

UNIVERSITY OF LONDON

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Efficiency Strategies

- National
- Inter-institutional
 - Benchmarking
 - Shared Services
- Local – institutional specific

UUK Diamond Reports

Financial Sustainability Working Group

FSSG
Financial Sustainability Strategy Group

'Mind the gap' – the financial challenge

A brief guide for senior managers and Governing Body members

July 2016

Transparent Approach to Cost

TRAC DEVELOPMENT GROUP

TRAC Guidance

The Transparent Approach to Costing for UK Higher education

Version 2.0, published July 2016

Value for Money and Corporate Performance Reporting

England & UK

2008 Financial Crash

- Fiscal Austerity
- Fee Increase
- Funding Cuts
- Perceptions:
 - pay grades
 - Pensions & VC's
 - VfM – fees
- Public accountability
- Legislation

2011

2015

2016



HE and Research Bill 2016-17

- Transparency, benchmarking and the use of data
- Embedding a continuous improvement commitment
- Procurement as a strategic asset
- Supporting efficiency through effective regulation

- Delivering value from HE Estate
- World Class and Sustainable Research Base
- Harnessing the benefits of asset sharing
- Unlocking value from HE data
- Shared Services, infrastructure and the role of procurement
- Evidence, oversight and sharing good practice

Efficiency and effectiveness in higher education:
A report by the Universities UK Efficiency and Modernisation Task Group



Efficiency, effectiveness and value for money



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Figure 1: The economic impact of higher education institutions

ECONOMIC OUTPUT



In 2011–12, the higher education sector generated over **£73 billion** of output (both direct and indirect effects).

CONTRIBUTION TO NATIONAL ECONOMY

The UK's higher education sector makes a significant contribution to the national economy.



Higher education contributed **2.8% of UK GDP** in 2011 (up from 2.3% in 2007)...



... and generated **2.7% of all UK employment** in 2011 (up from 2.6% in 2007).



UNIVERSITY JOBS

UK universities employed **378,250 people** in 2011, just over 1% of all UK employment in 2011.



JOBS IN THE ECONOMY

For every **100 full-time jobs** at universities, another **117 full-time jobs** are generated in other sectors of the economy.

IMPACT OF SPENDING

University spending has a big impact. Universities generate **more GDP per unit** of expenditure than other sectors including health, public administration and construction.



757,268
jobs

JOBS GENERATED

In 2011–12 the higher education sector generated **757,268 full-time** equivalent jobs.



UNIVERSITY REVENUES

In 2011–12, **less than half** of all revenue to universities was from public sources.



Inter-Institutional: Benchmarking

HESA

HESA/Jisc

ESMU

Tribal

Cubo



Inter-Institutional: Shared Services



Senate House

- Academic
 - National School of Advanced Study for Arts and Humanities
 - 52,000 students on distance learning course in 180 countries
 - 1 million students on MOOCs
 - Senate House Library
- Shared services supporting over 150 organisations
- Property – 44 Wembley pitches of property in central London
- One University
 - Organisation Change
 - Registry
 - Procurement
 - ICT
 - Shared Services
 - Brand
 - Activity Based Working

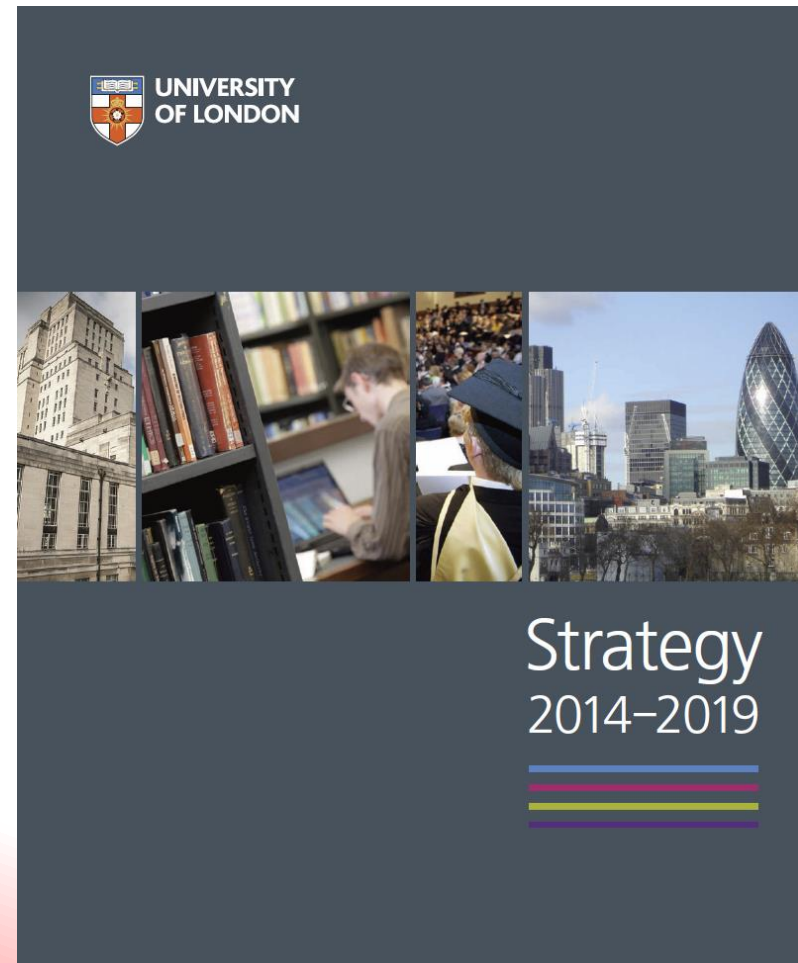




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New Strategy:

- Academic
- Services
- Property
- “One University”



Before and After.....

Devolved Budgets
and Decision Making

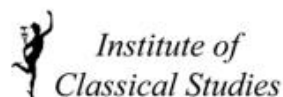
Central Programme
and Resources
Committee

Silos and
duplication

Team mergers/
coordination

Branding and
belonging

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School of Advanced Study
University of London



University of London
School of Advanced Study

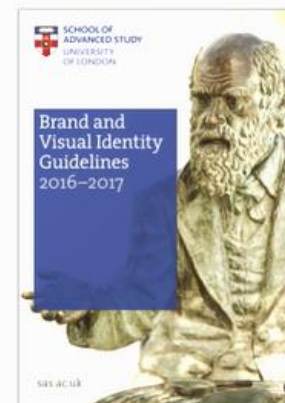


Human Rights Consortium
SCHOOL of ADVANCED STUDY
UNIVERSITY OF LONDON





The streamlining of the family logos





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Activity Based Working

Work is an activity not a place.....

5 AIMS OF PROGRAMME BEVERIDGE



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**Provide an effective
workplace for staff**

**Enable staff to work in a
way that meets their own
needs as well as the needs
of the organisation**

**Encourage staff
to work together
by breaking down
physical barriers**

**Increase the
amount of space
for academic
and commercial
events**

**Provide efficient
and effective
storage facilities**