups, events, peer education sessions and much more.

2.16 It's also important to consider the spectrum of volunteering commitment. Girlguiding can be seen as a model of volunteering in terms of our social action and longstanding volunteers, in contrast to charities who have more of a one-off stream of volunteers. Interestingly, in addition to our existing model, we are also moving towards accommodating more short-term and flexible volunteering requirements to make use of people who can only give a bit of time. We have been looking at how we can improve access to guiding for all volunteers. For example, we have piloted skills pools where volunteers can lend a skill to groups in their area - including Zumba, woodwork and scuba diving among others.

2.17 We also prioritise finding out what works for our volunteers and using this to develop our strategic aims as a charity. Our partnership with the Pears Foundation has helped us do this. As a key strategic partner, Pears Foundation provided us with funding, personal support and contacts to undertake a large impact research project - focusing on how we can support our volunteers and make a greater difference to the lives of all our young members. The findings formed the basis of Being our best: Girlguiding's plan for 2020.

2.18 In addition, our Action for Change project supports girls to take action and improve things for themselves and their communities. It can be seen as a model of girls being given the skills and expertise to understand:

- that their voices count and how they can use them
- how to identify power structures and processes for change-making in their local communities
- that local democratic processes and local institutions are for them and can be shaped by them
- they have power to influence.

Through Action for Change, girls run a range of social action projects, including saving a village hall from closure; starting STEM clubs in schools to encourage younger girls to be inspired and bee-friendly planting schemes to improve environment. The model works well because girls learn key skills but also understand their place in the democratic process and how to be active citizens. It also provides intergenerational benefits as girls are supported by leaders with life experience.



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8. Which of the following changes are the most important in enabling more people to take action on issues that matter to them? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

_____ Developing more opportunities for individuals to get involved

_____ Give citizens more opportunities to be part of the decision-making processes on local and national issues

_____ Increasing awareness of the range of opportunities for individuals to get involved in civil society

_____ **2** Empowering people or giving them permission so that they think that they do have a say and are able to take action

_____ **1** Developing a better understanding of how social action* can build the networks and relationships among people as well as the confidence and skills of the disadvantaged and disengaged

_____ **3** Supporting employers and businesses to promote active citizenship, such as volunteering, becoming a school governor or charity trusteeship

9. Are there any additional changes that would enable more people to take action on issues that matter to them?

2.19 We've contributed to a number of documents and initiatives which outline the calls for change we have made to help more people take action.

1. **Holliday Review submission** - we submitted evidence to this inquiry on how best to implement social action. We highlighted the importance of ensuring that any legislative changes (e.g. in relation to proposed changes around young people no longer being classified as NEETs if they undertake full time volunteering/social action), consider the specific needs of young people and recommended that full time social action should be seen as part of a broader commitment to supporting all young people in being active citizens in their communities in a flexible way.
2. **Joint submission to House of Lords inquiry on Citizenship and Civic Engagement**
We contributed to a sector response with City Year, Scouts, BYC, NCS Trust, Leap, UK Youth, vInspired, Citizenship Foundation, Individuals Engaging in Society, Ambition and The Mix which emphasised the importance of:
 - Social action and getting children involved at an early stage
 - Social action as a force for a more inclusive society
 - A cross-departmental approach to developing youth social action
 - Efforts to make it easier for young people to be involved in democratic processes
3. **Other collaborative consultations**

2017

Citizenship & Civic Engagement



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Code of Fundraising Practice

2016

Youth Sector Collaboration Consultation 2015 (UKYOUTH, Ambition and NCVYS)

4. **Contribution to #iwill Steering Group paper** - this details the contributions Girlguiding and other youth organisations make in promoting social mixing and the role youth social action has to play in this. This has been submitted to the Department of Communities to support the government's Integration Strategy
5. **Contributions to the Casey Review** - our most recent involvement was our attendance at Dame Casey's roundtable - on the value of youth social action in promoting social mixing and integration.
6. **Call for Lobbying Act reform** - we contributed to the sector response on reforming the Lobbying Act so that charities don't feel constrained in their campaigning during election times.
7. **Spirit of 2012 bid**
In 2017, we submitted an application for funding from Spirit of 2012, a Big Lottery endowment set up to keep the spirit of the London Olympics and Paralympics alive: <https://www.spiritof2012.org.uk/>. We applied for one-off funding through the #iwill fund to enable girls and young women to change their communities for the benefit of other girls'. Unfortunately, we were not awarded the funding but would be interested in any opportunities to deliver/collaborate on this area.

Our project, Girls in the Lead, was about making youth leadership more accessible to girls and young women in diverse communities to improve wellbeing and community cohesion. The idea was that it would provide girls and young women aged 14 to 20 from diverse communities with social action opportunities by training them to take leadership roles in Girlguiding. They would go on to enrich their local communities by opening sustainable new units and working with local partners to provide girls aged five to 18 in their community with social action opportunities for years to come.

10. Considering all the changes you discussed in this section, how could these be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, yourself / your organisation and others.

See previous question.

11. Which of the following things are the most important in further growing involvement in youth social action? (Please rank up to three choices in order of



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importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- _____ Enabling more disadvantaged and disengaged young people to participate
- _____ Integrating young people into wider social action activities bringing families and communities together
- _____ **1** Introducing young people to social action from a younger age (e.g. at primary school)
- _____ Further integrating youth social action with other personal and social development activities
- _____ Further building the evidence for the longer term benefits for young people of participation in social action.
- _____ Offering more support to private, public and voluntary sector organisations to create sustained opportunities for youth social action
- _____ Supporting young people to develop the skills and confidence they need to lead action on issues that matter to them
- _____ **2** Increasing recognition of youth social action in young people's wider journeys, for example in university or job applications
- _____ **3** Increasing recognition of the positive outcomes that young people can deliver for communities and wider society through social action

13. Considering all of the things you have discussed in this section, how could these be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, education, funders, yourself / your organisation and others.

See question 14.

14. Reflecting on your own experience or examples you are aware of in the UK or abroad, how have disadvantaged and disengaged young people been successfully encouraged to get involved in social action* or delivering social impact?

2.20 Our 2015 Girls' Attitudes Survey suggests girls feel increasingly insecure about their place in the local community:

Whereas 30% aged 11-21 felt part of their local community in 2010, by 2015 this had dropped to 20%. Just 38% said they felt the UK was a good place to grow up. Encouragingly, 73% take part in social action/raise awareness of issues. However, 77% say they don't think politicians listen to young people enough, which may partly explain why a significant minority say they don't take social action.

Our new programme, due to be revealed in the summer, will see the biggest ever overhaul of what girls do in Girlguiding, marking the biggest investment in girls' futures outside of the school system in the UK. Hundreds of thousands of girls will benefit from the revised programme that will equip them with all the skills and experiences they will need to thrive, succeed, make change and be happy in the modern world - an opportunity we would like to see all girls have. The new Girlguiding badges and activities will centralise around six themes, Skills for my Future, Have Adventures, Be Well, Know Myself, Express Myself and Take Action, expanding girls' choices and equipping them with more skills and knowledge they can utilise now and in the future. Our new programme continues our



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history as an organisation that empowers girls, teaches them skills and enables them to make changes in their communities.

We've always described the practical actions our girls take to help others as 'community service' or 'community action'. 'Social action' is the term used by government, the voluntary sector and [Step Up To Serve's #iwill campaign](#) to encourage more young people to take action. We want our girls to feel part of this bigger picture. At Girlguiding we run Action for Change to train 400 girls to run local social action projects and have agreed a target to get 100% of members doing social action by 2020.

In the coming months we will build on our organisation's 100 years of social action work by developing our social action strategy and grouping activities into four categories: Fundraising, Peer education, Volunteering, and Using your Voice.



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Youth participation in national and local policy and services

15. Reflecting on your own experience or examples you are aware of in the UK or abroad, how have young people shaped national policy making?

At Girlguiding, our youth panels have been active in engaging with and influencing national policy making:

Advocate panel

2.21 Our Advocate panel is a group of 18 Girlguiding young members aged 14 to 25 who lead the direction of Girlguiding's advocacy and research. Advocates have met ministers at the political party conferences, spoken at events in Parliament and contributed their views to government calls for evidence on issues like online safety, gender stereotyping and media sexism. Following the incredible work Girlguiding Scotland has done on this issue, our Advocates are also launching a campaign to tackle period poverty and stigma. Check out @Girlguiding on Twitter for updates on how you can support. You can find out more about the panel here: <https://www.girlguiding.org.uk/social-action-advocacy-and-campaigns/promoting-girls-voices/advocates/>

British Youth Council (BYC) delegation

2.22 Our BYC delegation has ten members aged between 14 and 25 from across the UK. Delegates learn how power and politics work and how they can use their voices and connect with other young people to create positive change. Each year, the delegation puts forward motions - ideas for campaigns or issues to support - to the British Youth Council. Key issues our delegates have put forward are tackling sexual harassment in schools, young people's mental health and girls' rights internationally. Find out more here: <https://www.girlguiding.org.uk/social-action-advocacy-and-campaigns/promoting-girls-voices/british-youth-council-delegates/>

Policy wins involving youth panels

2.23 Our youth panels have been integral to a number of policy wins we've achieved. We're currently consulting with young members to decide on the calls for our new mandate for action, [Future Girl](#). Until this happens, we've been working with youth panel members on the calls from [Girls Matter](#) (2015). Here's an excerpt of a policy update thanking them for their contributions, which demonstrates our commitment to involving and updating young people:

Hi everyone,

Thanks so much to all of you who've joined us at parliament and other events and contributed to consultations and blogs over the last year. I thought it'd be useful to run through our key campaign calls and where we've gotten to on them - including some fantastic successes.

- ***Make Sex and Relationships Education compulsory and update the curriculum - SUCCESS! Relationships and Sex Education was made compulsory in March 2017. This is due to start in September 2019. We told the government what we think***



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should be included in the guidance when we responded to their consultation on February 2018. Thanks to all who contributed to our response and dedicated young members' consultation document.

- ***Make PSHE compulsory and call on all schools to teach body confidence and gender equality - SUCCESS!*** The government took the power to make PSHE compulsory - it hasn't done it yet though, so we're still calling for this one.
- ***Introduce guidance to tackle sexual bullying and harassment - SUCCESS!*** New guidance for schools on how to respond to sexual abuse and harassment co-written by Girlguiding was produced in December 2017.
- ***Stop children's exposure to harmful sexualised content in mainstream media - SUCCESS!*** Age-verification for online pornography was made compulsory in April 2017. It's unclear when this will start, so we're keeping an eye on this one.
- ***Empower girls and young women to speak out on the impact of media sexism and stereotyping - SUCCESS!*** The Advertising Standards Agency committed to new standards to tackle gender stereotyping and sexism in advertising. We are keeping an eye on the development of this new standard.
- ***Listen to girls and young women, take them seriously and make sure they voices count - SUCCESS!*** You continue to help us do this in so many ways - from contributing quotes to consultations on issues you care about to speaking at events in parliament.
- ***Guarantee women will be equally represented in Parliament - To celebrate 100 years since some women got the vote, we're calling for women to be represented equally in UK parliaments (including Westminster and devolved parliaments). Read more about our Vote 100 activities***

Other wins: Girlguiding is a proud member of the IC Change Campaign for the ratification of the Istanbul Convention (which means to make it official in law). In May 2017, the government announced that it would introduce new measures to protect women and girls from crimes committed overseas as part of its Domestic Abuse Bill. The new legislation will be the final step to enable ratification.

Thank you again for your hard work and time and let me know if you have any questions or if you'd like any more information. Or read more about our public affairs work.

Alex Webber
Policy and Public Affairs Officer
Girlguiding

16. Which of the following changes are the most important to enable young people to meaningfully engage and participate in shaping national and local policy and services? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)



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_____1 Further developing best practice on methods to enable young people to participate in policy making, commissioning and decision making at a national level, for example, young commissioners groups, youth consultation mobile app, young people on decision making boards

_____2 Strengthening networks between policy makers and organisations who work with young people and have expertise on how to engage them

_____ Sharing and celebrating where young people have actively helped shape national policy, for example by creating a youth participation quality mark

_____ Identifying champions in government and local authorities who can ensure young people's view and needs are reflected across all policy areas

_____3 Establishing more youth advisory panels across government departments, where the agenda is set by young people

We think all of these aspects are important.

17. Are there any additional changes that would enable young people to participate in national policy making?

2.24 Government should follow the lead of organisations like Girlguiding and take responsibility for including young people's voices in policy making by inviting them to take part in events and discussions. Government and decision makers should ensure that young people are included in a meaningful way - and not just as a tick box exercise and were pleased to hear DCMS Secretary, Matt Hancock (ibid), emphasising the importance of young people's meaningful inclusion in his speech on 16th May 2018. At Girlguiding, we evaluate any opportunities offered to our youth panel members to ensure they are relevant and meaningful. A positive opportunity involves a definite role - such as giving a speech or participating in a discussion - as opposed to being invited for a photo opportunity and not given the chance to participate in decision making. We also contact Select Committees and All Party Parliamentary groups proactively to suggest inclusion of our young members in their events, push for young people to be included rather than adult staff members (as they are our spokespeople) and negotiate with event organisers to improve the quality of the experience young attendees will gain. For example, we regularly send briefings to panel Chairs about how to include young people (e.g. no jargon and bringing them in if they are having trouble accessing the conversation) and successfully negotiated for one of our Advocates to deliver our evidence at a Select Committee despite the Committee requesting a senior staff member.



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Partnership

19. Working in partnership

Reflecting on your own experience or examples you are aware of in the UK or abroad, how are partnerships across sectors improving outcomes or realising new potential?

Private sector partnerships

2.25 The nature of partnerships between voluntary sector organisations and corporates is changing. Whereas they used to mostly centre around funding, shared strategic aims are now important as well as other non-financial gains that can be achieved - e.g. partners involved in STEM would have access to girls and women to feed the talent pipeline through Girlguiding whilst helping girls overcome the barriers they experience to entering these sectors. Corporates increasingly want to demonstrate their social impact as well as pursuing their strategic aims.

At Girlguiding, we work with a number of carefully chosen corporate partners to help make the change girls want to see.

- We've partnered with Google to help inspire more girls to become computer programmers and engineers. [Read more.](#)
- We're working with Rolls Royce to help girls and young women reach their full potential and to encourage more to consider a career in engineering. [Read more.](#)
- We've partnered with easyJet to engage more girls in aviation. [Read more.](#)

In addition, our biennial Camp CEO event enables young women aged 14-17 to be mentored by inspirational female CEOs. Young women take part in workshops that prepare them for their future careers, such as interview skills, networking and using social media to create their brand. [Read more.](#)

Public sector partnerships

We've also had useful partnerships with public sector departments and agencies. For example, we worked with the Department for Education and the Government Equalities Office to identify opportunities for girls to engage with Vote 100. We also partner with UK Parliament Week to ensure that girls in guiding can participate meaningfully in Parliament Week.

20. Which of the following factors are the most important to enable more impactful partnership working across sectors? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- _____ Better knowledge of potential partners
- _____ Better understanding of the benefits of partnerships



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- _____ Better knowledge of opportunities to work in partnership
- _____ Better understanding of other sectors
- _____ **2** Greater leadership around partnership working
- _____ Ability to prove impact of partnership working
- _____ **3** Making it easier to identify and access funding opportunities to support partnership working
- _____ **1** A common agenda / shared vision and strategy
- _____ Shared values
- _____ Shared measurement practice
- _____ Better skills (e.g. commercial skills, collaborative commissioning practice and social value*) and capacity (e.g. time, resource) to form partnerships

21. Are there any additional factors that would enable more impactful partnerships across sectors?

Shared values and engaging volunteers

2.26 Civil society has a need for more volunteers. To achieve this, organisations need to be responsive to emerging trends - such as changing working patterns and the increasing amount of time people spend online. One way organisations can do this is by making creative, relevant and engaging partnerships with private sector partners that match their values to meet volunteers' changing needs.

Challenges exist around competing priorities so anything that can be done to make it easier to work with potential partners where there are barriers - such as financial constraints - would be useful. For example, schools need to bring in income from hiring space out, but Girlguiding needs affordable venues. If we're able to use school premises, we can support them to meet Ofsted requirements around quality offer of opportunities for children and young people. Some of our groups get great rates from schools, but others are faced with large hourly rates. For example, units have been quoted £40 per session in some spaces in east London. This isn't sustainable with a small guiding group that only charges £1-2 a session and may offer free spaces for children and young people who otherwise couldn't be able to join.

Initiatives like the NCVO government/civil society 'Day in the Life' exchange promote positive joint working and sharing of skills between civil society and the public sector.

Youth provision

We know that strong partnerships across the diverse youth sector, and between the youth and other sectors, can increase young people's access to a range of opportunities and support. This enables young people's personal and social development and helps them get the support they need, to progress towards long term goals, including employment. Greater collaboration across the civil society sector can also identify opportunities to pool existing resources, or access new resources. This is key to building the sustainability of needs led local provision for young people in every part of the country.



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23. Reflecting on your own experience or examples you are aware of in the UK or abroad, how is collective working with or within the youth sector, supporting delivery of local provision that meets young people's needs?

2.27 To meet young people's needs, it's important to include their voices and views within conversations about projects and partnerships. For example, at Girlguiding our membership of the Business Disability Forum, Stonewall and Time to Change are partly because our young members expressed their wish for us to be involved.

Our previous engagement with the youth sector suggested that building stronger collaboration between youth organisations, and stronger cross sector partnerships, could increase impact and sustainability.

Local guiding

In addition to the local examples discussed in our response to question 7 around partnership working, girls in guiding provided comfort bags to local hospitals. This started with just a few individual units and spread across Greater Manchester. [Read more.](#)

Youth United

Girlguiding is proud of our involvement with Youth United. Our CEO meets regularly with those in other youth organisations to discuss how best to work together to reach more young people. In addition, representatives from our youth panels sit on the newly created Youth United youth committee, which discusses issues such as social integration and youth social action.

We're also involved in the pilot stage of a tool which will map all units across the different uniformed organisations to increase opportunities to collaborate, identify venues for events and demonstrate need for fundraising bids.

#iwill

We play a key role in the #iwill campaign, a UK-wide campaign helping more young people make a difference in their communities through social action, including activities like campaigning, fundraising and volunteering. The campaign is represented by 50 inspirational young ambassadors - including girls from Girlguiding. They are all 10 to 20 years old and are leading fantastic social action in their communities. As part of the campaign, Girlguiding has pledged to engage:

- More volunteers to enable more girls to join
- More girls in social action in their local communities through the guiding programme
- More girls as advocates for change
- Over 50,000 more girls aged 10 to 20 as a powerful force for good in their communities by 2020

"Social action has changed my life for the better. It has given me the opportunity to make lifelong friends, develop in confidence, try new things and learn new things about who I am. I want other young people to realise by giving a little how much they can gain. It has the power to change your life path around." (Deborah Mansell, Girlguiding #iwill ambassador)



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Creative Collisions

We participated in Creative Collisions, a conference which brought together over 700 youth sector professionals, journalists, decision makers and young people to build creative solutions for young people and emphasise the importance of investing in young people to policy makers. During the conference, our Chief Executive Officer and members of our youth panel spoke at events and workshops around the themes of Impact and Innovation, Social Citizens and Life, work and the future.

24. Which of the following changes are most important to enable stronger collaboration and more cross sector partnerships with and within the youth sector? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Better sharing of data on young people's needs
- A strong shared vision of what outcomes are important for young people
- A shared evidence base on what works in helping young people achieve important outcomes
- Increased networks between the youth and other sectors, including businesses
- 1** Promoting collaboration rather than competition through funding, or other incentives
- Stronger collective leadership in the youth sector
- Increased supply or quality of infrastructure support
- 2** Stronger leadership from organisations well placed to convene partners at national and local level (including government, local authorities and others)
- Increased capacity within youth organisations to focus on developing partnerships, as well as the immediate demands of frontline delivery
- 3** Stronger recognition from other partners of how the youth workforce can support their goals and how youth work techniques can be applied in a range of settings

26. Considering all of the changes you have discussed in this section, how could these be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, education, funders, yourself / your organisation and others.

2.28 As discussed, it's vital to listen to girls' and young women's voices and include their views in decision making. At Girlguiding, we use our Girls' Attitudes Survey to make sure we understand girls' needs and use this to lead the direction of our work. For example, we partnered with Dove to produce our Free Being Me peer education sessions because of girls telling us that body image is a significant issue for them. In addition, our focus on STEM within our programme has also been informed by girls telling us that tackling gender stereotypes and supporting girls to access barriers to STEM careers are important to them.

Along with listening to their voices, supportive legislation such as the Equality Act - with its provision for protected characteristics - is crucial in supporting young people.

The funding and financing environment



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The funding and financing environment that supports the work of the voluntary and community sector has changed significantly in recent times. For example charities' income from government in the form of grants has declined, whilst contract income has increased. For some parts of civil society income from trading is playing a much greater role. Technology is also making it possible to find funding in new ways, for example crowdfunding, online fundraising platforms and tools that seek to bring together funders with projects.

(Please note we have included separate questions on new investment models later in this section, such as social investment, and on public services in the 'Place' section, which covers views on public service commissioning)

27. Reflecting on your own experience, or examples you are aware of in the UK or abroad, what does an effective pool of funding and financing as well as income opportunities for the voluntary and community sector look like?

2.29 Partnership working comes in many guises from joint funding proposals to partnering with companies where strategic priorities are aligned. Girlguiding is starting to do more of this and has some great successes recently.

Girlguiding and The Scout Association have partnered to secure £1m in funding each from the Pears Foundation to support growth and innovation. This project will see Girlguiding and the Scout Association fund a joint post to ensure cross-organisation working and the sharing of best practice. It's a great opportunity for the two organisations to learn from one another, innovate together and tackle challenges together.

Girlguiding also partners with companies, where our strategies are aligned, in order to make a bigger impact. For example, we have recently launched a partnership with easyJet, who are sponsoring the Brownies' aviation interest badge. Only 4% of women are pilots and easyJet are committed to supporting more women to become pilots. The aim of this partnership is to tackle the gender stereotypes that girls face from a young age and open up a world of opportunity to them.

Similarly, Girlguiding has partnered with Google. According to our Girls' Attitudes Survey, one in three (30%) girls aged 11-16 think computing is "more for boys". Furthermore, only one in three (37%) 7-21 year olds would consider doing a job in technology. In partnering with Google, we're providing opportunities for girls to develop new technology skills through badge activities.

This way of partnering marks a real shift in our strategy - before our partnering opportunities tending to be reactive and small scale. Now our partnerships are based on fit, they further the organisational objectives, and they have broader appeal, reach and influence than ever before.

Girlguiding has a trading subsidiary, trading on our behalf. The profits made from the sale of products like badges, uniform and programme materials are donated back to the charity. This is a tax efficient way of giving, maximising the impact of the income for the charity.



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28. Where is there the potential for changes to the funding and financing environment to better support the work of the voluntary and community sector, for example increasing the use of new models of funding, use of technology and/or changes to current funding practice?

2.30 When applying for local authority or government contracts, charities often have to compete with private sector organisations. Private sector organisations can go for lower prices in order to win contracts, however charities cannot afford to do this. Charities need to ensure quality and to do this, they need to develop bids that enable full cost recovery. This means that charities can be priced out of bidding for money in favour of private sector organisations. This, along with charities' unique knowledge of our beneficiaries, should be considered when pricing up contracts. In addition, when considering the criteria for who can bid for contract money, government should consider national charities that do local work, as charities like Girlguiding may miss out on funding pots in areas we are already working on which are only available to local charities.

29. Which of the following factors are the most important in strengthening the funding and financing environment in the future? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Making it easier to bring together civil society with potential funders
- More skills training for civil society
- 3 Raising awareness of new funding models
- 2 Stronger collaboration between funders
- Improved funding practices by funders
- 1 Increased use of technology to support fundraising

New investment models

Over recent years, a range of new and innovative models have developed to fund investment into addressing social challenges. These have included the rise of venture philanthropy*, social investment, and the development of social enterprises* and mission-led businesses that are able to fund their activities through revenue generation. Increasingly, there has been growing interest in social impact in the mainstream financial services industry.

32. Reflecting on your own experience or examples you are aware of in the UK or abroad, how are new investment models unlocking new potential and partnerships?

33. Where is there the greatest potential for the future development of investment models for civil society?

34. Which of the following factors are the most important in enabling the growth of new investment models in the future? (Please rank up to three choices in order of



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importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- The scaling of social impact bonds*
- 1** Knowledge of social impact investment* as a form of finance
- 2** Understanding of how to make / receive a social impact investment
- 3** Identifying suitable opportunities for social impact investment
- Establishing a formal framework, such as the UN Sustainable Development Goals, to analyse social impact

35. Are there any additional factors that could enable new investment models to grow in the future?

Responsible business

Across the UK, a growing number of businesses are adopting more responsible and purposeful business models, looking to meet consumers' and workers' changing expectations of the social contribution of business. From social enterprises* to corporates, businesses are moving beyond a focus on community affairs to placing positive social and environmental impact at the core of their operations. The Prime Minister has expressed her support for business to make a greater positive social contribution, and government has a range of activity underway on this. There is action to encourage wider business-civil partnering to tackle social challenges and to back the next generation of purposeful businesses, plus follow up to the Green Paper on corporate governance, including the Financial Reporting Council's work on the UK's Corporate Governance and Stewardship Codes.

38. Which of the following factors are the most important in enabling more businesses to have a social purpose or positively increase their social impact in the future? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- Celebration of best practice
- The legal and regulatory framework for businesses
- 1** Consideration of the UN Sustainable Development Goals
- Improved data on the "business case" for social purpose
- The legal and regulatory framework for investors
- 2** Advice or tools to help businesses adopt, show and set value on social purpose
- 3** Increasing demand for products, services, businesses that have a social purpose or a positive social impact

39. Are there any additional factors that could enable more businesses to have a social purpose in the future?

We also see celebrating best practice as a key area to support more businesses to increase their social impact in future.



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40. Considering all the factors you have discussed in this section, how could these factors be addressed now and/or in the future? You may want to think about the role of different parties, for example central and local government, charities, businesses, yourself / your organisation and others.

2.31 We think it's important that charities and businesses are able to be bold in talking about the work they have done together. This can show what both sides have learnt and give insight into how challenges - such as differing timescales for delivery or methods of business planning - have been overcome. This would enable other charities to see what can be achieved by working with businesses and vice-versa, potentially encouraging those who would have been hesitant to try it to adapt their working practices to make meaningful change.

Place

Devolution/localism

41. Reflecting on your own experience or examples in the UK or abroad, how have local people, businesses, voluntary and community organisations, and decision makers worked together successfully to break down barriers in our communities and build a common sense of shared identity, belonging and purpose?

Organisational structure and including local voices

2.32 At Girlguiding, our distinctive organisational structure enables us to have a national overview and voice while understanding local issues and serving the needs of communities. It also gives us valuable insight into how to build a common sense of shared identity, belonging and purpose which guides our efforts to do this. At a national level, we're overseen by our Board of Trustees which is chaired by the Chief Guide, our most senior volunteer. We have a national staff team headed by our Chief Executive who is responsible for ensuring that the work undertaken by staff follows the direction agreed by the trustees. Girlguiding then breaks down into gradually smaller groups that deliver good guiding for their area. [Read more](#) about our structure.

Recent housing developments

2.33 Girlguiding embeds community spaces and helps to create strong, vibrant and cohesive communities e.g. new housing developments such as [Ebbsfleet Garden City](#) - a new garden city under development by various private organisations - where up to 15,000 homes will be built over 15 years. Local guiding growth groups are looking at how they can grow guiding opportunities from scratch in this new community and have already had discussions with various Ebbsfleet stakeholders who have been supportive.

Community asset ownership



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2.34 Girlguiding provides community spaces such as buildings, campsites and outdoor spaces which have the benefit of promoting access to being outside and giving volunteers a role in taking care of these spaces.

Digital space

2.35 We wanted to raise digital space - an aspect largely missing from the questions in this consultation and that we know will be covered in the Civil Society Futures inquiry - as an important aspect of breaking down barriers and creating a sense of identity.

Consequently, we were pleased to hear DCMS Secretary of State, Matt Hancock (ibid), express his commitment to bringing digital and civil society together. It's important that civil society organisations take advantage of online spaces to engage people - both in terms of promotion of causes and face to face volunteering and online volunteering opportunities - both for young people and the wider community. We're also mindful of the potential negative impact that the increasing amount of online volunteering opportunities may bring.

Global and local volunteering

2.36 Girlguiding still very much encourages action at the local level, although we also give girls the chance to learn about international issues and how these link to what they experience in the UK and to think about their guiding sisters internationally and get involved by going on international trips - e.g. World Thinking Day and attending UN and Commonwealth events through the World Association of Girl Guides and Girl Scouts.

Girlguiding engaging girls from different communities

Uniformed Youth Social Action Fund (UYSAF)

2.37 From 2014-2016 Girlguiding received funding from the Cabinet through the Uniformed Youth Social Action Fund (UYSAF) project. The funding supported our work to bring guiding to new communities and to encourage young people to get involved in social action and make a difference. The project was a great success and as a result we:

- opened 135 new units and supported over 50 units at risk of closing
- recruited over 280 new adult volunteers
- created spaces for almost 3000 girls
- supported almost 4000 young people to take part in 460 social action activities.

The Queen's Trust (TQT) Fund

2.38 In 2015 The Queen's Trust awarded Girlguiding grant funding to help grow guiding in the Black Country. The Black Country sits within the Girlguiding Midlands County of West Mercia, with work focused on areas with high levels of deprivation.

- Funding has supported ten new groups to buy equipment and uniform and enabled a series of recruitment events to encourage volunteers to join our local groups.
- Over 120 girls have taken part in activities, developed confidence, learnt new skills and made a positive contribution in their community as a direct result of funding



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Delivering diversity

2.39 The World Association of Girl Guides and Girl Scouts partnered with UPS to increase the diversity of our membership by looking at social deprivation and other factors. [Read more.](#)

Youth United

2.40 Girlguiding received funding from the Youth United Foundation from 2012 to 2016 to support us in reaching new communities and ensuring girls across the UK could enjoy guiding. We used funding to open groups in new communities, working flexibly so girls/volunteers could attend around other commitments. [Read more.](#)

42. What are the most important changes that need to be made to enable more people to work together locally to break down barriers and build a common sense of shared identity, belonging and purpose in general? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- 3 Communities having a greater ability to set their own priorities
- Communities being more aware of issues facing them collectively
- Workers in local public services taking greater control over how they operate
- 1 People being more aware of physical assets, resources, skills and relevant organisations the community holds
- Communities having more or better support on how to mobilise themselves and take action
- Greater understanding of community shares
- Institutions and organisations delivering public services involving communities in decision-making
- Institutions devolving more power to their local communities
- People having better skills, and access to learning opportunities to obtain the skills needed to mobilise themselves
- 2 More opportunity for diverse groups of local people to meet to discuss local issues and what they think they could do to improve things

43. Are there any additional changes that would enable more people working together to break down barriers in our communities and build a common sense of shared identity, belonging and purpose?

2.41 It's important that volunteers reflect the diversity of the communities they serve. At Girlguiding, we've just launched a new project called Delivering diversity, as part of an international project through the Worldwide Association Girl Guides and Girl Scouts (WAGGGS) to help us increase and diversify our volunteer membership. It has a particular focus on widening our reach in areas of deprivation and with socially excluded groups. We've been engaging a number of partners to help us reach into underrepresented demographics, break down barriers to volunteering and diversify our volunteer base.

We're updating volunteer recruitment resources and imagery, further developing our welcome, induction and training opportunities, creating more flexible volunteering opportunities as well as identifying specific areas to reach out to and grow with targeted



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support and funding. We're also building on previous work that saw us grow in areas of deprivation and rural isolation - including the Supporting Inclusion Project, Uniformed Social Action Fund Project, Highlands and Islands project (in Scotland focusing on opening new groups in very isolated communities), Future Journey Fund (in partnership with NCS) , Hackney Small grants to grow guiding in Hackney and The Queen's Trust project where we opened new groups in the Black Country as well as more local level volunteer recruitment work such as the Wonderful Women and Girlguiding Slough project run in conjunction with Slough Volunteer Centre which helped us attract volunteers and girls new to guiding. We learnt a lot from these projects and they have shaped how we design and deliver growth projects as well as influencing wider work around volunteer development and social action.

In addition to what we provide for volunteers, the opportunities we offer girls for fun, friendship and adventure also help them to come together and learn about themselves and each other, which contribute to building a common sense of identity, belonging and purpose.

Public services

Civil society is involved in our public services in a variety of ways - from delivering public services with or on behalf of public sector organisations, investing in solutions to complex public service problems, providing supplementary preventative services or when people have a say in shaping the type of services that they receive. Through its participation in public services, civil society is well-placed to create social value*, i.e. social, economic and environmental benefits to society.

46. What are the most important changes needed to enable local public services to respond further to the needs of communities? (Please rank up to three choices in order of importance, with 1 as the most important, 2 as the second most important and 3 as the third most important)

- 2 People having more opportunities to shape and/or run the public services they use
- 1 Service providers delivering more public services that have been designed and produced with their users
- Drawing on wider civil society networks to support services
- Changes to commissioning practices
- Greater understanding of how to demonstrate and measure social value*

48. Considering all the changes you discussed in this section, how could these changes be implemented now and/or in the future? You may want to think about the role of different parties, for example central and local government, other public sector bodies, charities, businesses, yourself / your organisation and others.

Public service mutual

Public service mutuals ('mutuals') are organisations that have left the public sector, continue to deliver public services and have a significant degree of staff ownership, control and/or influence in how they are run (for example, staff may own shares or be represented on a Board). Research shows that they have better staff engagement and morale, and stronger outcomes.