1. Job Details
Job title: Head of Planning
School/Support Department: Information Services
Line manager: Vice Principal Knowledge Management & Librarian to the University

2. Job Purpose
The Head of Planning supports the Vice Principal for Knowledge Management and Librarian to the University across the full range of his/her responsibilities. More specifically, the Head of Planning will be responsible for the management of the strategic planning process, overseeing the implementation of strategic planning issues within Information Services and for supporting the work of the University’s Knowledge Management Strategy Advisory Committee.

3. Main Responsibilities

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<tr>
<th>Approx. % of time</th>
<th>Responsibility</th>
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<tr>
<td>40</td>
<td>Lead the further development of the strategic planning processes and structures within Information Services, including the overall management of the production and delivery of the group’s Strategic Plan and overseeing the development of the associated Strategic Plans for Finance, HR, and Facilities, working in conjunction with those responsible for these operational areas.</td>
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<tr>
<td>20</td>
<td>To lead the further development of the Knowledge Management strategic planning process across the University enabling strategic alignment with the University’s Plan; executive responsibility for the University’s Knowledge Management Strategy Advisory Committee and delivery of its objectives.</td>
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<td>15</td>
<td>As member of the executive group, advise the Vice Principal and Directors of Service on issues relating to effective strategic planning across the range of relevant IS activities, within a context of widespread change; ensuring that the Executive Group has the appropriate and robust business-focused information required for decision-making. Scanning the external environment and drawing attention to relevant environmental issues affecting the University and the Group. Provide on-demand strategic advice to the Vice Principal on all matters that relate to IS within University goals and objectives The Head of Planning is required to participate in the decision-making processes and with the other members of the Executive, has corporate responsibility for the decisions taken.</td>
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<td>10</td>
<td>Lead the development and implementation of Balanced Scorecard throughout Information Services; and the development of quality measures such as benchmarking. The Head of Planning is also responsible for the ongoing operation of the scorecard to ensure that IS/University priorities are met.</td>
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<td>5</td>
<td>Co-ordinate the management of major Projects in which the Group is involved, both external/University-wide and internal to IS, to ensure projects are delivered on time and within budget. Eg e-learning Project Fund and conference; Review of Information Services; Kenway Computing Review.</td>
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<td>5</td>
<td>Responsible for the allocation of Planning Unit budgets in line with planning requirements; and budget holder for IS Corporate.</td>
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<td>5</td>
<td>Within range of expertise, assume responsibility for decisions that might otherwise be handled by the Vice Principal.</td>
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4. Planning and Organising

- Self-generate work of Planning and Projects Unit – normally agree work outline with team on
monthly basis and review weekly; major work areas agreed as necessary with Vice Principal;
• Planning activities are considered across the 12 month period, linked with the University’s
planning round. Project activity is considered up to 12 months in advance of commencement;
• The Head of Planning has responsibility for ensuring that the Strategic Plan and the
Knowledge Management Strategic Plan are delivered according to University guidelines and
on schedule. The Head of Planning is ultimately responsible for the final versions of the Plans
and involves co-ordination, negotiation, and prioritisation with Directors of IS and with the
section sponsors of the Knowledge Management Strategic Plan (KMSP). The Head of
Planning also liaises and works with College Registrars and others across the University on
the integration of the KMSP into College plans and alignment to the University Strategic Plan;
• Day to day work is influenced by the demands on the Vice Principal and so Head of Planning
must also be reactive to the immediate needs of that role in both the long and short term.

5. Problem Solving
• The Head of Planning is expected to resolve problems associated with the each of the areas
for which s/he is directly responsible. As with all members of the Executive Group, guidance
and advice is available from the Vice Principal and other members of the Group as required,
but it is expected that the post holder will take the initiative and report as appropriate. E.g.
dealing with concerns over new developments, change processes and integration of
functions across IS - Head of Planning deals directly with the issues raised: solutions may be
identifying resources; deciding on/implementing an appropriate course of action; discussing
options with senior managers and suggesting solutions.

6. Decision Making
• As member of IS Executive Group, responsibility for decision making associated with the
strategic management of the Group representing the corporate view
• Staffing and resourcing decisions for Planning and Projects Unit
• On behalf of the Vice Principal, approve/reject requests for refilling of vacancies/creation of
new posts in line with planning priorities and within available resources
• Applying planning decisions to resource allocation

7. Key Contacts/Relationships
Internal includes:
• Vice Principal Knowledge Management: daily, various
• Principal infrequent, briefings
• Assistant Principals monthly, knowledge management; e-learning
• IS Directors of Service daily, various
• Director of Planning varies, plans, management information, budgets
• Director of MIS varies, plans, knowledge management
• Senior Vice Principal varies, plans, management information, budgets
• College Registrars varies, knowledge management, IS Planning
• Other Directors infrequent, projects, plans, working groups
• College Staff/Academics varies, working groups, projects
• IS managers daily, plans, task forces, communication, etc

External includes:
• Knowledge management links Sport Scotland, National Library of Scotland, Open
• University
• JISC projects, management information
• Information Services links in Birmingham, Queen’s Belfast, Open University
• other Universities

8. Knowledge, Skills and Experience Needed for the Job
A University degree and at least 4 years experience in the HE sector; strong leadership qualities;
ability to think strategically as well as operationally; strong interpersonal and negotiation skills and the
ability to resolve conflict; ability to take responsibility for projects and see through to conclusion; practical with clear approach to outcomes; ability to manage resources effectively - for example aligning the right staff to deliver on specific projects; excellent communication skills, both oral and written; and the ability to initiate and deliver change.

9. Dimensions

• Responsible for the budget of IS corporate (£1.2m p.a) and special budgets e.g. Principal’s e-learning fund (total £3.6m)
• Three direct reports (2.5FTE)
• Role impacts on all staff within IS (balanced scorecard; quality measures) and specifically on all IS managers in respect of Knowledge Management and planning.
• Knowledge Management role impacts on information providers who are functional managers within the KM Strategic Plan and authors of core objectives; and staff in Colleges (e.g. KM integration into plans and balanced scorecard indicators)

10. Job Context and any other relevant information

The Head of Planning operates in a very challenging and changing environment. The focus of the post is two fold with the IS planning role combined with the demands of the University’s Knowledge Management strategic plan.