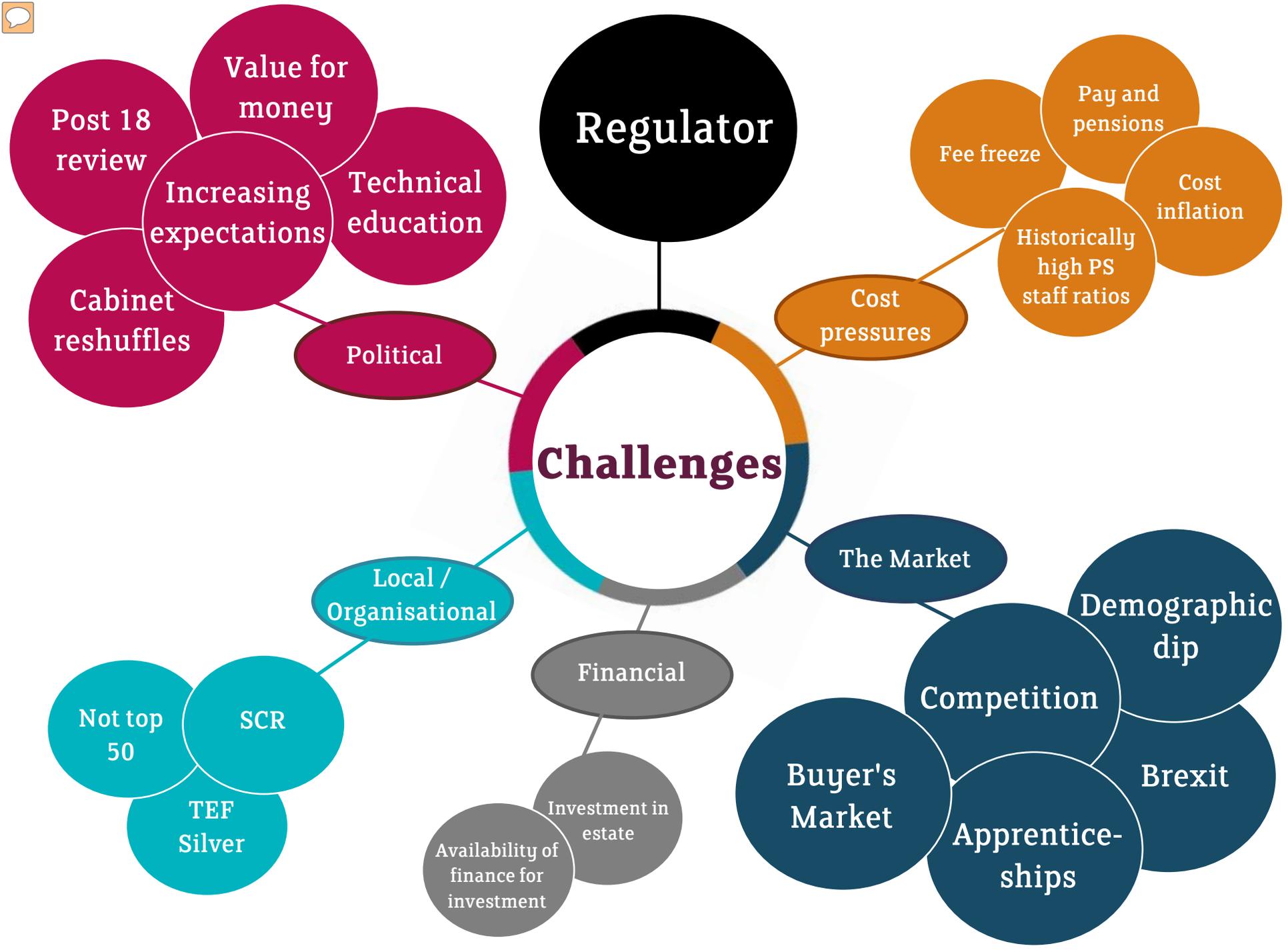


# **TRANSFORMING LIVES**

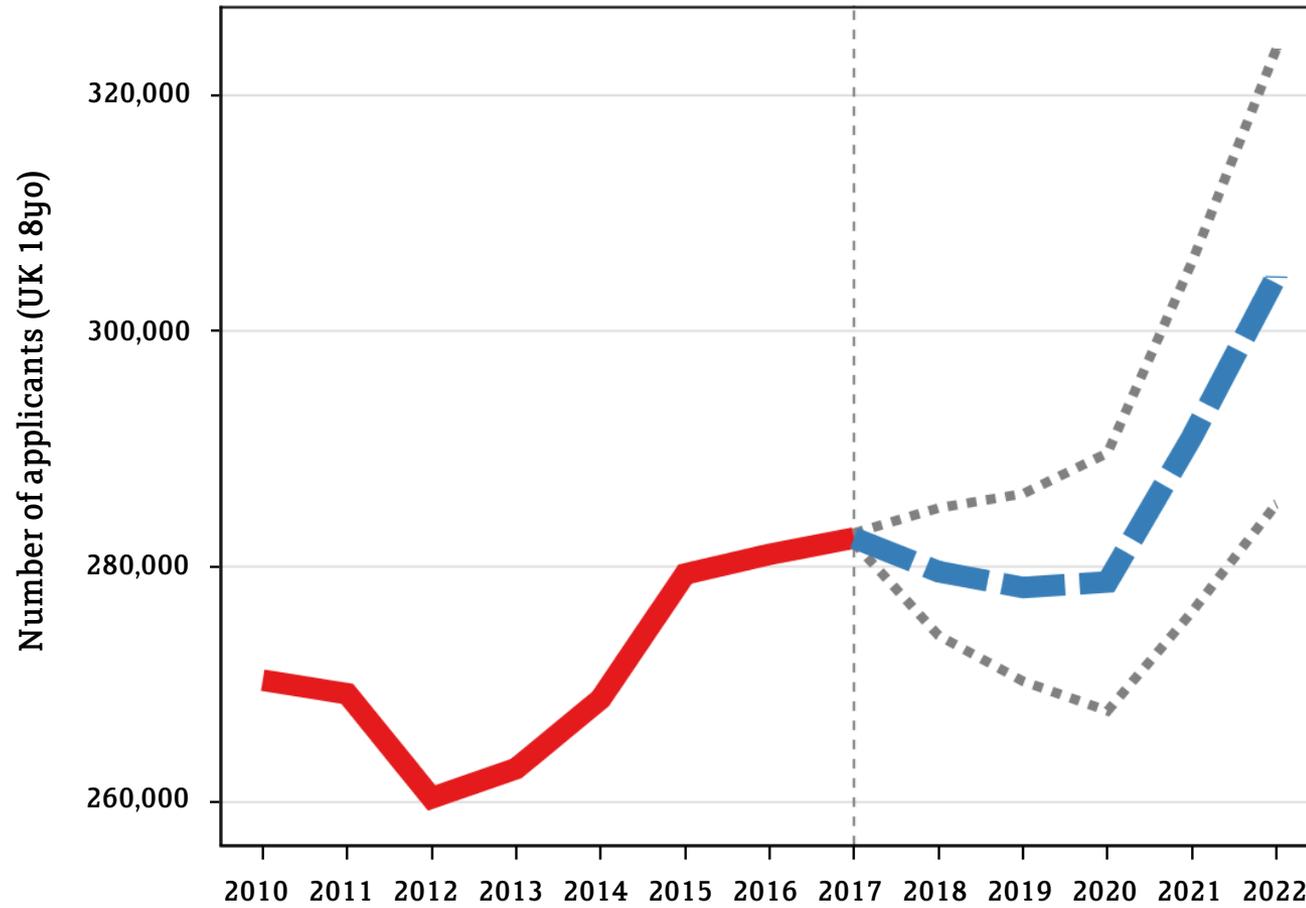
## **FINANCIAL ENVIRONMENT**

**Deborah Harry, Chief Finance and Planning Officer**



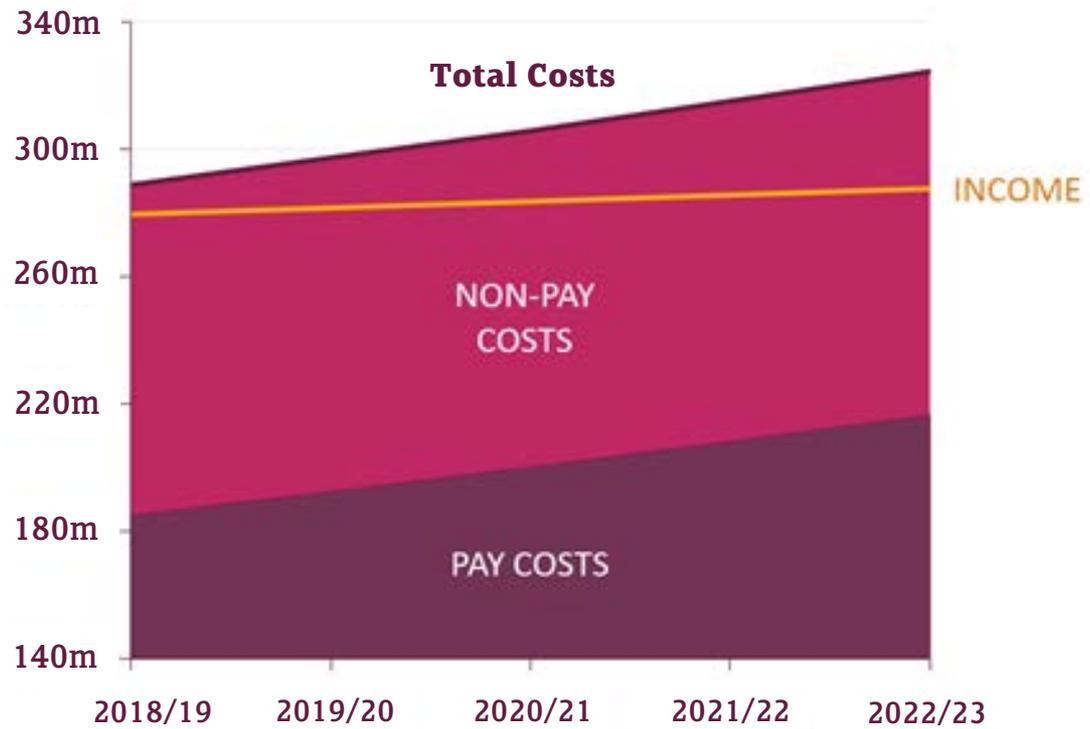


# Demographic Dip - UCAS





# Inflation



# HE sector HEFCE report



**Post-18**

## Review funding

Government review could potentially have an impact on HEIs in the future

**Sector  
financial  
projections  
to 2019-20**

*Published  
March  
2018*

## Global competition

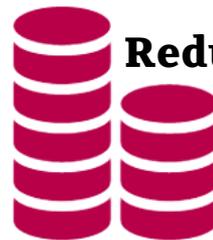


Uncertainties and risks due to Brexit.  
Changing policy agenda.  
Upward pressure on costs.



## Availability of finance

Greater focus from investors on the financial strength of individual HEIs.



## Reducing surpluses and cash levels

signals general weakening of financial performance.  
Trajectory is unsustainable.



## Sustainability

Latest USS valuation exposes member institutions to significant financial and operational risks

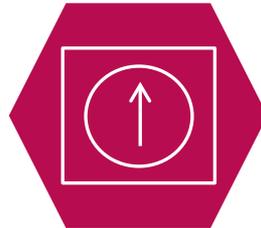


# SHU Responses

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## Improving our offer

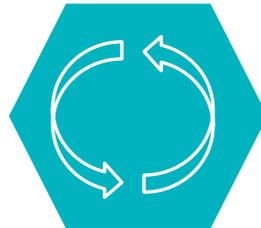
Student Experience and  
Recruitment



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## New product development

Portfolio review, PG and  
HDAs; B2B and commercial



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## Increasing efficiency and effectiveness

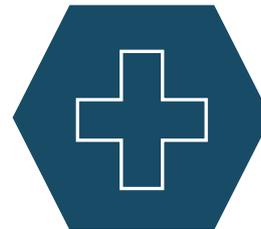
PSOM; Hallam Deal;  
Academic Organisation Project



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## Preparing for market recovery

Campus masterplan



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## Non-pay





# SHU's annual 'non-pay' spend

**Premises;  
Furniture & Equipment**

**£14.4m**

**£3m**

**Staff Travel & Expenses**

**Computers & IT**

**£11m**

**£3.9m**

**External Professional  
Services**

**Printing & Stationery**

**£1.9m**

**£2.3m**

**Catering**

**Staff Development &  
Training**

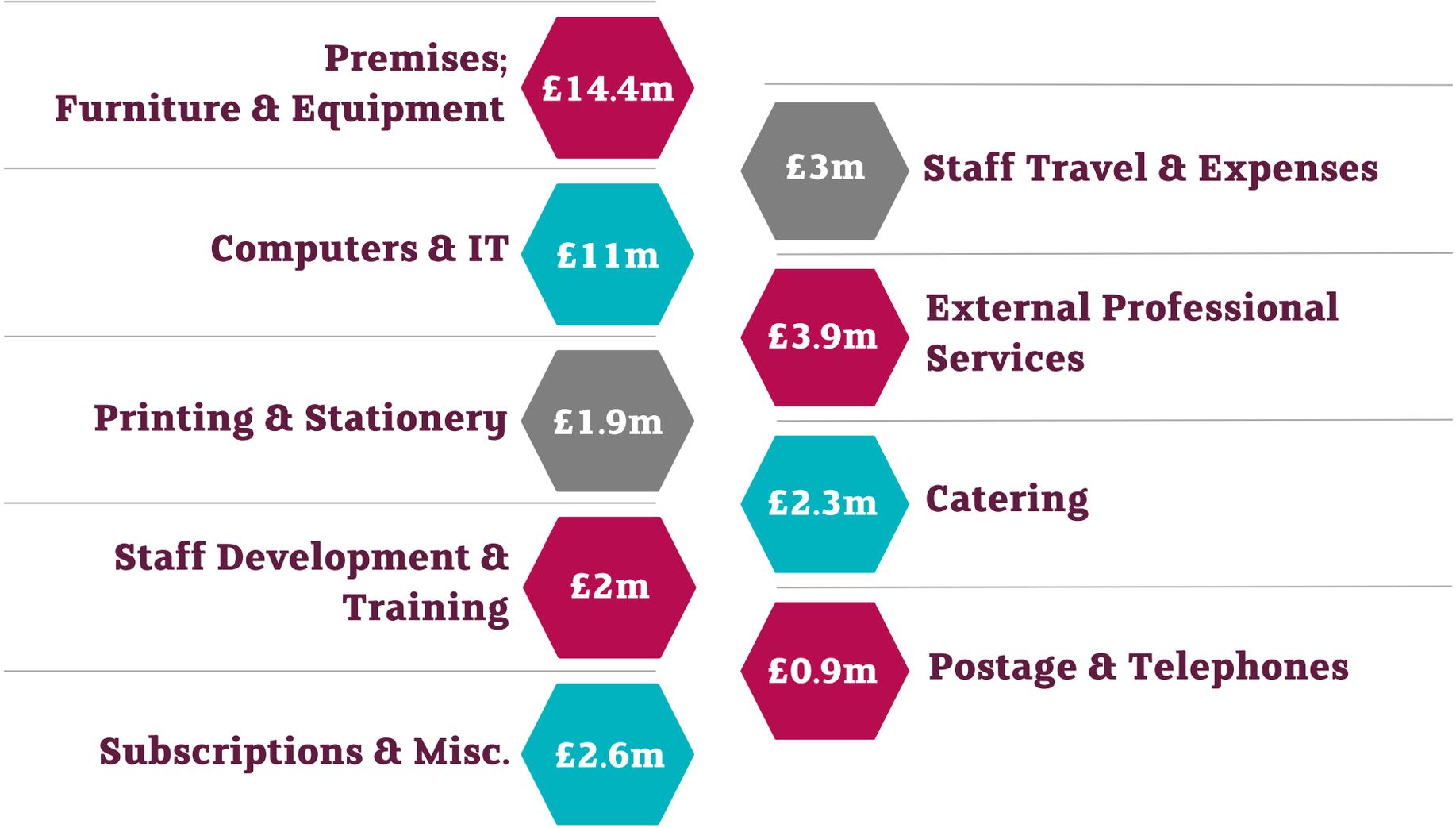
**£2m**

**£0.9m**

**Postage & Telephones**

**Subscriptions & Misc.**

**£2.6m**





# Call to action



be an **advocate**  
for change



**lead by example**  
to embed a change in culture



**challenge**  
ourselves and colleagues



**scrutinise** what we  
do and how we do it



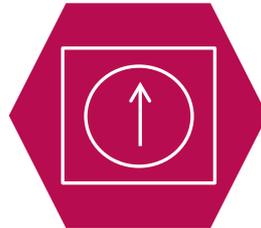
**support** initiatives  
for delivering strategy and  
financial sustainability

# Actions

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## Improving our offer

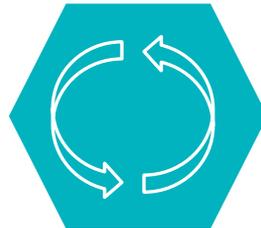
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## New product development

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## Increasing efficiency and effectiveness

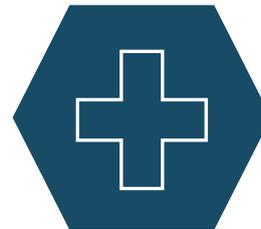
AOP; PSOM; Hallam Deal;  
Technology Roadmap



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## Preparing for market recovery

Campus masterplan



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## Non-pay



# TRANSFORMING LIVES

Thank you for listening  
Questions?