

JOINT STAFF COMMITTEE – JSC180321/07B

University Financial Position and 2018-19 Planning Round

Planning

VCG have asked that in developing their plans for the current round, Faculties and Directorates keep in mind the principles articulated at the Senior Management Conference in December 2017.

Objectives should be developed that aim to support these principles:

1. An institutional strategy that sets out the market position we wish to occupy in the future, how we intend to get there and the improvements we will make in the meantime.
2. Creating an Academic Framework for the next generation. Accepting that all roads lead back to the product that we offer, we will develop an Academic Framework that is fit for the future, supports our desired market position, and is collectively owned, valued and understood.
3. Be clear about what 'experiential' quality means, through the metrics that we adopt and the behaviours that are exhibited day to day. Address what we would want "Value For Money" or "best in class" to mean at Brookes (e.g. in employability).
4. Addressing our market and brand position to achieve for competitive advantage in our key areas of operation (Education, Research, Partnerships, International).
5. Delivering the sustainable financial position and financing, required for our estates and residences plans.
6. A planning process that focuses on and facilitates demonstrably high quality academic and professional services.

Faculty and directorate objectives and operational plans should be guided by this framework. The immediate priorities are:

- To reverse the trend, relative to the sector, seen in the last two years, in demand for Brookes' Home UG portfolio as represented by applications from prospective students meeting our entry standards.
- To meet recruitment targets in other key student markets - Home and International.
- To consolidate on the work already underway to improve the outcomes from key student experience measures (NSS and PTES), and to be confident that progress towards the aim of 90% overall satisfaction can be secured.

However, these are not exclusive; there are other medium to long term aims that Faculties and Directorates will wish to consider, including preparing for the next REF exercise.

Financial Position

The impact of under-recruitment in 2017/18, the freeze on the UG fee cap at £9,250, and another drop in applications for 2018/19, suggest a total gap of circa £6m to £10m in 2018/19 potentially rising to c£10m to £16m by 2020/21 (if year on year deficits continue). All Faculties and Directorates have therefore been asked to **model** 5% efficiency savings on expenditure in 2018/19. The planning round will identify how this might be delivered, alongside anticipated risks & impact. The final saving targets may not fall equally on all parts of the University, and may in part be delivered through corporate initiatives. Some areas have potential to grow and will require additional investment.

In view of the pressures ahead, VCG has instigated a central process for scrutinising all requests to advertise new or vacant posts.