



Candidate Information

Position:	Head of Strategic Performance and Business
School/Department:	University Secretary
Reference:	24/112139
Closing Date:	Monday 26 August 2024
Salary:	£62,087 - £71,945 per annum
Anticipated Interview Date:	To be confirmed
Duration:	Permanent

Role Context

Queen's Strategy Directorate provides strategic oversight and coordination across the University to enable informed, transparent, and collaborative planning, delivery, management and reporting in support of the University's ambitious strategic aims. Successful delivery of Strategy 2030 requires considerable prioritisation of resources, alignment of stakeholders and clear performance measurement against the backdrop of growing external pressures and volatilities in international markets.

There is a need to drive a consistent and transparent 'Queen's approach' to business intelligence, creating meaningful strategic reporting, best practice, collaboration, and knowledge sharing, ultimately ensuring achievement of the objectives of Strategy 2030. The Head of Strategic Performance & Business Intelligence will work across faculties and directorates leading the production and analysis of high-quality intelligence and management information to build a culture across the University where reliable data provides insight and drives decision making.

Role Purpose

The core purpose of this role is to develop and implement a Strategic Performance Framework incorporating business intelligence dashboards, reports and metrics to support and measure achievement of the University's vision and Strategy 2030. Working alongside key colleagues in academic Schools, Faculties and Professional Service departments, the Head of Strategic Performance & BI will lead on data integrity approach, driving consistency and trust through the development of clear data and meaningful BI dashboards and reporting processes.

This role reports directly to the Director of Strategy & Planning (as a function of the Strategy Directorate) with leading responsibility for the successful delivery of a suite of enhanced BI dashboards to provide high quality insight and intelligence across all key business functions and strategic initiatives.

Major Duties:

1. Develop and implement a Strategic Performance Framework incorporating business intelligence dashboards, reports and metrics to support and measure achievement of the University's vision and Strategy 2030.
2. Lead a programme of work to improve data quality and drive the development and implementation of a business intelligence strategy and framework for the University.
3. Map data requirements to strategic and operational challenges, working closely with senior stakeholders and Strategic Pillar leads to prioritise business and information needs.
4. Lead full lifecycle activities to include requirements gathering, analysis and design, to develop full reporting capabilities and metrics.
5. Ensure the effective utilisation of the Microsoft BI stack and lead on the production of reports to help the University to monitor its performance against strategic objectives (e.g. dashboards, graphs, charts and business driver reports).
6. Lead on data integrity approach, driving consistency and ensuring trust through the use, and exploitation of defined tools and systems and the development and standardisation of data and reporting formats and outputs (including the establishment of a data dictionary, design framework for dashboards, technical and data specifications for dashboard development etc).
7. Work with senior stakeholders and Strategic Pillar leads to develop and embed operational and strategic KPIs across the University, developing dashboards to support strategic priorities and institutional initiatives.
8. Ensure the successful delivery of a suite of enhanced BI dashboards to provide high quality insight and intelligence across all key business functions (e.g. recruitment, strategic workforce planning, student experience, student number planning, market intelligence, financial sustainability).

9. Collaborate with stakeholders across all levels of the University to analyse metrics, assess the effectiveness of key strategic programmes and initiatives and identify improvement opportunities.
10. Produce and present management reports as appropriate to support operational and strategic decision-making. Work directly with colleagues and stakeholders to ensure a clear understanding of analysis and insights; advising on how they may best use this to inform the direction and delivery of Department, Operational & Integrated Plans to achieve effective change.
11. Build in quality assurance and quality enhancement processes to all Business Intelligence activities and reporting. Develop an approach to Business Intelligence which enables the effective use of external information and data sources to inform internal decision making across the University in support of strategic priorities e.g. enhancing global reputation and student recruitment and retention.
12. Develop and refine the University's competitor analysis, market insight, horizon scanning and scenario planning capabilities to inform strategic direction, portfolio and decision-making.
13. Foster partnership with colleagues in Digital & Information Services to develop and support the University's Data Strategy and ensure adherence to Data Governance and Data Security policies, protocols and procedures. Generate and distribute BI best practice across the University, promoting a spirit of collaboration across both academic and professional services functions.
14. Play a leading collaborative role across multiple teams to ensure clear understanding of performance reporting and dissemination of best practice. Empower and coach business users to utilise the technology they have to deliver insights, build understanding and contribute to the on-going evolution of BI tools.
15. Contribute insights and business intelligence to cross-cutting strategic initiatives such as strategic workforce planning and student number planning with an awareness of budgetary and operational constraints. Evaluate existing business intelligence and performance reporting across the University to identify opportunities for improvement and to facilitate strategic change where required.
16. Ensure continuous improvement in performance reporting through close collaboration with end users, ensuring their requirements remain aligned with wider institutional developments and longer-term strategic priorities.
17. Identify and communicate areas of strategic under-performance to enable appropriate and timely action to be taken, and for key results and implications to be discussed with senior colleagues across the University and at University Committees.
18. Prepare management and strategic reports for Committees and senior stakeholders.
19. Contribute to the wider objectives of the Strategy Directorate by working collaboratively with senior Strategy colleagues, feeding business insights into strategic projects and the Integrated Planning cycle.
20. Any other duties that fall within the general ambit of the post.

Essential Criteria:

1. A degree and/or post graduate or professional qualification (or equivalent) in a relevant subject e.g. business, finance, mathematics, computer science; OR Substantial relevant experience in similar post(s) including extensive strategic management and leadership experience.
2. Proven track record leading/ managing Strategic Performance & Business Intelligence function in a large and complex organisation. A large/complex organisation is defined as one that matches 2 of 3 criteria:
 - Annual Turnover greater than £25.9 million.
 - Balance Sheet Total of more than £12.9 million.
 - Average number of employees of more than 250.
3. Proven track record (including recent and significant demonstrable experience) of developing and implementing innovative BI solutions or reporting approaches across diverse stakeholders and cross-functional business areas.
4. Significant demonstrable experience of designing and building BI dashboards, metrics, KPIs and reports to support decision-making at both strategic and operational levels.
5. Experience of gathering requirements, managing and coordinating data analysis and reporting activities across multiple dimensions such as faculties, research, student number planning and financial.
6. Experience of working collaboratively across business functions and alongside technical colleagues and ability to interface between technical teams and business users to translate business requirements into technical objectives and deliverables.
7. Experience of using Business Intelligence to report on the progress of strategic initiatives and projects, risks and issues particularly to senior stakeholders.
8. Strong demonstrable technical ability with a well-developed understanding of data management, governance and security.
9. Ability to balance attention to detail while maintaining a broader strategic outlook.
10. Strong interpersonal skills including motivating, negotiating, influencing and effective partnership building particularly in a distributed decision-making environment.
11. The ability to work autonomously and manage own workload whilst also being able to identify opportunities for collaboration both across the Strategy Directorate and wider University.

Desirable Criteria:

1. Well-developed demonstrable knowledge of Microsoft BI and management reporting processes across various business areas or functions and how they interact.
2. Experience of horizon scanning and ability and confidence to identify and clearly articulate strategic opportunities and risks as they become apparent.
3. Experience of working within a change management environment, or organisation going through transformational change.
4. Demonstrable ability and actively prepared to guide, intervene, challenge and promote best practice solutions that will improve how the University measures performance and strategic reporting.
5. Experience and demonstrable understanding of managing budgets/ financial management.
6. HE Sector experience and understanding of the major issues, opportunities, challenges and risks facing HE and the approaches taken by other providers.

Additional Information:

Informal enquires may be directed to Laura Vannucci, at l.vannucci@qub.ac.uk