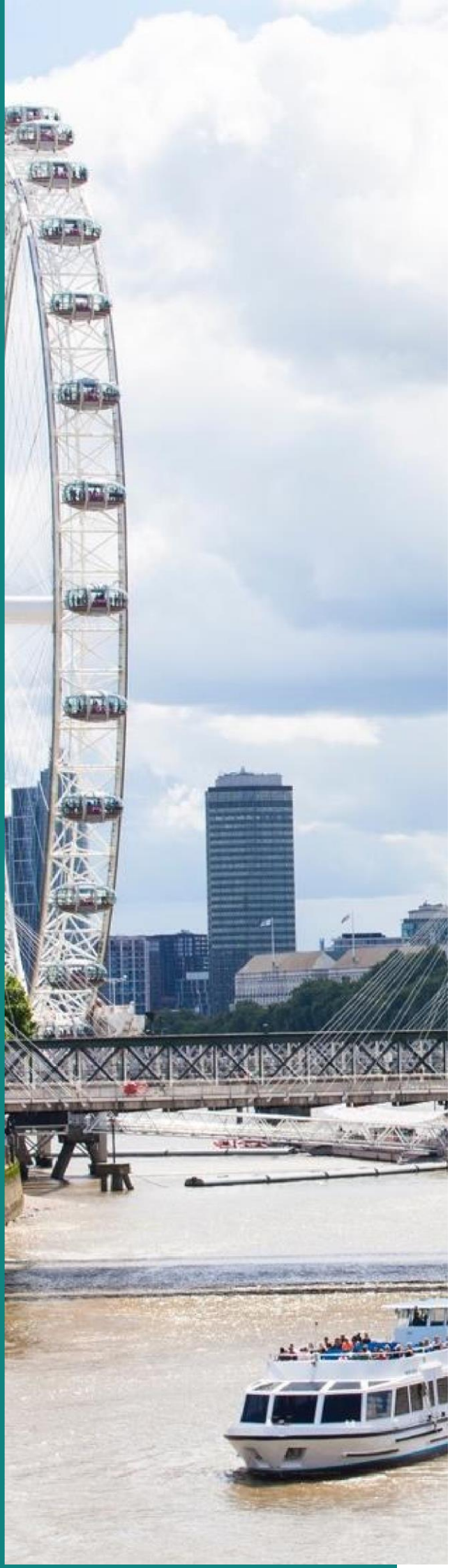


CANDIDATE PACK

Head of Business Intelligence & Insight

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: Head of Business Intelligence & Insight
Reports to: Director, Strategy, Planning & Performance
Department: Strategy Planning & Performance
Grade: L1

ROLE PURPOSE

To take the lead in producing, promoting and championing the use of management information to set the direction for University wide decisions, inform impactful strategic and operational decision making across the University, and support the Director of Strategy, Planning and Performance (SPP) to establish an evidence led culture of planning and performance management. The role will be responsible for bringing together different teams across the University and within SPP to ensure a holistic view of data needs across the University, identifying gaps in data and business intelligence use and being responsible for a consistent University wide approach to business intelligence and data needs.

This role leads the Business Intelligence and Insight team and the Student Data Returns team, ensuring stakeholder needs are met through effective data management, reporting, analysis, and visualisation. The role holder will collaborate with senior stakeholders to continuously evolve and improve the University's business intelligence capabilities

PRINCIPAL ACCOUNTABILITIES

Business Intelligence & Data Analytics

1. To lead the development and embedding of a robust data & business intelligence capability that supports the University's strategic objectives by ensuring accurate data collection, data analysis, visualisations and predictive analytics to support decision making and the delivery of the University's strategy, ensuring buy in from multiple stakeholders across the University which brings about a cultural change to place business intelligence at the heart of decision making.
2. Drive integration of diverse data sources to provide a holistic view of the University's operations and performance. This may include bringing together different stakeholders and partners across the University to ensure consistent and appropriate use of available data.
3. Oversee the development and continuous improvement of the business intelligence portfolio, ensuring fit for purpose data management, userfriendly dashboards and reports tailored to stakeholder needs.



4. Lead initiatives to enhance data engagement within the University, including ensuring a wider adoption of business. Intelligence tools and the effective use of data across the University. Champion a culture of data literacy and evidence based decision making, ensuring the effective use of data across departments to support decision-making, performance improvement, and operational effectiveness.
5. Lead the Business Intelligence and Insight team to monitor performance and develop proactive insights from quantitative analysis and advanced analytics, enabling the University to enhance its market position, performance, and strategic ambitions. Deliver, reports, analysis, presentations and business intelligence including.
 - Modelling and forecasting of student populations and income in light of changes to funding mechanisms and fee developments, working with Finance, Marketing, Recruitment and Admissions teams and Heads of Colleges and Schools.
 - Monitoring and analysis of external benchmarks (e.g. league tables, TEF, REF, APP) to inform decision-making and enhance performance.
 - Analysis and reporting from a wide range of internal data sources (SiTs/Student data, RKE, Finance etc) and external datasets (e.g. UCAS, HESA), synthesising findings to develop actionable insights on institutional trends to inform strategic initiatives, including student recruitment, student success, research impact, and market positioning.
6. Create and embed frameworks for assessing the impact of institutional activities and plans, guiding colleagues to take evidence-based actions. Develop appropriate datasets and analysis to enable the university to evaluate the impact of key initiatives. Including, for example, impact evaluation of interventions delivered as part of the university's Access and Participation Plan.
7. Develop and lead the Data Returns and Business Intelligence & Insight team. Support team members' professional development and wellbeing while encouraging innovation and best practices. Oversee the team responsible for the University's statutory student data returns, including, those required by HEFCE and HESA. Ensuring timely and accurate submission of required data to government bodies, regulatory agencies, and other stakeholders.
8. Oversee the solutions analysts responsible for development and delivery of the University's Data Warehouse. Work closely and collaboratively with colleagues in the ICT Infrastructure teams to ensure ongoing maintenance of an integrated hardware and software platform to support the systems at



appropriate levels of resilience and performance in line with business needs. Work collaboratively with colleagues across the University to ensure the appropriate integration and understanding of existing data sources feeding into the data warehouse.

9. Oversee the development and continuous improvement of institutional research capabilities, including the identification and execution of new projects.
10. Represent the Strategy, Planning & Performance department and act as key contact for reporting and business intelligence across the university, working with academic leaders, departments, ISS, and external partners to develop and maintain effective products, tools and resources. Provide advice and support to colleagues in using data effectively for operational decision-making, forecasting, and planning.
11. Act as a member of the Strategy, Planning and Performance Management Team and represent the department as appropriate, working closely with peers in helping to drive the changes in culture required to become an evidence-informed organisation, deputising for the Director of SPP at meetings as required.
12. Be responsible for ensuring adherence to data governance standards, maintaining data accuracy, security, confidentiality and compliance with legal frameworks at all times.
13. Undertake additional tasks as required by the Line Manager, within the post holder's competence.

CONTEXT

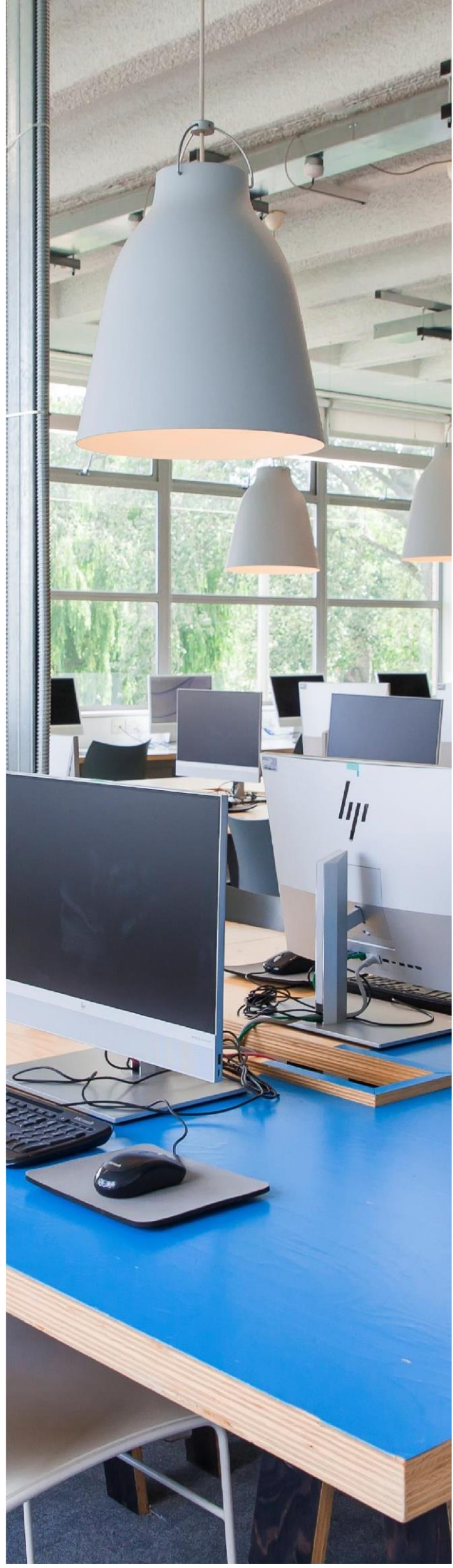
The University of Westminster has approximately 20,000 students across 3 Colleges spanning a wide range of disciplines.

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 in our central London location. This role has recently been reprofiled to bring a renewed focus on developing the business intelligence and insight capability for the University.

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.

KEY RELATIONSHIPS

The post holder works closely with stakeholders including the University Executive Board, Professional Service Directors, academic leaders, and external institutions.



Non-pay budgetary responsibility for externally commissioned services (reviewed annually)

Line management responsibility for circa four direct reports and X of indirect reports



PERSON SPECIFICATION

QUALIFICATIONS

Essential

- A relevant postgraduate degree, preferably in economics or statistics, or equivalent practical experience in business intelligence that demonstrates relevant levels of knowledge and skills.
- A relevant professional qualification or CPD programme completion and membership of a relevant professional body, or extensive equivalent practical experience in business intelligence or similar.
- Proven significant and successful experience in business intelligence, analytics, and data insight, ideally within higher education or a similar complex, datadriven environment.
- Significant and demonstrable experience of using business intelligence to drive change across a large and complex organisation.
- Proven ability to engage multiple stakeholders in the use and benefits of business intelligence and bring about cultural change in the organisational approach to decision making.
- Proven ability to ensure the effective use of data to drive key performance changes and deliver agreed outputs in a large organisation.
- Experience of successfully bringing together diverse sources of data from multiple data sets and systems to produce clear and consistent management information, including working with multiple data owners to achieve a successful outcome
- Proven experience to manage and develop a team of data professionals with successful experience of developing high performing teams managing and motivating colleagues.
- Advanced expertise in BI tools, data visualisation platforms, and analytics software (e.g. QlikView, Power BI, SQL) with proven ability to use these in practice to support a large organisation in delivering their aims
- Strong working knowledge of data governance, quality control, and security practices with proven ability to apply these in practice
- Significant experience of modelling and forecasting and the analysis of external benchmarks to inform decision making.
- Proven understanding and working knowledge of hardware and software systems and/or platforms to support data engagement and analysis.
- Strong ability to translate complex data into actionable insights for non-technical stakeholders.
- Excellent project management skills, with experience balancing multiple priorities under tight deadlines.
- Strong communication and interpersonal skills, with experience engaging with senior leadership and



crossfunctional teams with proven ability to build strong networks and to develop productive working relationships with senior colleagues internally and influential sector stakeholders externally.

- Ability to work flexibly by taking account of new information or changed circumstances and modifying understanding of a problem or situation accordingly

Desirable

- Knowledge/understanding of changing HE landscape
- Knowledge and understanding of HEFCE, HESA and Higher education league tables and metrics including TEF, REF and Access to Widening Participation.
- A sound knowledge of University structures, UK Government policies in education, external agency and legislative requirements, and the international operating environment.

APTITUDES, ABILITIES AND PERSONAL ATTRIBUTES

- Ability to secure close working relationships with a wide range of colleagues and managers at all levels.
- Ability to communicate effectively with all levels of the organisation to successfully deliver initiatives/priorities for the service.
- Ability to work under pressure to tight deadlines while applying quality standards to all tasks and ensuring that nothing is overlooked.
- Ability to work flexibly by taking account of new information or changed circumstances and modifying understanding of a problem or situation accordingly.
- Ability to project and promote a confident, responsible and resilient attitude.
- High levels of literacy, numeracy and analytical skills
- Must share and exemplify the University's values.
- A credible and persuasive approach.
- A proactive self-starter and a good team player.
- Committed to self-development.
- Integrity and independence of judgement
- Adaptability and the flexibility to remain responsive to new ways of working and new challenges.
- Patient and persistent
- Self-confident
- Efficient and reliable.

Fully committed to creating 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.



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.

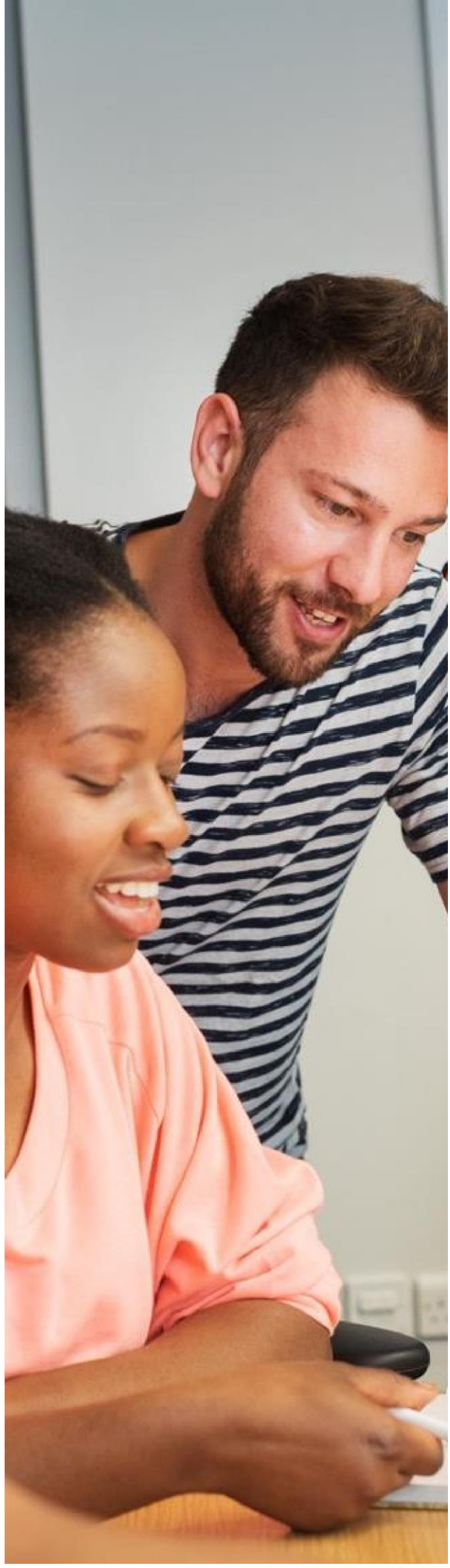
The University has adopted Smart Working principles to support and further our Equality, Diversity and Inclusion aims of being an inclusive, collaborative and flexible employer. Further details of Smart Working can be discussed at interview stage.



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.





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