

THELMA: Outstanding Finance Team

Huddersfield is the UK's most financially secure mainstream university. Our historical surplus as a percentage of income is the highest in the sector. The percentage of our estate in Condition A is ranked 5th in the UK and 1st for institutions with a turnover of more than £100m. We are debt free.

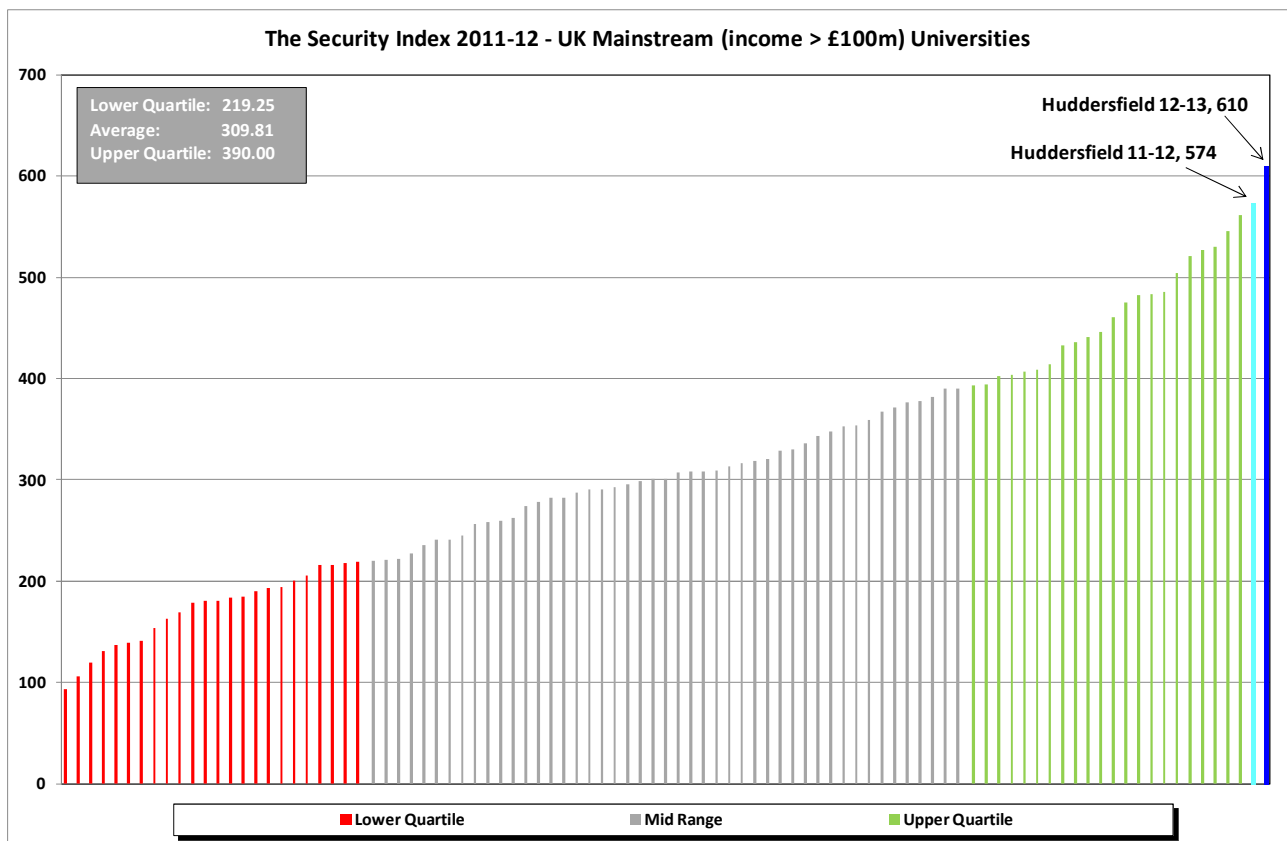
The Financial Strategy we have developed:

- Creates a culture of financial awareness across the university that fosters a shared commitment to meeting our agreed financial objectives
- Generates sufficient cash to meet strategic investment plans and economic contingency without recourse to external borrowing
- Maintains financial strength to deal with contingencies
- Ensures that all Schools and Services maintain financial and operational viability

By operating a partnership model with our Schools and Services, the Finance Team makes sure that the allocation of resources matches business objectives at a corporate and local level. This innovative approach ensures that our minimum surplus for future investment is delivered; that school income is linked to earnings; and that there is sufficient strategic provision.

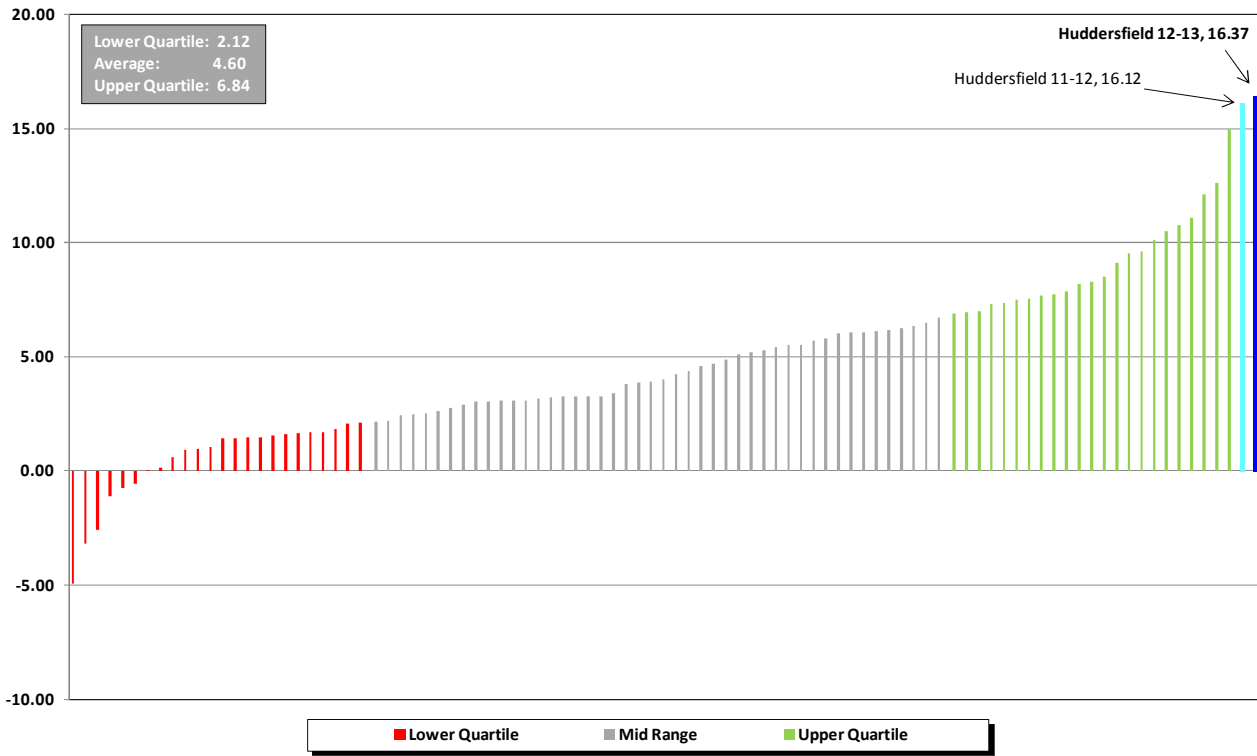
In 2012/13 examples of our commitment to innovation included:

- Remaining the only university in the sector which has invested in Funding Circle – earning money for our student scholarship programme by lending to local small businesses.
- The creation of our eMarketplace as a full Purchase-to-Pay system by our Procurement and Agresso teams in only 5 weeks from inception. In 2 years of operation we have now adopted by far the most live suppliers in the sector. We are held as their number one reference site by Cloud Buy (formerly @UKplc) – an exemplar of best practice, both for education and the wider public sector. Our P2P systems were audited by Unit4 Business in July 2013 and were given the highest score in the survey's history.
- Our purchasing card spend of over £7m in 2012/13 (representing over 19% of our non-pay expenditure) with 90 card-holders across the University (and contributing almost £600k in annual efficiency savings) has been used as a case study by Barclaycard.
- Over 36% of non-pay spend is through collaborative agreements, against the Diamond target of 30%.
- Automated tuition fee invoices and reminders are all sent by email contributing to our green policy and saving administrative time. Outstanding self-paying student debt halved in 2012/13 despite growth in tuition fee income by one third.
- Our frontline student advice centre is in the heart of our new Student Central building providing a one-stop-shop holistic and efficient service for students.
- Our International Student Barometer rating for Finance improved from 80.3% in 2010 to 89.4% in Autumn 2012.
- Developing multi-tasking across income and purchasing functions within the Agresso team has made the best use of the system, multi-skilling our staff and offering a fully integrated shared service to users.
- Securing staff satisfaction levels in the biannual Quality of Working Life Survey well above sector and University benchmarks.
- The whole Finance team is one of the first in the sector to be seeking recognition under the Customer Service Excellence Government standard (being assessed on 15 April 2014).

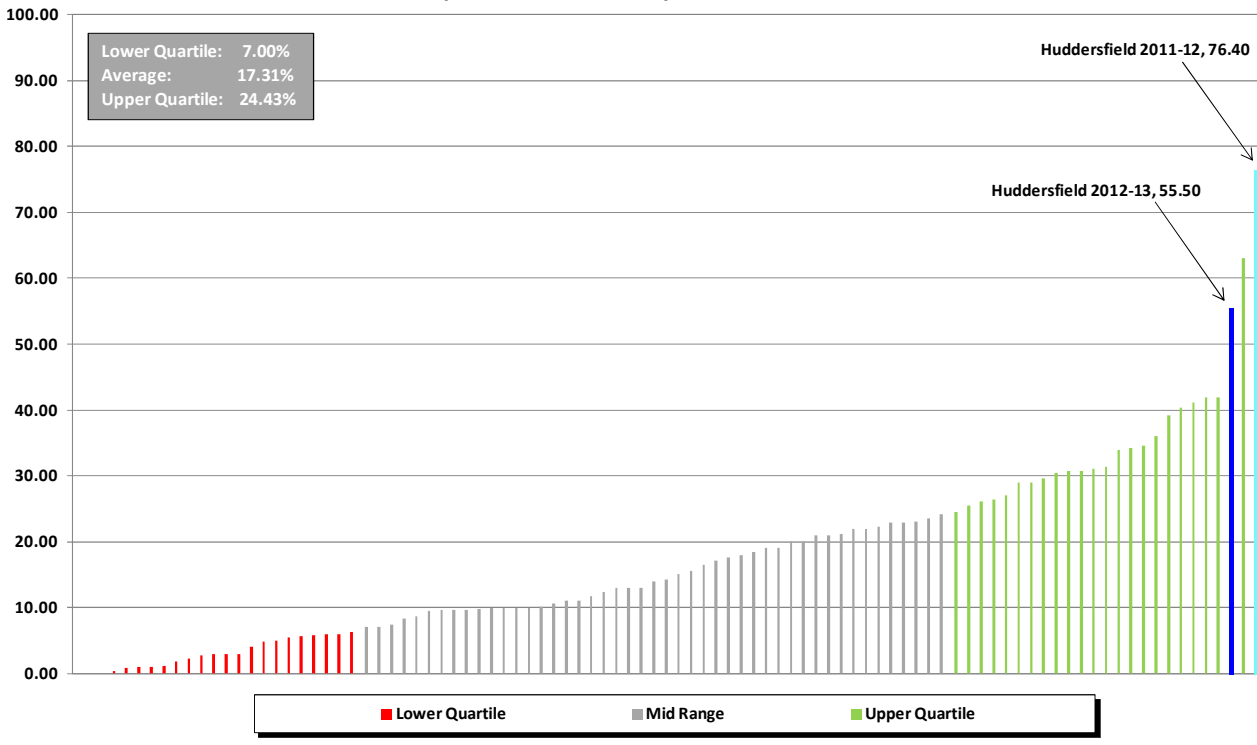


The graph shows the Financial Security Index 2011-12 for each UK HEI reproduced from 'Patterns of Higher Education Institutions in the UK'. The index represents a composite ranking of the rank of the average of the last two years' percentage ratios of historical surplus/deficit after tax to total income; the rank of the days ratio of general funds to total expenditure; the rank of the days ratio of net liquid assets to total expenditure; the rank of the percentage ratio of total long-term borrowings to total income. Huddersfield is ranked 4th in the Financial Security Index but 1st for institutions with a turnover greater than £100m.

**2011-12 Historical cost surplus / (deficit) as a percentage of total income - UK Mainstream
(income > £100m) Universities**



**2011/12 Percentage of Estate classed as condition A - UK Mainstream
(income > £100m) Universities**



Quotes in support of THELMA: Outstanding Finance Team

P2P Audit July 2013

“The P2P systems and processes at the University of Huddersfield have been well developed and are highly functional. Of special note is the acceptance and adherence of the requisitioners to the policies and procedures in place.

The synergy the team has working together is very dynamic. The team effectively and efficiently uses the technology at hand to its fullest and challenges maximum results-always looking for improvement opportunities. The procurement survey undertaking at the University of Huddersfield represents the highest scoring in the survey’s history”.

Jeff Nielsen, Procurement Suite Service Manager, Unit4 Business Software

Purchase Ledger Audit October 2012

“It is my view that people-driven controls within the Finance Department are inherently tight. Departmental communication and best practice awareness is particularly good. The presence of very experienced professionals within the team is also advantageous. In context to duplicate payments, the general effectiveness of the people within the team is evidenced by the fact that 99.9% of the duplicate payments we exposed had already been identified and corrected accordingly. Also, in many cases, we note that these overpayments did not remain on account unclaimed for a long period of time”.

Nigel Brookwell, Auditor, Rockford Associates Limited

Procurement Maturity Study October 2012

“The University of Huddersfield has made considerable progress across all areas of procurement activity since the initial review in November 2010 and has moved from a maturity level of “Tactical” to “Planned” with evidence that in 3 areas they are well into the “Superior” level.

A significant proportion of the 2012-2013 savings (£1.2m) reflects the cashable efficiency savings achieved through automation of the Purchase to Pay Cycle”.

Julie Elmes MCIPS, SUMS Consulting

E-Marketplace Development 2012-13

“The University of Huddersfield has been a great client, the team are forward thinking and highly organised and it has been a pleasure to work with them. Even with a complex ERP integration to complete as part of set up, they were live in 5 weeks which is one of the fastest implementations that we have achieved. They continually drive change and push the boundaries and we fully expect them to become the lead university in the UK for e-Procurement.”

Lyn Duncan @UK (now Cloud Buy)

Tribal Financial Benchmarking Project September 2013

“I initially thought this data was just to give me an idea of the size of each department, but it looks to be comprehensive data i.e. all the staffing data we need. I have never had staffing data produced so quickly!”

David Round, Tribal