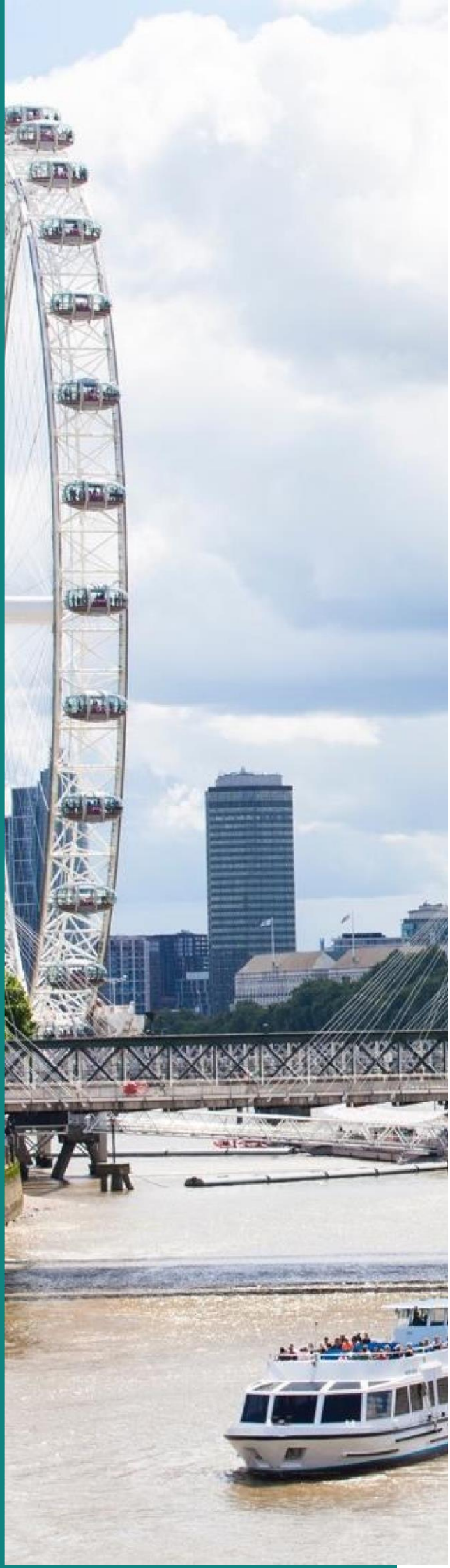


# CANDIDATE PACK

## Strategic Planning Manager

Strategy Planning & Performance

UNIVERSITY OF  
WESTMINSTER 



# OUR UNIVERSITY

Under the inspirational leadership of Professor Peter Bonfield OBE, the University of Westminster is a place where discoveries are made, barriers are broken, diversity is celebrated and where everyone is welcome. Serving more than 21,000 undergraduate, postgraduate, apprentice and executive students, our mission is to transform the lives of young people from all backgrounds. We seek to make the world a more inclusive, sustainable, better and healthier place through our educational, research and knowledge exchange endeavours.

Since our founding in 1838 we have stood out as innovators, committed to tackling social inequalities. In 2021, our University ranked 2nd in England out of more than 100 higher education institutions for social mobility. The ranking - produced by the Institute for Fiscal Studies and the Sutton Trust – compares the number of students from low-income backgrounds at universities, and the extent to which their studies helped them to move up the income ladder. Westminster has the second highest performance among universities in England.

As we focus forward to 2029, we will continue to do so in a way that is true to our progressive, compassionate and responsible values. Our education offer will be more personalised and authentic, giving students from all backgrounds an opportunity of transformative learning, helping them succeed in their studies and professional lives. Our curriculum will be employabilitylinked, leading to stronger outcomes and helping prepare our graduates for the world of work and for life. Our research and knowledge exchange will enable us to maximise our positive impact on societies in the UK and around the world in an environment where everyone is inspired to succeed. Our priorities of wellbeing, inclusion and sustainable development will help us as we navigate through the challenges and opportunities towards 2029.





# OUR PRIORITIES

The University's 2022-2029 strategy, [Being Westminster](#), sets us apart and builds on our unique history and achievements. In our University, we value social justice, moral conscience, inclusivity and equality, acting positively together to make change for good.

The University of Westminster has three priorities.

## WELLBEING

Working and studying together at Westminster as a community of students and colleagues is a big part of our lives – doing so in an environment that places our wellbeing front and centre helps us to be safe and feel safe. We care for the safety, health and wellbeing of those around us as well as ourselves.

## INCLUSION

All Westminster, colleagues and students are in a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and is a place where harassment and discrimination are not tolerated. As a responsible institution, we strive to ensure and to champion equality. As a progressive institution, we take pride in our diversity. As a compassionate institution, we commit to an inclusive culture that allows students and colleagues to reach their full potential.

## SUSTAINABLE DEVELOPMENT

We take inspiration from the 17 United Nations' Sustainable Development Goals (SDGs) in how we drive our actions and activities and governance across our University. As a community, we bring together our collective energies to play our part in addressing the climate crisis and inequalities to enable a more sustainable and socially just world. We are one of the top 20 universities in the world in SDG 5 for providing equal access and supporting the academic progression of women. We are one of the top 25 universities in the world in SDG 10 tackling economic, health based and international inequalities. We are in the top 50 universities in SDG 12 for promoting resource and energy efficiency, having a sustainable infrastructure, and providing access to basic services for all.





# OUR OBJECTIVES

## 2022-2029

Against a backdrop of a changing and challenging higher education environment, the University has recently completed a major review of its objectives and strategy, and has published its commitments for the period 2022-29.

### EDUCATION

We will offer personalised and authentic education, underpinned by an inclusive curriculum, to enable all our students, from all backgrounds, to engage in transformative learning and to succeed in their studies and professional lives. We will address global, political, and social challenges through a relevant demand-led and forward-looking portfolio. We will do this by offering authentic teaching, learning and assessment modes which immerse students in the wider-world through live projects, work-based learning and global opportunities. We will invest in our people to enable all teaching colleagues to plan and deliver exceptional learning experiences and professional colleagues to offer exceptional support. Students will be empowered by working in partnership with colleagues and fellow students to shape the Westminster experience. We will develop an integrated physical and digital environment that supports excellent practical, active and collaborative learning for all our students.

### RESEARCH AND KNOWLEDGE EXCHANGE

Research and knowledge exchange are fundamental to our commitment to making a positive difference to the world and transforming lives. We are committed to research in four priority areas: Diversity and Inclusion; Health Innovation and Wellbeing; Sustainable Cities and the Urban Environment; Arts, Communication and Culture. Our excellence in research and knowledge exchange will infuse our education endeavour, inspiring and equipping our students as agents of change locally as well as globally. We will continue to grow our community of PhD researchers, ensuring that the Westminster postgraduate research experience remains sector leading and the foundation for great careers. In knowledge exchange we will focus on engagement with government, business and with the public and local community. We will achieve more when we identify shared interests and build partnerships with our communities and collaborate for the public good with a clear civic purpose.

### EMPLOYABILITY

We will ensure that all our students benefit from employability-led learning and purposeful engagement with employers, business and industry, to give students from every background the best possible preparation for the world of work and enable the best possible employability outcomes. We will do this through the further extension and embedding of programmes such as work-based and placement learning; the Westminster Employability Award; Westminster Working Cultures; mentoring; and student enterprise. Employability-related learning will be a core and critical part of the courses and curriculum we offer, right across the University. It will be front and centre of life at the University for students and colleagues.



A key priority will be the development of a dedicated Centre for Employability and Enterprise at 29 Marylebone Road, intended to transform our student experience and our engagement with business, industry and employers. The Centre will provide a game-changing experience through which undergraduate and postgraduate students from across Westminster will come together and practise enterprise; develop an entrepreneurial mindset and skills; access training, work, projects, business advice and mentoring; and connect directly with employers. The future-focused environment of the Centre will scale up our employability provision, helping our students to be 'fit for the future' in the most challenging of post-pandemic labour markets and economic environments. It will strengthen links between our UK-based and international employer partners and our motivated, bright, work-ready students, affording employers access to a diverse mix of people right for the needs of the contemporary workforce.

## GLOBAL ENGAGEMENT

We will raise the international reputation and reach of the University, ensuring that 30% of our undergraduate community and 70% of our taught postgraduates come to us from overseas. Overseas partnerships will remain central to our global engagements. We will prioritise the outward mobility of our students to partner institutions, contributing to students' development of employability skills and competences. We will extend and deepen our Trans-National Education relationships. These partnerships, particularly that with Westminster International University in Tashkent, will move beyond franchised or validated arrangements to embrace employability, alumni-related research, CPD and knowledge exchange connections.





# OUR STRUCTURE

## ACADEMIC STRUCTURE

Our structure is built to deliver an enhanced learning environment, stronger and broader industrial, international and professional connections and pioneering and impactful research.

The University comprises three Colleges:

### Westminster Business School

- School of Organisations, Economy and Society
- School of Finance and Accounting
- School of Applied Management
- School of Management and Marketing

### Design, Creative and Digital Industries

- School of Architecture and Cities
- Westminster School of Arts
- School of Computer Science and Engineering
- Westminster School of Media and Communications

### Liberal Arts and Sciences

- School of Social Sciences
- Westminster Law School
- School of Humanities
- School of Life Sciences

The University Executive Board comprises:

- Vice Chancellor and President
- Deputy Vice Chancellor (Employability and Global Engagement)
- Deputy Vice Chancellor (Education and Students)
- Deputy Vice Chancellor (Research and Knowledge Exchange)
- Chief Operating Officer and University Secretary
- Three Heads of College

## PROFESSIONAL SERVICES

Our Professional Services teams support the effective and professional delivery of our teaching, research and knowledge exchange and the management of student residences and sports facilities.

- Academic Registry
- Business Engagement
- Estates
- Finance and Commercial Activities
- Global Recruitment, Admissions, Marketing and Communications
- Information Systems and Support
- People, Culture and Wellbeing
- Strategy, Planning and Performance
- Student and Academic Services



# JOB DESCRIPTION

**Job Title: Strategic Planning Manager**  
**Reports to: Director of Strategy, Planning and Performance**  
**Department: Strategy, Planning and Performance**  
**Grade: NG8**

## ROLE PURPOSE

To coordinate and lead the implementation of the University's Integrated Planning Process, including student number planning, and programmes of work arising from it that will enable the University to achieve its strategic objectives. This will involve liaison with key stakeholders, including UEB members, to facilitate, communicate and assure the process, to be responsible for review and improving the process over time and ensuring that related university processes are seamlessly aligned with the integrated planning process.

## PRINCIPAL ACCOUNTABILITIES

1. To lead the implementation of the integrated planning process as Project Manager, being responsible for the annual cycle of planning, ensuring efficient processes are in place for University wide engagement with effective planning. This includes working with nominated Executive Board Leads for each strand of the planning process to develop appropriate mechanisms for strategic alignment, monitoring performance, preparing and updating the annual University planning schedule, and organising meetings of key senior stakeholders.
2. To ensure that key planning, budget and target setting processes are aligned and all support the strategic priorities of the University, avoiding overlaps and duplication of effort, and highlighting potential conflicts of schedules.
3. Working with senior members of the University to develop the skills and information sets required in order to achieve a sustainable culture of planning and strategic thinking at Westminster. This includes educating senior managers about the importance of setting strategic vision, developing effective operational plans for delivery, identifying measures of success and introducing systems for monitoring performance against those measures, managing risks and allocating resources optimally. Developing and embedding frameworks which guide and support colleagues to assess the impact of their activities and plans, and take appropriate action.
4. To manage specific programmes of work that are required in order to deliver improved performance in areas of strategic importance, for example via education strategy or through the annual portfolio review and the annual monitoring processes.
5. Working with colleagues in Strategy, Planning and Performance and beyond to ensure that relevant data is





available at the right time to inform University wide planning, including horizon scanning, student number projections and targets, financial budget information and forecasts, KPI performance, targets and annual monitoring.

- Being the main point of contact for bringing the different strands of planning together and embedding overall processes and schedules in the department's work.
  - To lead on Westminster's student number planning process; working with SPP colleagues in Business Intelligence & Insight Team to ensure that student number projections are available throughout the planning process and to set targets for future years enrolments.
  - Work with colleagues within SPP's Business Intelligence team and across professional services including Marketing and Quality to ensure that market data and intelligence informs student number planning and portfolio planning and development.
  - To lead on Westminster's integrated planning process; working with colleagues to ensure the process runs effectively and that plans are developed in line with University strategy.
  - Working with the Finance Business Partners to ensure that they are fully briefed on the integrated planning process and able to support Faculties and Professional Service Directors throughout the process and to ensure that appropriate financial and budget information and forecasts are available.
  - working with PCW colleagues as required to ensure integrated planning processes are aligned with workforce planning objectives for colleague resources
  - Work with the SPP colleagues in Business intelligence and institutional research to ensure that information about KPI performance and targets are available and accessible throughout the process.
  - Work with the Quality team to ensure that the annual monitoring process focusses on institutional KPIs and that the outputs are in a format that can be used in both planning and student feedback processes.
  - Review sector regulatory policy and horizon scanning to understand sector shifts and evaluating the institutional competitive position.
6. To build institutional planning capability; work with, advise and train stakeholders within the Colleges, Schools and Professional Services, including College DOCOS and PS Directors and Heads, as to planning process and documentation and to represent Strategy, Planning and Performance at related stakeholder meetings.
  7. To ensure the engagement of all stakeholders in the integrated planning process including appropriate timetabling of activity and briefings. This will include ensuring that they receive accurate information in a timely fashion from multiple sources throughout the process, and to challenging deadlines.
  8. To undertake an annual review of the integrated planning process and make recommendations on enhancements for the following year, producing and presenting reports to UEB as appropriate.
  9. Undertake such tasks as appropriate within the post holder's competence as required from time to time by the Line Manager.





## CONTEXT

The University of Westminster has approximately 20,000 students across 3 Colleges spanning a wide range of disciplines.

The Strategy, Planning and Performance directorate produces integrated and forward-looking intelligence to support the University in the achievement of its core mission. The Department provides stakeholders with timely, accurate and relevant management information for driving efficiencies and effectiveness; it runs the annual strategic planning round with Colleges and Professional Service Departments; and it is responsible for the effective governance of the University.

The Department comprises three teams: Governance, Compliance and Risk; Strategic Planning; and Business Intelligence & Insights. The Department consists of approximately 20 professionally qualified team members based out of our central London location.

The processes within the department are agile to change and reflect the significant shifts in the sector. The Strategic Planning Manager reports to Director of Strategy, Planning and Performance. The University has an established integrated planning process which brings together student recruitment target setting, operational planning, budget setting, forecasting, workforce planning, annual monitoring and risk management processes. The Strategic Planning Manager will be responsible for ensuring the ongoing development and continuous improvement of the integrated planning process. This role is vital to the effectiveness of longer-term planning for the University as a whole including setting the future vision and goals, ensuring that resources are allocated optimally and that appropriate activity is taking place in order to achieve the strategic goals.

The University requires all postholders to have an understanding of individual health and safety responsibilities and an awareness of the risks in the work environment, together with their potential impact on both individual work and that of others.

## DIMENSIONS

There is no current line management but there is an expectation that there will be line manage in the future. The role holder will also be required to work closely with and sometimes supervise the work of others within the SPP team, particularly when working on projects. It may sometimes be necessary for the role holder to manage the output and deliverables of a colleague that they are not currently line managing in order to ensure that workloads and projects are delivered to time. The post holder will have to engage and influence senior colleagues - No direct budget management but the post holder will indirectly influence the overall allocation of resources and prioritisation of activity across the university. - Institutional responsibility for the delivery and enhancement of the Integrated Planning Process. This has far-reaching consequences in terms of setting the future direction for the university and improving performance against our current objectives. - The post holder will be working with very senior stakeholders including UEB and Professional Service Directors.



# PERSON SPECIFICATION

## QUALIFICATIONS

### Essential

- First degree or equivalent relevant experience.
- A relevant professional qualification or working towards a relevant professional qualification e.g. Prince 2 Project Management, or with equivalent significant experience in delivering projects or complex planning processes at a large organisation.

### Desirable

- A postgraduate degree in a related discipline or equivalent relevant experience.

## TRAINING AND EXPERIENCE

### Essential

- A detailed understanding of strategic planning processes, including the appropriate use of KPIs and targets to drive improvement in performance in a higher education context.
- Experience of successfully supporting the senior executive level teams in strategic and operational business planning.
- Experience of developing, managing and enhancing planning processes.
- Experience of designing and implementing processes to improve performance against institutional goals.
- Experience of business process improvement.
- Successful experience in delivering projects across a large and complex organisation, ideally in the area of improving performance or targeting KPIs.

### Desirable

- Willingness to attend sector events and develop a support network of colleagues across the sector (D)
- Fully committed to contributing to a stimulating learning and working environment which is supportive and fair, based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable (E).

## APTITUDES, ABILITIES AND PERSONAL ATTRIBUTES

### Essential

- Strong oral and written skills in communicating complex numerical data to a range of audiences.
- Ability to influence Senior Management to ensure an integrated approach to strategic planning.
- Ability to work to tight deadlines and organise workload with minimal supervision.





- Ability to carry out work accurately and with great attention to detail.
- Ability to establish good working relationships with colleagues at a variety of levels and with external agencies, as a leader of, and advocate for, the integrated planning process.
- Ability to work in an efficient and organised manner with the ability to prioritise and handle multiple tasks.
- proactive approach to problem solving.
- A flexible attitude to changing workloads.
- Self-motivated with a positive and flexible attitude.
- Ability to establish good working relationships with colleagues at a variety of levels and with external agencies, influencing and engaging others to bring about change.
- Fully committed to contributing to a stimulating learning and working environment which is supportive and fair, based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.

**Desirable**

- Willingness to attend sector events and develop a support network of colleagues across the sector



# HOW TO APPLY

To apply for this vacancy, please visit our [vacancies page](#) where you will be able to download our application form template. You will then be requested to complete a quick registration before being able to upload completed application form and any supporting documentation.

Applications should include:

- A concise statement in support (ideally no longer than two pages), addressing the criteria in the Person Specification and motivation for applying.
- You may also include an up to date curriculum vitae;
- names and contact details of two referees (although referees will only be approached at offer stage).

**The deadline for receipt of applications is midnight on 19 January 2025.**

Interviews will take place at the end of January 2025.

An appointment will be made subject to proof of eligibility to work in the UK and satisfactory references being obtained.

At the University of Westminster, diversity, inclusion and equality of opportunity are at the core of how we engage with students, colleagues, applicants, visitors and all our stakeholders.

We are fully committed to enabling a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.

The University has adopted Smart Working principles to support and further our Equality, Diversity and Inclusion aims of being an inclusive, collaborative and flexible employer. Further details of Smart Working can be discussed at interview stage.

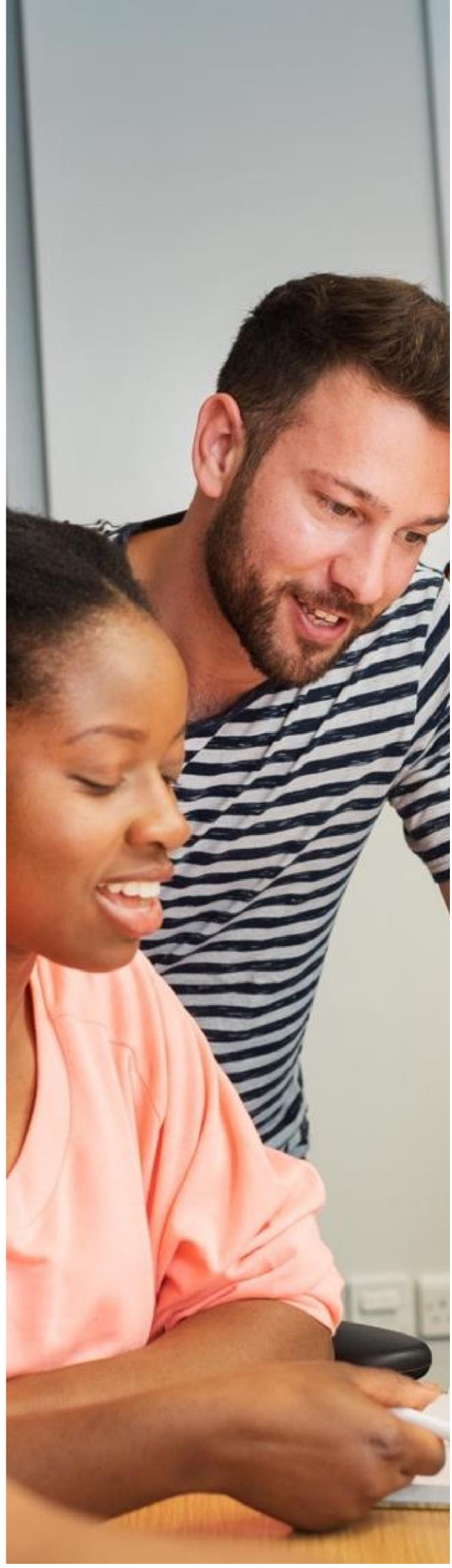




# OUR BENEFITS

The University offers a range of wellbeing and work-life balance benefits to recognise and reward the essential contribution our colleagues make to success and growth. Our benefits are inclusive for colleagues of all backgrounds including LGBTQ+ colleagues, disabled colleagues, pregnant colleagues, parents and carers, as well as colleagues of all genders, age, ethnicities, nationalities, religion and beliefs, and marriage and civil partnership status.

- 35 days annual leave per year, plus bank/national holidays and University of Westminster closure days (pro-rata for part-time staff).
- A generous occupational pension scheme.
- Annual incremental progression and/or cost of living reviews.
- Generous maternity, paternity and adoption leave.
- Flexible working and smart working.
- Learning and development opportunities.
- Free membership rates for a wide range of sporting facilities, including gyms at Regent Street and Harrow campuses, as well as the Chiswick Sports Ground.
- Employee assistance programme.
- The opportunity to participate in other attractive employee benefit schemes such as Cycle to Work, Eye Care Vouchers, Season Ticket Loans, and Give As You Earn.





[westminster.ac.uk](https://www.westminster.ac.uk)

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