

Indicators from which key indicators might be identified

1	<ul style="list-style-type: none"> Total cost of the support services function as a percentage of university running cost (expenditure) [or for a small sub-service: budget as a proportion of overall departmental budget] Cost of the support services function per FTE student Staff costs per FTE student (by service) [or for a small sub-service: cost per hour of support provided, calculated on the basis of cost of those involved relative to the number of hours of support provided] Number of students seen (footfall) as a percentage of total student population (by service)
2	Non-staff costs, eg, information products, course materials, staff development, share of administrative overhead (by service)
3	Income generation (by service)
4	Service-specific usage: <ul style="list-style-type: none"> Total student footfall Website hits Number of enquiries (email, telephone) Number of referrals
5	Non-continuation in the last year as a percentage of the average total students Estimated cost of non-continuation (eg, tuition fee income, HEFCE grant income, lost income on student spend within the university)
6	Service level agreements with users of the service(s): performance against expectations (response to email enquiries, appointment arrangements, appointment waiting times, complaints etc) Service level agreements with departments/faculties for specific projects/activities
7	Reputational measures, eg,: external recognition, NSS results, other rankings/league tables
8	User satisfaction index - a composite indicator compiled from the responses to a set of statements by users, eg,: <ul style="list-style-type: none"> The university takes the support of students seriously I receive appropriate support in relation to my needs I know where to go if I have a query relating to a support services issue
9	Management practice indicator – the number of practices that have been adopted by the support services function, eg,: <ul style="list-style-type: none"> The department's strategy and its fit with the university's corporate objectives (links to corporate, learning and teaching, research, HR, faculty/department strategies) The department's policy on surveying student satisfaction levels (frequency, publication of the results, development/publication of an action plan, monitoring the delivery of that plan and at what frequency) Quality assurance processes and their management, implementation, review and reporting in line with Matrix Quality Standards The department's policy on staff development for professional support services staff Procedures for effective budget control are in place and reviewed on a regular basis Risk management procedures are in place, and implemented and reviewed on a regular basis Statutory compliance (eg, disability support) Level of engagement with the academic community