



WE DISCOVER, WE GROW

Girlguiding



Strategic
Programme
Manager



Starfish

Guides

About Girlguiding

Girlguiding is the leading charity for girls and young women in the UK. Thanks to the dedication and support of 80,000 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.



Rainbows – We have fun

Rainbows are girls aged four to seven who make new friends and have fun getting creative, being outdoors and exploring their community. [See more of what Rainbows do.](#)

Brownies – We do cool stuff

Brownies opens up a world of exciting challenges to girls aged seven to ten. Girls work together to try new things, go on adventures and find a space to be themselves. [Learn more about Brownies.](#)

Guides – We make things happen

Guides are girls aged 10 to 14 who explore their individual skills and abilities and try out new challenges as part of a team. Girls can get involved in anything from adventure sports to performing arts, travel and taking part in community action projects. [Discover more about Guides.](#)

Rangers – We explore more

Rangers offers young women aged 14 to 18 the opportunity to develop their skills and abilities through a huge variety of challenges, activities and opportunities for personal development. [Explore more about Rangers.](#)

Welcome to Girlguiding

Girlguiding Trading, which is a wholly-owned trading subsidiary company of Girlguiding, is based in Altrincham, Cheshire, with an annual turnover of circa £7 million and a team of circa 35 people. Led by the Head of Trading, its operations cover multi-channel retail, procurement, operations, warehousing and customer service.

The Head of Trading is part of the overall Senior Management Team of Girlguiding and reports to the Finance & Commercial Director. The Head of Trading has a number of direct reports: Sales & Information Team Manager, Commercial Finance Manager, Facilities Manager, Buying Manager, and Warehouse Manager.

Our key activities are to:

- Produce resources, clothing, badges and giftware for all members of Girlguiding.
- Provide easy access to all products through a multi-channel distribution network, whether through our official online shop, or physical volunteer-run shops, or commercial Traders.
- Generate a surplus ('profit') to support Girlguiding's Statement of Purpose – to enable girls and young women to develop their full potential and make a difference to the world.
- Provide a source of information to leaders, parents/guardians, girls and young women.

Find out more at <https://www.girlguidingshop.co.uk/about-us/>



Example Projects

Examples of projects to be developed and reviewed as part of the programme of change:

- **Trading Strategy** - Ensuring we deliver our strategic aims including to strengthen our core offer, and to renew our Trading distribution model
- **Renewed key messaging** - Manage and deliver the trading-related elements connected with this project to improve outward perceptions and communication to new audiences.
- **Warehouse system** - Replace the stock, warehouse & distribution system
- **Online shop** - Continue to develop and enhance our online shop, including in connection with the warehouse system replacement.
- **Physical building** - Enact a package of measures to invest in our physical warehouse & distribution centre in Altrincham, Cheshire.
- **Relationship with our licensee** - review the options
- **Relationship with 100+ volunteer shops, and separately commercial Traders** - Review the options for the relationships with our volunteer shops and commercial traders.
- **Relationship between C/R and Trading** - Review the options for the relationship with our Countries and Regions (C/R)
- **Review distribution / retail model** - Review the methodology by which we deploy our distribution / retail model and evaluate alternative options.
- **Review Procurement Framework** and supply chain methodology
- **Review specific suppliers** - looking at environmental and sustainability impacts.



Role Description

Overall purpose of the role

This role will drive all aspects of the significant programme of change planned for Girlguiding UK's £7m turnover Trading subsidiary. The post will be a key component of the Financial & Commercial directorate in a £25m turnover, £50m balance sheet Group.

The Manager will support the Head of Trading to deliver vital profits to support the charity.

The Strategic Programme Manager is responsible, on behalf of the Head of Trading, for establishing and delivering this strategic and ambitious programme of change. The role involves programme definition, creating the business case and taking it through the approval process, and setting up and overseeing projects to deliver the programme vision and benefits. The programme manager will work with business owners to ensure change lands successfully and projected benefits are realised.

Main areas of responsibility

The role is responsible for:

- planning and designing a coherent programme that will deliver the Trading Strategy.
- defining the programme's governance arrangements, and overseeing the reporting
- identifying and managing programme risks, issues and interdependencies
- managing the programme's budget on behalf of the Head of Trading, monitoring expenditure & costs against delivered and realised benefits as the programme progresses
- ensuring the delivery of new products or services from projects is to the appropriate level of quality, on time and within budget, in accordance with the programme plan and programme governance arrangements
- ensuring appropriate levels of resources and skills are deployed to the programme's individual projects
- ensuring a stakeholder engagement plan is created, and managing effective and regular communications with all stakeholders
- managing risks and interdependencies at programme level, and ensuring escalated issues are resolved
- enable the change culture acceptance and delivery to support existing business as usual teams to implement project changes.
- working with the Head of Trading on the transition to the new business as usual position, including the business change required
- initiating extra activities and other management interventions wherever gaps in the programme are identified or issues arise
- reporting the progress of the programme at regular intervals to the Head of Trading and to the appropriate governance boards, in a manner consistent with Girlguiding's Transformation programme.

Additional information

- To undertake any other duties that may reasonably be required to fulfil the duties of this post. Occasional evening and weekend working is required for which time off in lieu will be given.

Person Specification

- Criteria

	Assessment A, I, T	Essential or Desirable
Skills		
Proven ability to successfully manage significant and complex programmes from inception to transition to business as usual and benefit realisation, using MSP or an equivalent methodology	A,I	E
Strong interpersonal skills, including building productive relationships with colleagues at all levels, stakeholders and suppliers, and using influencing skills to gain agreement and to resolve conflict	A,I	E
Strong communication skills: ability to present both written and verbal information via presentations, briefings, and reports, and to run meetings and facilitate workshops	A,I	E
Demonstrable leadership skills, ideally working in a matrix environment, with proven ability to create a sense of community amongst members of the project team	A, I	E
Sufficient expertise and credibility to advise project teams on their projects in relation to the programme and to assist senior management to reach decisions	A, I	D
Ability to prioritise and organise workload of self and others to meet multiple objectives and deadlines	I	E
Ability to work accurately, with excellent attention to detail	A, I	E
Ability to find ways of solving or pre-empting problems	I, T	D
Highly proficient IT skills in Word, Excel, PowerPoint and MS project	A	E
Self-motivated and a self-starter, being comfortable with driving change	I	D
Experience of		
Managing a team, and managing significant budgets	A, I	E
Developing business cases and taking them through the approval process	A,I	E
Working in a cross-discipline team / matrix structure, and of matrix management	A	D
Using common programme and project tools and documentation	A,I	E
Delivering programmes involving significant business change and defining and delivering benefits	A,I	E
Overseeing significant procurements, including negotiation with third parties	A,I	D
Knowledge		
A professional qualification in project management (e.g. APM PMQ, PPQ or Chartered Project Professional ChPP) or equivalent relevant qualification	A, I	E
Good knowledge of budgeting and resource allocation procedures	A, I	D
A practical understanding of diversity and inclusion at work	A,I	E

A = Application Form I = Interview T = Test

How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Catherine Kift on Catherine.Kift@starfishsearch.com and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/gg-strat-pro-man/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A covering letter that sets out your motivation for applying for this appointment, and why you think your skills and experience make you suitable.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Role closes

Thursday 30th June 2022

Girlguiding to interview

w/c 11th July 2022 or w/c 18th July 2022

Due diligence, references

w/c 18th July 2022

