

CANDIDATE INTELLIGENCE BRIEF

University of Gloucestershire

Prepared by Blairgowrie HE Advisory | March 2026

"Strategy that survives first contact with operations"

Valid to: 30 June 2026
Data reflects publicly available sources as at March 2026. After expiry, contact david@blairgowriehe.com
for a refreshed brief.

**B3 RISK
LOW**

What This Document Is — and Is Not

EXEMPLAR DOCUMENT — This brief for the University of Gloucestershire demonstrates the format, analytical depth, and visual standard of the Candidate Intelligence Brief product. It is not a commissioned document.

Purpose

This brief is prepared by Blairgowrie HE Advisory for executive search consultants and shortlisted candidates engaged in a senior appointment at the University of Gloucestershire.

It is designed to give candidates an honest analytical baseline — the kind of picture a thorough incoming leader needs but rarely has time to construct themselves before interview.

All data is drawn from publicly available sources: HESA, UCAS, the Office for Students, and the National Student Survey. Analysis uses doctoral-grade quantitative methods.

Blairgowrie HE Advisory is named on this document by design. It is not white-labelled. The search firm commissioning this brief has chosen to supplement their candidate pack with independent strategic intelligence.

This Brief Covers

- | | | |
|----|--|--|
| 01 | Institutional Context | <i>Leadership team, org size, strategic moment</i> |
| 02 | Demand & Enrolment | <i>Student numbers, tariff, market positioning</i> |
| 03 | Student Experience & Outcomes | <i>NSS scores, graduate employment, TEF trajectory</i> |
| 04 | OfS B3 Regulatory Risk | <i>Completion, continuation, progression vs sector</i> |
| 05 | Financial Health | <i>Income, expenditure, liquidity, staff costs</i> |
| 06 | Blairgowrie Commentary | <i>Strategic read and cross-dimension insight</i> |

University of Gloucestershire — Headline Metrics

9,347

Total Students
(2023/24)

On-campus + apprentices

912

Staff Headcount
(2023/24)

436 academic; down from 968

£87.9m

Total Income
(2023/24)

Fees: £67.3m (76% of income)

£2.1m

Operating Surplus
(2023/24)

vs £2m deficit prior year

83 days

Net Liquidity
(2023/24)

Above 75-day target; down from 138

114th

Guardian Ranking
2025

Improvement trajectory

01 Institutional Context

Leadership team · Org size · Strategic moment · Campus investment

Who Leads, How Large, and Where They Stand

Dame Clare Marchant DBE took up the Vice-Chancellor role in September 2023 from UCAS, where she served as CEO for six years. She was awarded a Damehood for services to higher education in the 2024 King's Birthday Honours. She has publicly described a 3–5 year transformation horizon across satisfaction, outcomes, City Campus, and regional collaboration.

| Name | Role | Context | LinkedIn |
|--------------------------------|-------------------------------|---|---|
| Dame Clare Marchant DBE | Vice-Chancellor | Appt. Sept 2023. Former UCAS CEO. DBE 2024. 3–5yr transformation horizon stated publicly. | linkedin.com/in/clare-marchant-dbe-5416137 |
| Camille Stallard FCCA | Chief Financial Officer | 25+ years at UoG. Former HEFCE financial health monitoring role. CFO since 2019. | Not publicly listed |
| Dr Matthew Andrews | COO / PVC Student Experience | Former Academic Registrar, Oxford Brookes. Fellow of AHEP. DPhil Oxford. | linkedin.com/in/matthew-andrews-b946b321 |
| Katharine Clough | CMO / PVC External Engagement | Joined from Royal Agricultural University. Leads student recruitment and brand growth. | linkedin.com/in/katharine-clough-12160939 |

ORGANISATION SIZE (2023/24 actuals)

9,347 students

(campus + apprentices)

912 staff

(436 academic)

£87.9m total income

(76% tuition fees)

£53.4m staff costs

(60.7% of income)

£32.5m capex 2023/24

(£29.1m City Campus)

CITY CAMPUS

City Campus in central Gloucester opened August 2025 (official opening by HRH The Princess Royal, January 2026). £29.1m capital commitment. New appointees join at the investment phase — returns will show in enrolment and civic engagement over 3–5 years.

02 Demand & Enrolment

Student numbers · Market positioning · Sector context

Market Position and Student Volume

Mid-tariff market (112–120 UCAS points typical). Flexible, access-oriented admissions posture. Sector-wide 2023/24 saw a 3% decline in new entrants, PGT down 8%, and international students contracting post-January 2024 visa changes. Campus enrolment of 9,347 in 2023/24 (a small increase year-on-year). The campus-plus-partner model provides structural resilience against purely campus-based demand risk.

| Indicator | Value | Note |
|--|-----------------------|--|
| Total enrolment (campus + apprentices) | 9,347 | 2023/24 — slight increase on prior year |
| Combined incl. validated/franchised partners | ~10,700 | Broader reach via HE partnerships |
| Typical UG entry tariff | 112-120 pts | CCC to BBB at A Level — mid-tariff positioning |
| International student proportion | ~25% | Times Higher Education 2024 indicator |
| Degree apprenticeships | 561+ (2020/21) | Grown from 40 in 2016/17 — diversified route to market |

DEMAND SIGNAL

The University conducted a major capacity review in 2020/21 predicated on quality of experience driving long-term demand growth. That thesis is being tested against sector-wide volume contraction. The 2023/24 slight enrolment increase is a positive signal against a difficult backdrop.

03 Student Experience & Outcomes

NSS scores · Graduate employment · TEF trajectory

NSS Performance, Graduate Outcomes, and TEF Trajectory

Overall NSS satisfaction of 80% (2023) above the sector average of 76%, though course-level variability is a named priority for Dame Clare Marchant. Consistency of feedback, timetabling communication, and academic support identified as primary levers. The ACEM quality cycle (2024/25) and a stated TEF Gold ambition by 2026/27 are the structural institutional responses.

86%

Teaching Quality
Satisfaction

Best result in 5 years (2024 NSS)

88%

Learning Resources
Satisfaction

Up from 74% five years prior

80%

Overall NSS
Satisfaction 2023

Above sector avg of 76%

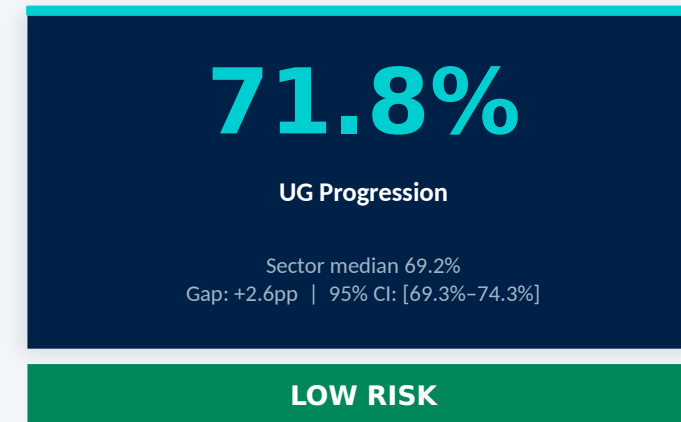
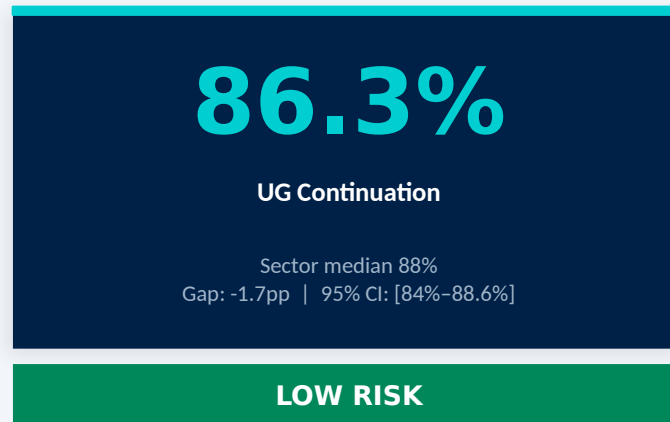
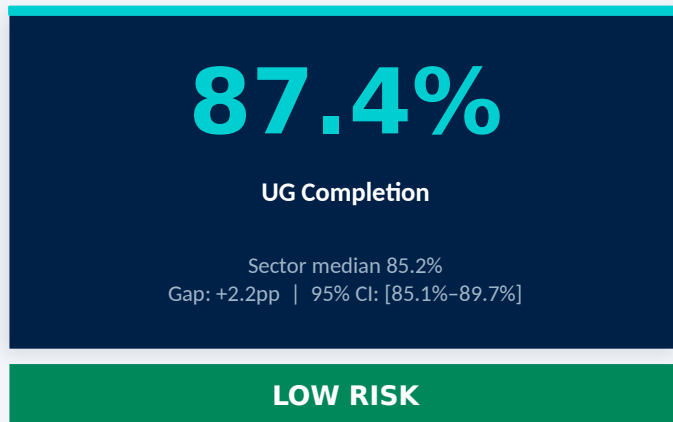
| Indicator | Value | Note |
|--|----------------|--|
| Graduate positive outcomes (15 months) | 92% | Employment or further study within 15 months of graduation |
| Guardian ranking 2025 | 114th | Mid-table; improvement trajectory in evidence |
| TEF Gold ambition | 2026/27 | Stated in Quality Handbook 2024/25 — drives ACEM quality cycle |

04 ofS B3 Regulatory Risk

Completion · Continuation · Progression vs sector

Student Outcomes — OfS Condition B3

The OfS assesses three indicators under Condition B3: Completion, Continuation, and Progression. University of Gloucestershire presents a LOW risk profile across all three — a genuine institutional asset that should be actively converted into student recruitment value on Discover Uni.



Peer Comparison (B3 Risk)

| Institution | Completion | Continuation | Progression | B3 Overall |
|-------------------------------|------------|--------------|-------------|------------|
| University of Gloucestershire | LOW RISK | LOW RISK | LOW RISK | LOW RISK |
| University of Worcester | LOW RISK | LOW RISK | MONITOR | MONITOR |
| University of Chester | LOW RISK | MONITOR | MONITOR | MONITOR |
| Sheffield Hallam University | LOW RISK | LOW RISK | LOW RISK | LOW RISK |

05 Financial Health

Income · Expenditure · Liquidity · Staff costs · Leadership remuneration

Financial Position — Key Indicators (Year to July 2024)

2023/24 accounts (year to 31 July 2024) show an operating surplus of £2.1m, recovering from a £2m deficit in 2022/23. Total income of £87.9m is down marginally on £88.2m prior year. Liquidity fell to 83 days (from 138 in 2023), remaining above the University's own 75-day target. Staff headcount reduced from 968 to 912 as part of transformation programme delivery.

£87.9m

Total Income
2023/24

Tuition fees: £67.3m (76%)

83 days

Net Liquidity
2023/24

Above 75-day target; down from 138

£2.1m

Operating Surplus
2023/24

vs £2m deficit prior year

| Indicator | Value | Note |
|--------------------------------|---------------|--|
| Total expenditure 2023/24 | £86.0m | Down from £89.1m prior year — cost control in evidence |
| Staff costs | £53.4m | 60.7% of income (down from £55.3m) — 56 headcount reduction |
| Staff headcount (2023/24) | 912 | 436 academic; down from 968 in 2023 |
| City Campus capital investment | £29.1m | Of £32.5m total capex — significant multi-year commitment |
| VC remuneration 2023/24 | £200k | Dame Clare Marchant DBE — RHRC benchmarked; pay ratio 5.33:1 vs median |

FINANCIAL NOTE

Liquidity dropped from 138 to 83 days in one year — primarily driven by the £29.1m City Campus capex. Still above the 75-day target. If income does not grow in 2024/25, further liquidity pressure is foreseeable. The surplus recovery from a £2m deficit is a positive signal; the trajectory needs holding.

Strategic Read

1 The surplus recovery is real — but the liquidity drop is the number to watch.

From 138 to 83 days in one year. Still above target, but the City Campus investment has absorbed significant cash. If income does not grow in 2024/25, the next liquidity position will be the first real test of the transformation programme's financial resilience.

2 The B3 progression advantage is an under-exploited recruitment asset.

A 2.6pp advantage over the sector median on the metric most visible on Discover Uni should be foregrounded in all open day and offer-holder communications. Most institutions do not convert their outcomes data into demand value effectively. This is a quick win.

3 Satisfaction variability is the critical near-term quality risk.

The aggregate 80% NSS headline conceals course-level dispersion. Dame Clare Marchant has named it explicitly. The ACEM cycle is the structural response — but cultural change in a mid-size institution across multiple schools takes more than one annual cycle to embed.

4 The 912-staff picture is a transformation signal, not just a cost story.

A 56-person headcount reduction alongside a surplus recovery suggests the transformation programme is delivering. The question for an incoming leader is whether the remaining capability is configured correctly for the growth and quality agenda ahead.

Blairgowrie HE Advisory

"Strategy that survives first contact with operations"

Commission a Full Intelligence Report

A Blairgowrie Institutional Health Intelligence Report covers all seven dimensions — demand, enrolment, financial health, graduate outcomes, student satisfaction, student value, and regulatory risk — in a single diagnostic framework.

Single report: £1,500 | This Candidate Intelligence Brief is provided as a courtesy to executive search firms placing senior leaders at UK HEIs.

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Dr David O'Connor | Former Pro Vice-Chancellor, BIMM University | DBA University of Bath (2023) | 300%+ enrolment growth | Two PE exits at 4x returns

EXEMPLAR DOCUMENT. Valid to 30 June 2026. Contact david@blairgowriehe.com after that date for a refreshed version.