

Role Profile

Job Title:	Head of Strategy and Planning
Salary/Banding:	5
Role Holder:	
Department:	Strategy and Planning
Location:	Lilleshall National Sports Centre
Reporting to:	Executive Director – Strategy & Commercial Operations

Role Summary:

The purpose of the role is to grow strategic planning and review capability across the organisation. Reporting to the Executive Director for Strategy & Commercial Operations this role will lead on the performance monitoring of corporate strategic plans and priorities, will support managers throughout the business to develop and achieve strategic plans aligned to corporate priorities, and will develop strategic and project management methodologies to ensure effective and responsive management of key investment projects and project management resources.

Main Areas of Responsibility:

1. Co-ordinate strategic performance management

Typical Activities:

- Managing the organisation's strategic plan to support the delivery of corporate strategic priorities
- Leading on the continual process for the collation, analysis and presentation of performance management data in relation to the plan and the priorities; maintaining scorecards and reports for the Executive
- Working with the Data Analyst and other colleagues to leverage analytics to understand/rationalise the details behind the headlines to support corporate decision making/organisational responsiveness
- Facilitating the review of organisational performance against the Balanced Scorecard in SMT/Operations meetings
- Working with Directors and Heads of Departments to improve capability to develop cohesive plans and undertake regular progress reviews
- Communicating and developing understanding and support for the strategic plan and associated activities (internal and external).

Success Measures:

- Evidence of effective management of the organisation's strategic plan and timely reporting of agreed metrics and performance against plan/Balanced Scorecard
- Quality of presentation of performance updates and facilitation of relevant discussion at SMT/Operations meetings
- Evidence of regular quality meetings with and support provided to Directors and Heads of Department with a quantifiable improvement in strategic planning capability
- Evidence of appropriate communications in relation to corporate strategy and planning activities and outcomes.

2. Support process and capability development for strategic planning across the organisation

Typical Activities:

- Growing the capability of the senior and middle management teams to understand and execute strategic planning at department level; helping them to differentiate business as usual from new strategic initiatives and projects
- Leading on the development of internal strategy planning and review processes, resources and practices e.g. roadmaps, KPIs and scorecards

- Supporting managers with strategic planning activities and associated finance/resource investment requisitions
- Supporting managers with review meetings/process and objective decision making
- Facilitating collaborative working
- Working with Learning and Development colleagues to support training initiatives targeted at upskilling managers to think and plan strategically.

Success Measures:

- The development, introduction and support for strategic planning and review processes and activities across the organisation
- Evidence of effective support and coaching to senior and middle managers, including formal training and attendance at planning and review meetings (where appropriate)
- Evidence of formal strategic plans and reviews for each department across the organisation (regular practice and improved capability).

3. Oversee the execution of strategic project management

Typical Activities:

- Ensuring corporate strategy is realised through robust planning and project management; developing agile or other project management methodologies to ensure the organisation is responsive to internal and external factors e.g. service capacity, workload pressure points, customer satisfaction or perception, project complexity, skills availability etc.
- Ensuring the Project Management Office is effectively managing key investment projects; introducing and developing an index or other methodology for measuring project effectiveness, value, impact etc.
- Prioritising project management resources for short to mid-term tactical delivery
- Ensuring cross-organisational plans are aligned to each other and are effectively managed and/or supported
- Supporting training initiatives to build organisational capacity for project management
- Providing project assurance support to project boards through independent project review/audit

Success Measures:

- Delivery of project outcomes in line with annual strategic plan
- Evidence of project effectiveness and performance monitoring with regular reports/communications
- Evidence of flexibility and responsiveness in the prioritisation of projects and resources
- Evidence of best practice methodologies and improved project management capability across the organisation.

4. Safeguarding & Compliance Responsibilities

Risk Management/Safeguarding/Data Protection/Equality

- The role holder will be responsible for highlighting any perceived risk to the Line Manager
- The role holder will be responsible for reporting any safeguarding concerns, accidents & near misses to the Line Manager
- The role holder will comply with good practice in relation to data protection, maintaining the highest standards of confidentiality when dealing with sensitive personal or business information
- The role holder will consider equality implications in all aspects of their work.

Generic

- The role holder has a responsibility to ensure they comply with BG policy in relation to safeguarding, health & safety, data protection and equality

Role Requirements:

1. Knowledge, Skills and Expertise

As the day-to-day lead for the development, execution and performance monitoring of strategic plans and activities across the business, the role holder will require an in-depth understanding and experience of strategic planning, performance monitoring and analysis, project planning and management, budgeting, forecasting and strategic risk management.

It is anticipated that the role holder will have relevant business experience and qualifications covering a range of strategic planning, analysis and project management methodologies e.g. Lean Six Sigma, Prince 2 etc.; and will be expected to develop a comprehensive understanding of the organisation's strategic priorities, the broader gymnastics landscape, the key development areas and drivers for successful delivery of strategic plans and investment projects.

2. People

The role holder will oversee the work programmes and deliverables of the Project Management Office and will coach and support senior and middle management colleagues across the business and share expertise in strategic planning, monitoring and project management.

3. Shaping Direction

Underpinning the successful delivery of BG strategy will be the short and mid-term strategic plans and projects developed and executed across the business.

It will be the responsibility of the role holder to:

- Take the lead on developing robust strategic planning processes and activities
- Support all business areas to grow capability for strategic planning, ensuring plans are effectively governed, managed and monitored
- Map plans and activities to ensure cross organisational programmes are aligned to each other and to the corporate strategic priorities, ensuring they are appropriately prioritised, resourced and supported
- Develop an effective project management environment/central resource to ensure key investment project outcomes are realised.

In addition, it will be the responsibility of the role holder to regularly monitor, analyse and present performance management information in relation to all strategic plans, programmes and projects for both Executive/Board and SMT/Operations level reviews.

4. Developing Solutions

This role requires the role holder to think strategically, integrate high level strategy into clear plans and performance measures, and balance the realisation of long term objectives with short-term tactical delivery.

To be effective the role holder will:

- Grow capacity to think and act strategically, providing clear frameworks and processes
- Support the development of strategic plans and initiatives outside of business-as-usual activities, including financial and resourcing implications/plans
- Support the setting of clear goals and milestones, regularly reviewing the progress of strategic initiatives
- Analyse and quantify the impact of strategic initiatives, developing flexibility and responsiveness to internal and external factors/priorities
- Develop internal support for key business change projects.

5. Decision Making

The role holder will be accountable for decision making in relation to the management of the central project management resource and the delivery of key investment projects.

In addition, the role holder will be expected to present detailed performance data to support Executive/Board and SMT/Operations level decision making with regards to the British Gymnastics strategic plan. This will include providing informed guidance and recommendations in relation to the prioritisation, progress, resourcing and cessation of strategic plans and initiatives across the business.

6. Communicating

The role holder will be expected to communicate with and coach internal and external colleagues and stakeholders in relation to understanding and building support for strategic priorities, building capability for strategic planning and analysis, project management and sharing performance data.

It is anticipated communications will include leading meetings, developing training resources, presenting results, maintaining reports, developing communications etc.

To be effective the role holder will be engaging and collaborative with a natural partnership approach to work.