



## Candidate Information

<b>Position:</b>	Head of Integrated Planning
<b>School/Department:</b>	Chancellery
<b>Reference:</b>	24/112140
<b>Closing Date:</b>	Monday 26 August 2024
<b>Salary:</b>	£62,087 - £71,945 per annum
<b>Anticipated Interview Date:</b>	To be confirmed
<b>Duration:</b>	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 development of granular plans, against the backdrop of growing external pressures and volatilities in international markets.

The 2023 Ways of Working Review identified 'Planning' as a key area for improvement, noting that 'planning activity is localised, fragmented and demands a significant time commitment from a large number of stakeholders.' This was reinforced by the 2023 Staff Survey which called for greater clarity from leadership around strategic direction and decision-making. Following extensive staff engagement and consultation, a new Integrated Planning Model (IPM) is being developed. Integrated Planning is a collaborative approach that aligns academic, financial and operational considerations while embedding data-driven and informed decision making in order to facilitate and enable the University to achieve its long-term strategic goals.

The Head of Integrated Planning will play a key role within the University's planning community, working across faculties and directorates to ensure the development and implementation of the new Integrated Planning Model and to ensure plans at the University level are coherent, aligned and demonstrably deliver progress towards the achievement of the University's strategic ambitions.

### Role Purpose

The core purpose of this role is to develop and implement a new Integrated Planning Model and ensure the annual creation of integrated, granular institutional plans that demonstrably support the delivery of the University's vision and Strategy 2030. Working alongside key colleagues in academic Schools, Faculties and Professional Service departments, the Head of Integrated Planning will facilitate an integrated approach to institutional planning.

This role reports directly to the Director of Strategy & Planning (as a function of the Strategy Directorate) with leading responsibility for the successful delivery and continuous improvement of the Integrated Planning cycle and the review and refinement of the annual integrated planning process in the context of wider institutional developments and priorities.

### Major Duties:

1. Develop and implement the new Integrated Planning Model (IPM) to support the long-term strategic ambitions of the University.
2. Develop an effective Integrated Planning function within the Strategy & Planning Directorate capable of supporting the successful delivery and continuous improvement of the annual Integrated Planning process aligned to the University's strategic ambitions.
3. Develop and implement new underlying integrated planning policies, processes and procedures. Lead and manage the successful delivery of the end-to-end annual integrated planning process across Schools, Faculties and Directorates.
4. Lead and manage the team. Coordinate and mentor project management staff in scoping and delivering Integrated Planning activities within the Strategy Directorate.
5. Liaise with key stakeholders across all levels of the University to establish and implement strategic planning requirements and priorities.
6. Set quality standards for integrated planning and ensure that planning outcomes are effectively measured, monitored and reported.
7. Proactively engage with senior academic and professional services colleagues to ensure all Integrated Planning guidance and documentation is prepared, approved and communicated across the planning community in a timely way.

8. Lead widespread engagement with colleagues across the University at multiple levels to ensure budgets and local plans join up and are fully connected (i.e. "integrated plans") across finance, change, academic areas and professional services.
9. In partnership with colleagues across Faculties, Marketing, People & Culture and Finance ensure that the approach to planning activities is fully integrated and aligned with the end-to-end Integrated Planning cycle, process, policies and planning timeline.
10. Develop and deliver internal engagement and communication plans that support the delivery of the Integrated Planning Cycle, ensuring key messages are communicated in a way which is consistent and reciprocal.
11. Promote and improve the coherency, consistency and risk profile of integrated plans across the University. Ensure all integrated plans are underpinned by explicit, robust assumptions with clear ownership and change control.
12. Contribute to other areas of planning and budgeting such as strategic workforce planning and student number planning with awareness of budgetary constraints.
13. Evaluate existing planning structures and processes across the University to identify opportunities for further integration, improvement and to facilitate strategic change where required.
14. Ensure continuous improvement in the Annual Integrated Planning Cycle by conducting annual lessons learned reviews and ensuring that Integrated Planning activities are aligned with wider institutional developments and longer-term strategic priorities.
15. Play a leading collaborative role across multiple teams to ensure clear understanding of the planning and budgeting process and dissemination of best practice. Challenge plan owners at all levels and identify gaps and inconsistencies that put the achievement of the vision and strategic plan at risk, and work with plan owners to co-create improved plans.
16. 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.
17. Contribute to the wider objectives of the Strategy Directorate by working collaboratively across other strategic business areas including Strategic Programme Management and Strategic Performance & Reporting.
18. 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. management, planning, finance; OR Substantial relevant experience in similar post(s) including integrated planning and/or strategic management experience.
2. Proven track record of establishing or leading or managing an Integrated Planning team/ function or IPM 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 experience and significant demonstrable understanding) of Integrated Planning and the alignment of priorities and integration of business plans across business functions, institutional cycles and frameworks e.g. financial/budgetary cycle, student number planning, faculty planning.
4. Experience of working with planning budgets and demonstrable understanding of financial budgeting procedures and parameters within which a plan is operating.
5. Experience of developing and implementing innovative solutions and/or planning approaches across diverse stakeholders and cross-functional business areas.
6. Strong interpersonal skills including motivating, negotiating, influencing and effective partnership-building particularly in a distributed decision-making environment and across senior stakeholders.
7. Experience of monitoring progress against strategic plans and developing and reporting on key metrics and KPIs.
8. Proven ability to balance attention to detail while maintaining a broader strategic outlook.
9. Actively prepared to guide, intervene, challenge and promote best practice solutions that will improve the University's integrated planning activities.
10. High quality report writing and advanced presentation and facilitation skills including experience of drafting strategic and business plans for presentation to senior stakeholders.

**Desirable Criteria:**

1. Demonstrable experience of managing complex strategic and/or transformational projects or initiatives.
2. Well-developed knowledge of planning systems and processes across various business functions.
3. Experience of horizon scanning and ability and confidence to identify and clearly articulate strategic opportunities and risks as they become apparent during the planning cycle.
4. Proven experience of developing engagement plans, developing and facilitating consultative workshops and engagement initiatives designed to encourage 'buy in' and inspire confidence in key stakeholders from all areas and levels of an organisation.

5. HE Sector experience and demonstrable understanding of the major issues, opportunities, challenges and risks facing HE and the approaches taken by other providers.

**Additional Information:**

Informal enquiries may be directed to Laura Vannucci at [l.vannucci@qub.ac.uk](mailto:l.vannucci@qub.ac.uk)