

JOB PROFILE

Director of Strategy & Transformation

Reporting to: Chief Executive Officer

Base and travel: Flexible. Combination of homeworking and regular attendance to London and Horsham offices. Occasional travel nationally.

Role Purpose

The postholder will be responsible to the CEO for leading the delivery of key transformation work streams to support the successful delivery of the Society's transformation programmes to deliver the strategy, vision and mission. Working in collaboration with the CEO and Executive Leadership Team, this role will also lead on the corporate planning cycle, strategic impact framework, business planning to ensure successful delivery of the RSPCA's strategy. Lead and direct the Programme Office Team to deliver on special initiatives and projects as directed by the CEO and Executive Team.

PRINCIPAL ACCOUNTABILITIES

Strategy & Planning

- Develop and implement an effective strategic impact framework to support the organisational strategy and transformation work streams
- Translate overall priorities within the RSPCA's strategy into effective and achievable transformation work streams and operational plans and monitor their progress and outcomes, mitigating risks where necessary.
- Work with and support stakeholders across the organisation to implement strategic priorities and define outcomes and activities to achieve positive organisational change.
- Work with the director of P&C on cultural change programmes to align the organisation and its people to the new strategy.
- Develop a programme management approach to the delivery of our strategy, which includes developing the programme management skills and capabilities of our people
- Work with the Director of Finance on departmental forecasts and reporting of project budgets, anticipating and taking early action to mitigate any financial imbalance on the transformation workstreams.
- Develop, implement and lead the RSPCA's annual planning cycle, utilising the processes to review resourcing, report on progress and outline future priorities.
- Oversee management of the portfolio resource pool and determining solutions that provide the portfolio of projects with sufficient resource whilst allowing the day to day work of the departments to continue effectively.

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Performance Management

- Ensure systems are in place to evaluate and review performance of projects against agreed strategic and business planning objectives, targets and performance indicators and encourage a positive performance and a continuous improvement culture.
- Develop and build approaches and interventions with the use of data that will make evidence-based planning part of the way we work and to support the implementation of the strategy.
- Lead the ongoing monitoring and review of portfolios for impact on current business activities and the strategic benefits to be realised. Taking responsibility for implementing effective portfolio governance arrangements supported by effective reporting.
- Communicate key management information to support effective decision-making across the RSPCA. Prepare and present regular and ad hoc performance reports to the Executive Leadership Team, Trustees and other groups and committees as required.
- Ensure corporate reporting is drawn from performance management approaches so that there's effective alignment and no duplication of effort; and embed the rigour of evidence-based decision making at directorate and team levels.

Business Improvement

- Develop, deliver and refine critical strategic business processes such as the corporate planning cycle and resource allocation process
- Review and improve business intelligence gathering and the core delivery mechanisms for strategic priorities.
- Responsible for the supporting tools and toolsets in project portfolio and enterprise performance monitoring.
- Develop the RSPCA's capacity for innovation, ensuring it sustains the necessary pace, agility and focus to influence positive and lasting change according to priorities.
- Ensure the team develops and nurtures strong collaborative relationships and partnerships with colleagues across the RSPCA.
- Liaising with the Director of P&C and the Head of Internal Communications ensure all projects streams within the programme have mechanisms in place for staff engagement and communication, ensuring that staff are fully informed and engaged in the planning, development and delivery of service changes

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Key Competencies

Specialist

- Experience of leading on the development and delivery of strategy across a similar size and complexity of organisation
- Experience in leading transformational change and Project Management
- Experience and/or understanding of the Charity Sector and the challenges and opportunities within this context

Commercial & strategic thinking

- Ability to horizon scan for new opportunities to identify new opportunities, whilst responding to a changing landscape.

Planning, action orientation & results driven

- Strong strategic and analytical skills, including a talent for crystallising key strategic options for discussion and decision.

Quality orientation

- Demonstrates and encourages exceptionally high standards in all areas of performance in complex and diverse situations; consistently monitors output standards.

Influencing & engagement

- Proven ability to lead and deliver outcomes in a diverse environment without having direct oversight or control.
- Demonstrated leadership ability, including the ability to build a team of highly motivated and well qualified staff.
- Diplomacy and the ability to resolve conflicting opinions and interests are also needed.

Oral and written communication

- Excellent oral and written communication skills, including presentation skills
- The ability to work and communicate effectively with a broad spectrum of individuals (donors, corporate partners, charity partners, RSPCA staff, trustees, volunteers and branches)
- Influencing skills.

Flexibility and resilience

- Successfully adapts to changing demands and conditions. Maintains effective work behaviour in the face of setbacks or pressure. Comfortable with change and leading change within an organisational framework.

Personal motivation

- Shows enthusiasm and career commitment with personal energy, enthusiasm and willingness to learn

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Communications and Working Relationships:

Internal: Trustees, Executive Leadership Team, Senior Leadership Team, branches, direct reports

External: Established network of counterparts within organisations committed to strategy development and planning

Framework, Boundaries, Decision Making Authority and Responsibility:

- Adhere to the Society's charitable objectives, which are to promote kindness and prevent or suppress cruelty to animals.
- Understand and comply with any Society Code of Conduct.
- Take care of their own health and safety and that of others who may be affected by their acts and omissions.
- Cooperate with Society policies and procedures.

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CANDIDATE PROFILE

Qualifications

Educated to degree level or equivalent professional standard, plus a Project Management Qualification

Knowledge & Expertise:

Experience of leading strategy and designing and facilitating annual planning processes in an organisation of similar complexity and size

Proven track record of developing business plans and implementation plans as part of each program/project delivery.

Experience of developing Key Performance Indicators and developing performance reporting processes for tracking progress on the delivery of an organisation-wide strategy

Demonstrable experience of working in a strategic role at Board level.

Skills and Personal Qualities:

Collaborative leader with high emotional intelligence

Able to communicate complex information in a compelling manner

Able to blend big picture strategic thinking with robust organisational planning, including an in-depth understanding of organisation development and cultural change.

Ability to operate and move between strategic and operational level thinking

Ability to build effective collaborative relationships with a wide range of professionals within and around the RSPCA

Proven ability to form partnerships, motivate, enthuse and drive individuals and the ability to apply them to operational and strategic levels.

Clear thinking with sound judgement – able to manage competing demands, make effective decisions under pressure and think creatively to come up with solutions to problems

Comfortable with working with ambiguity, and working in a complex governance environment

High level of commercial awareness and intellectual rigour

A demonstrable commitment to equality, diversity and inclusion

A commitment to the aims and values of the RSPCA