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## **Strategic Plan, Financial Forecasts and Student and Staff Number Forecasts Request**

**17 May 2004**

**Ref: W04/31HE**

To: Heads of higher education institutions in Wales

Summary: This circular invites institutions to submit strategic plans, financial forecasts and staff and student number forecasts and provides notes of guidance for completion of the submissions.

Response by: 23 July 2004

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## INTRODUCTION

1 This Circular invites higher education institutions to submit:

- (i) strategic plans;
- (ii) financial forecasts for the period 2003/04 to 2007/08;
- (iii) student number forecasts for the period 2004/05 to 2007/08;
- (iv) staff number forecasts for the period 2003/04 to 2007/08;

and provides notes of guidance for completion of the submissions.

2 This invitation follows a consultative seminar in February 2004, through which the Council reviewed, with senior sector representatives, developments in the strategic planning process in 2003, and considered ways in which there might be greater alignment between the Council's corporate planning processes and those of institutions, and how the Council might assess the current and planned performance of the sector as a whole against the Assembly's targets to 2010/11, set out in *Reaching Higher*. The Council's Corporate Strategy sets out its long and medium term priorities, taking into account the Welsh Assembly Government's values, principles and priorities for higher education in Wales to 2010.

## BACKGROUND

3 In 2003, following consultation, the Council introduced revised arrangements for the strategic planning process. The resulting 2003 Strategic Plan request circular required institutions to submit two sets of documentation: a copy of their current strategic plan and a completed template indicating the institution's planned contribution to the *Reaching Higher* targets to 2010/11.

4 Feedback from consultation has led the Council to the view that, despite the limited capacity of some institutions to respond to the tight timetable in 2003, arising from the lengthy process of finalising the targets with the Welsh Assembly Government, the process adopted in 2003 provided a helpful means by which the Council and institutions could see how the sector as a whole was moving towards the *Reaching Higher* targets to 2010/11. It is anticipated that by continuing to monitor trends in the sector's progress in this way, the Council will be able to identify any likely shortfalls in meeting the targets at an early stage and, where necessary, engage in dialogue with individual institutions to ensure progress towards targets.

5 In response to requests that the Council should seek to streamline its requests for information and reduce the burden of reporting on institutions, this circular draws together the Council's request for strategic plans, financial forecasts and student and staff number forecasts. The format of the student number forecasts request has been amended to reflect changes to the Higher Education Students Early Statistics (HESES) survey.

6 Following consultation in March 2004, the Council has also considered how, in future years, it might reduce the burden of reporting by drawing these specific detailed requests for information into a single request for an annual monitoring statement (AMS). The outcomes of the consultation were reported in circular *W04/29HE*. The introduction of such a statement will necessarily have to be phased in, since the methods for reporting progress on existing initiatives were not designed with this format in mind. In 2004, the AMS will be piloted for Initial Teacher Training (ITT) strategies only. Further details of the ITT request will follow in the near future. As future initiatives are rolled out, so, progressively, Council aims to seek reports within this simplified format.

## AIM OF THE STRATEGIC PLANNING PROCESS

- 7 An institution's strategic plan should be a document of value principally for the institution: it should provide structured guidance for strategic development and management across all the issues with which the institution is properly concerned. Its secondary function is to inform and assure third parties, not least the Council, that the institution is properly addressing its management responsibilities, and that institutions are making adequate contributions, individually and collectively, towards the targets outlined by the Welsh Assembly Government to 2010.
- 8 The over-arching strategic plan, together with specific sub-plans and strategies, will continue to be an important source of dialogue between the Council and an institution, informing meetings between officers of the Council and the institution and providing a context for discussions about a range of emerging issues. These plans will continue to play a role in the meetings between heads of institutions and the Council each autumn. The submission of the information on expected contributions to *Reaching Higher* targets (see para. 9.ii) will allow the Council to conduct a gap analysis on the likely cumulative outcomes of institutions' plans and to consider any steps that might, in consequence, require attention.

## FORMAT OF THE STRATEGIC PLAN

- 9 Council invites institutions to submit the following in 2004:
- (i) **A copy of the institution's latest strategic plan**  
Recognising that an institution's strategic plan should be a document of value principally for the institution, the Council is not specifying a time period for plans submitted in 2004, but requests a copy of the institution's *latest* strategic plan, which, in years between revisions, should be accompanied by a brief update reflecting any significant developments. The Council is not specifying a particular format, structure or content for the strategic plan. It recognises that institutions' plans vary in size and scope. However, the plan should include a contents page which lists, according to the institution's mission, each of the major activities in which it is engaged. While the balance of these activities may vary from institution to institution, they can be expected to contribute in different measure to student learning, research (where relevant), and service to the community in economic, social and cultural terms. Officers will be glad to discuss the detailed interpretation of this requirement in individual cases.
- (ii) **A completed targets template** (example at **Annex A**) which will look for institutions to:
- ◆ note their planned contribution to particular targets deriving from *Reaching Higher* and set out in the Council's Corporate Strategy. Institutions are asked to set long-term targets to 2010, and shorter term targets over a 3-year planning period;
  - ◆ cross-reference the targets they will be adopting to the sections of their strategic/specific plans, which will provide the evidence for how they are taking this work forward.
- 10 The Council has thus far concluded discussions with the Assembly on revisions to the *Reaching Higher* targets without specifying targets relating to disability and race equality. However, it is expected that institutions will continue to meet statutory obligations arising from the relevant equal opportunities legislation.
- 11 Institutions should note that the Council recognises the variations in mission across the sector and will not expect all institutions to respond in similar detail to all targets. Some, for example, would be expected to have little to say in respect of research. In order to give guidance on the degree of detail that Council is seeking in responses, **Annex A** attached is completed with illustrative data. Individual templates will be dispatched

directly to heads of institutions, indicating actual progress for 2001/02 and 2002/03 against the baseline data.

#### **DETAILED PLANS/STRATEGIES**

- 12 For the immediate future (but see para.6), detailed plans will still be required in certain areas, linked to the release of formula-based funding allocations.
- 13 Over the next year, the Council will be seeking plans and strategies in the following main areas:
  - ◆ Welsh Medium Provision;
  - ◆ Learning and Teaching;
  - ◆ Reaching Wider Partnerships;
  - ◆ Third Mission Fund (TMF).
- 14 Council will also be seeking updates on the following plans and strategies:
  - ◆ Widening Access, incorporating Disability Provision Development Plans;
  - ◆ Estates.

#### **RACE EQUALITY**

- 15 The Council has a statutory role, within the Race Relations (Amendment) Act 2000, to monitor the performance of higher education institutions in relation to their role as employers. Institutions are themselves required by law to report annually on the outcomes of their own monitoring, in terms of both students and staff. The Council plans to fulfil its monitoring role this year by inviting institutions to submit, with their strategic plans, copies of the annual reports which they should have already prepared in line with the Act. Where relevant, institutions will also be expected to address race equality issues and changes to relevant policies within the over-arching strategic plan. This will aid institutions in the 'mainstreaming' of race equality issues within their normal planning processes. Institutions are reminded that if they revise their Race Equality Policies, they should also submit copies of these to the Council.

#### **HUMAN RESOURCE STRATEGIES**

- 16 In 2003, the Council made monies available to provide consultancy advice to institutions in the development of their human resources (HR) strategies. Individual feedback and an overview report on developments in the Welsh sector were provided in 2003/04 to assist institutions in the further development of their HR strategies. This circular therefore invites institutions to submit their revised human resource strategies with their strategic plans. The Council recognises that there is a need across the sector for further development work and hopes to provide further consultancy advice in 2004, with a particular emphasis on providing assistance to institutions in developing mechanisms for rewarding teaching excellence.

#### **ESTATES**

- 17 Institutions are requested to provide a short summary of progress to date, highlighting any significant changes, as well as checking that the rationale for the strategy remains valid. In reviewing estate strategies, institutions will find it helpful to refer to the self-assessment questions contained in HEFCE circular 00/04: *Estate Strategies – A Guide to Good Practice*, sent to institutions in May 2001 (HEFCW reference W01/44HE). In particular institutions should identify and provide assurance that:

- ◆ there is clear correlation between the institutional strategy and the strategy for the estate;
  - ◆ the responsibilities and resources to deliver the estate strategy are clearly defined;
  - ◆ the estate strategy promotes the effective management of the institution's estate and contains clear standards and targets (such as reducing sub-standard building stock or increasing the functionality of accommodation, and increasing access according to the requirements of the *Disability Discrimination Act 1995*, updated by the *Special Educational Needs and Disability Act 2001*).
- 18 Please also refer to the Estate Management Manual, Chapter 2, which is available at [www.wfc.ac.uk/estates/intro](http://www.wfc.ac.uk/estates/intro).

## FINANCIAL FORECASTS

- 19 It is necessary for institutions to prepare financial forecasts as part of the strategic plan exercise. In so doing, institutions are required to make reference to the planning assumptions outlined in **Annex C** and the following documents:

- (i) the letter from the National Assembly to the Council in February 2004 announcing higher education funding for 2004-2005; and
- (ii) Council Circular, W04/18HE Recurrent Grant 2004/05 (30 March 2004).

### Content of the Financial Forecasts

- 20 The form and content of the 2004 financial forecasts have been amended from last year by the addition of **Table 7f Variable Fees**. This is described in para. 21 (vi), below. The commentary on the forecasts provides an opportunity for institutions to set out the actions that they have taken or expect to take to ensure that expenditure does not exceed income, taking one year with another, as required in the Financial Memorandum between the Council and the institutions. Institutions should note that completion of the commentary is compulsory.

### Financial Forecasts Tables

- 21 The financial forecasts cover a five-year period and comprise the following tables which are reproduced as **Annex D**.

Table 1A Income

Table 1B Analysis of Surplus/(Deficit)

Table 2A Non-Pay Expenditure

Table 2B Pay Expenditure

Table 3 Balance Sheet

Table 4 Sensitivity Analysis

Table 5 Cash Flow statement

Table 6 Planning Assumptions

Table 7A Comparison of 2002/03 audited accounts with the latest estimate for 2003/04 as submitted in these forecasts

Tables 7B, 7C and 7D are no longer required

Table 7E Capital Financing.

Table 7F Variable Fees.

- 22 The following guidance should be followed in the completion of the tables and the commentary.

- (i) Table 7A Comparison of 2002/03 audited accounts with the latest estimate for 2003/04 as submitted in these forecasts.

- (ii) The major changes between the actual audited results for 2002/03 and the estimated out-turn for 2003/04 should be explained on Table 7A. Such changes will arise through changes in levels of activity or other underlying assumptions, such as pay and non-pay inflation or levels of funding. The reasons for these changes should be explained in the commentary, Section 3.
- (iii) Table 7B is no longer required.
- (iv) Table 7C is no longer required.
- (v) Table 7D Reserves and Provisions is no longer required.
- (vi) Table 7E Capital Financing  
Forecast capital expenditure and the expected method of finance should be provided on Table 7E. Details of major capital projects over the forecast period should also be provided, along with details of any capital projects which are expected to be funded through the Private Finance Initiative. Any other information should be detailed in the commentary at Section 7, in particular, details of PFI/PPP initiatives which have resulted in potential capital expenditure being taken "off Balance Sheet" by the substitution of service contracts.
- (vii) Table 7F Variable Fees  
Pending the outcome of the Rees review and Assembly Government decisions institutions should assume no change in current funding arrangements. However, in table 7F each institution should set out its preliminary, indicative thinking on how it might respond to the introduction of variable fees, should the Assembly determine to introduce them from 2007/08. This should include
  - i. its projected level of income from variable fees, on the basis of the decisions the institution would take in a competitive market;
  - ii. how it would deploy that income.

The assumptions on which the projected level of income is based should also be set out in Section 6 of the commentary template **Annex E**.

### **Financial Forecasts Commentary**

- 23 Institutions should also provide a commentary on the financial forecasts and a pro forma is attached as **Annex E**. The commentary serves two purposes:
- (i) to explain how the financial forecasts are derived from and represent the institution's strategic plan; and,
  - (ii) to provide additional supporting information on the financial forecasts.
- 24 The following areas should be covered:

#### *Section 1 Introduction*

This should cover the context in which the forecasts have been prepared. It should include how the elements of the institution's strategic plan and estate strategy have been included in the forecasts, and how these developments are to be financed.

#### *Section 2 Planning Assumptions*

Whilst most assumptions are detailed on Table 6, other assumptions will have been made in completing the forecasts. Any significant assumptions should be disclosed. The recovery rates included on the table should be the value of the contribution from the activity expressed as a percentage of the total direct costs of that activity. The contribution will be the difference between the income receivable and the direct costs (additional direct staff and non-staff costs) relating to the activity.

#### *Sections 3 and 4*

These sections should be completed with any other information that would enable the reader to gain a fuller understanding of the institution's financial forecasts. All details should include a cross reference to the appropriate table.

*Section 5 Specific actions taken to ensure continued financial viability*

This provides an opportunity for institutions to set out the actions that they have taken or expect to take to ensure that expenditure does not exceed income, taking one year with another, as required in the Financial Memorandum between the HEFCW and Institutions. These should cover not only the impact on the figures, but the consequences for staff, students and the impact on the provision of teaching and research and the institution's estate.

*Section 6 Details of significant increases or decreases over the forecast period*

These should link back to the assumptions made in preparing the forecasts, and would cover significant changes in income, expenditure, assets and liabilities. These could, for example, relate to changes in activities; major developments or initiatives. Please include details relating to Variable fees here.

*Section 7 Sensitivity analysis*

This should detail the actions which the institution expects to take should any, or a combination, of the scenarios on Table 4 come about.

**Authorisation of Financial Forecasts**

- 25 The tables should be signed by the Head of the institution.

**STUDENT AND STAFF NUMBER FORECASTS**

- 26 Institutions are also asked to provide forecasts of their student numbers (both fundable and non-fundable home and EC, Island and overseas) for the period 2004/05 to 2007/08 and staff numbers for the period 2003/04 to 2007/08.
- 27 **Annex F** contains guidelines to assist the accurate completion of the return. In addition to completing the proformas attached as **Annexes G and H** institutions should make reference within their strategic plans to show how the student and staff number forecasts relate to other aspects of the institution's plans.

**FORMAT OF THE STUDENT AND STAFF NUMBER FORECASTS RETURN**

- 28 For this request, higher education (HE) institutions are to return forecasts for all HE students.
- 29 The definitions contained in Circular *W03/64HE, Higher Education Students Early Statistics (HESES03)*, should be used in compiling the information required by this Circular. Assumptions should be consistent with those presented in **Annex C** used in the preparation of the strategic plan and the financial forecasts.
- 30 Institutions should note that enrolments and credit values associated with students domiciled in one of the 10 new EC countries as of 1st May 2004 (Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia and Slovenia), should be included as home and EC.

**STUDENT NUMBER FORECASTS (ANNEX G)**

**FORMS SPF 1 and 2**

- 31 These forms should be completed to show the full-time, sandwich year out and part-time enrolments split by mode of study, level of study and funding category (SPF1), and for

Home and EC fundable enrolments, by mode of study, level of study and Academic Subject Category (ASC) (SPF2).

- 32 All student enrolments should be shown as the forecast number of enrolments, not full-time equivalents (FTEs). Sandwich year out enrolments should be counted as 1.
- 33 For ASC 11a (Education: Initial Teacher Training leading to QTS), if appropriate, students should be recorded separately under the Primary, Secondary Shortage and Secondary Non-Shortage sub-headings within ITT as defined in HESES03. In making their forecasts, institutions should include students predicted to be enrolled on courses supported through the ITT New Innovative Provision Initiative in ASC 11b.
- 34 Forecasts of franchised students should be counted at the franchisor institution. However, students in the UK, forecast to be registered at institutions outside Wales, with a Welsh institution providing quality assurance, are not included within the definition of franchised students and should not be included in this return. Institutions may only count students forecast to be franchised to institutions outside Wales if the Council has been notified of these courses and has agreed to their being funded.
- 35 Note that students franchised out to overseas institutions should not be included in this return. For institutions who have such an arrangement, we would ask you to include, separately, a note to show forecasts for these students covering the period 2004/05 to 2007/08.
- 36 The Council funds PGR provision selectively. PGR provision in Departments unrated or rated 1 in the 2001 Research Assessment Exercise or in which they were rated 2 but, according to their returns to the Exercise, received no grants or studentships from the Research Councils, the Arts and Humanities Research Board, or the British Academy, are to be recorded as home and EC non-fundable.

### **FORM SPF3**

- 37 This form should be completed to show the number of credit values associated with full-time, sandwich year out and part-time home and EC fundable enrolments (as returned in SPF2) by mode of study, level of study and ASC.

## **STAFF NUMBER FORECASTS (ANNEX H)**

### **FORM SPF4**

- 38 Institutions should return all staff numbers in terms of FTE. In form SPF4 (Staff Numbers Forecast by Employment Function), both full-time and part-time staff numbers should be recorded in one of three sub-headings: academic departments / schools; academic support services (including central libraries and information services, central computing and computer networks and other academic services); and other services (central administration and services and student and staff facilities - including residences and catering and other staff).
- 39 Full-time staff are those with a contract coded as 1 or 2 in Field 007: Mode of Employment on the HESA New Individualised Staff Record contract table. All other contracts should be shown as part-time.
- 40 The staff FTE should reflect that to be shown in Field 009: FTE during reporting period. Staff FTE should be returned in the category that the dominant function of the contract falls into. Staff FTE of all contracts relating to a member of staff should be returned, to include those staff on atypical contracts (see HESA New Individualised Staff Record 2003/04 coding manual, Introduction, Coverage of the record and data requirements).



- 41 Assumptions should be consistent with definitions contained in the coding manual for the HESA New Individualised Staff Record for 2003/04.

#### **FORM SPF5**

- 42 In order to enable the Council to monitor the employment terms and conditions of staff, institutions are asked to complete form SPF5. Institutions should return the forecast staff FTEs, recorded in SPF4, by terms of employment. For full-time and part-time staff, FTEs should be recorded in one of three sub-headings: open ended/permanent; fixed-term contract; and atypical. The terms of employment should reflect that to be shown in Field 006: Terms of Employment on the HESA New Individualised Staff Record contract table.
- 43 Institutions are also asked to show forecast pay expenditure against each of the three sub-headings. This column must be completed. This information must be consistent with the corresponding data shown in the Financial Forecasts return, Table 2B Pay Expenditure (Head 9 Total pay expenditure less Head 8 Total staff restructuring).
- 44 In SPF 4 the total staff FTEs for each of the four sub-headings should correspond to those figures in SPF 5.

#### **PRESENTATION OF THE PLANS AND FORECASTS**

- 45 The Council does not wish to be prescriptive regarding the overall length of the strategic plans.
- 46 A completed, illustrated proforma for the *Reaching Higher* targets template is attached as **Annex A**. Individual templates will be dispatched directly to Heads of Institutions via e-mail, indicating actual progress for 2001/02 and 2002/03 against the baseline data. If you have any problems with these files please contact Anita Colley on 029 2068 2276 or email [anita.colley@hefcw.ac.uk](mailto:anita.colley@hefcw.ac.uk).
- 47 The proforma for the financial forecast tables, **Annex D** and commentary, **Annex E** will be dispatched under separate cover directly to the Director of Finance via e-mail. If you have any problems with these files please contact Michelle Morris on 01443 663945 or email [Michelle.Morris@ELWa.org.uk](mailto:Michelle.Morris@ELWa.org.uk).
- 48 The proformas for the student number forecasts, **Annex G** and complementary information on staff numbers, **Annex H** will be forwarded directly to the institution's statistics contact via e-mail. If you have any problems with these files please contact Rachael Gray on 029 2068 2243 or email [rachael.gray@hefcw.ac.uk](mailto:rachael.gray@hefcw.ac.uk).

#### **RESPONSE DATE**

- 49 Four hard copies of the strategic plan, target template, human resources strategy, race equality policy annual report, financial forecasts and student and staff number forecasts should be returned to Anita Colley at the Council's offices by **23 July 2004**. One copy of each should be paper clipped rather than bound to facilitate photocopying. One copy of the financial forecasts should be signed by the Head of Institution. An electronic copy of the strategic plan, target template, human resources strategy and race equality policy annual report, should be sent via email to [anita.colley@hefcw.ac.uk](mailto:anita.colley@hefcw.ac.uk). An electronic copy of the financial forecasts should be sent to [Michelle.Morris@ELWa.org.uk](mailto:Michelle.Morris@ELWa.org.uk). An electronic copy of the staff and student number forecasts should be sent to [rachael.gray@hefcw.ac.uk](mailto:rachael.gray@hefcw.ac.uk).

**ANNEX A**

**REACHING WIDER: *delivering wider participation and access in support of social inclusion and economic upskilling.***

<p><b>REACHING HIGHER TARGETS to 2010</b></p>	<p><b>BASELINE DATA for institution XXXX 2000/01</b></p>	<p><b>ACTUAL DATA for institution XXXX 2001/02</b></p>	<p><b>ACTUAL DATA for institution XXXX 2002/03</b></p>	<p><b>2004/05 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b></p>	<p><b>2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b></p>	<p><b>2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b></p>	<p><b>LONG-TERM TARGETS TO 2010/11 (inc. cross-ref. to strategic plan/specific plan)</b></p>
<p><b>WIDENING ACCESS:</b>   <b>The percentage of all full-time and part-time Welsh-domiciled undergraduate new entrants to HE courses at UK HEIs or FEIs who are domiciled in the 100 core Welsh Community First areas to rise from 8.9% to 11.4%.</b></p>	<p>No. of undergraduate new entrants from Welsh Community First areas in AY 2000/01 = XX,                       being Y% of undergraduate new entrants at the institution</p>	<p>No. of undergraduate new entrants from Welsh Community First areas in AY 2001/02 = XX,                       being Y% of undergraduate new entrants at the institution</p>	<p>No. of undergraduate new entrants from Welsh Community First areas in AY 2002/03 = XX,                       being Y% of undergraduate new entrants at the institution</p>	<p>Aim to increase to XX, being Y% of undergraduate new entrants at the institution                       Ref:                      ♦ Strategic Plan: Section XX (pp x-y)                      ♦ <i>Reaching Higher-Reaching Wider</i> Partnership Plan: Section XX (pp x-y)</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>
<p><b>STUDENTS WITH DISABILITIES:</b>   <b>Target outstanding.</b></p>				<p>Discussion of plans relating to students with disabilities is found at:                       Ref:                      ♦ Strategic Plan: Section XX (pp x-y)</p>			
<p><b>ETHNIC MINORITY STUDENTS:</b>   <b>Target outstanding.</b></p>				<p>Discussion of plans relating to ethnic minority students is found at:                       Ref:                      ♦ Strategic Plan: Section XX (pp x-y)</p>			

**ANNEX A**

**THE 'DEAL FOR STUDENTS': delivering the highest quality learning and related support.**

<p><b>REACHING HIGHER TARGETS to 2010</b></p>	<p><b>BASELINE DATA for institution XXXX 2000/01</b></p>	<p><b>ACTUAL DATA for institution XXXX 2001/02</b></p>	<p><b>ACTUAL DATA for institution XXXX 2002/03</b></p>	<p><b>2004/05 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b></p>	<p><b>2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b></p>	<p><b>2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b></p>	<p><b>LONG-TERM TARGETS TO 2010 (inc. cross-ref. to strategic plan/specific plan).</b></p>
<p><b>WELSH MEDIUM:</b></p> <p><b>The proportion of full-time and part-time students in Welsh HEIs and FEIs undertaking some element of their HE course through the medium of Welsh to increase from 3.4% to 7%.</b></p>	<p>No. of students undertaking some element of their course through the medium of Welsh in AY 2000/01 = XX,  being Y% of students at the institution</p>	<p>No. of students undertaking some element of their course through the medium of Welsh in AY 2001/02 = XX,  being Y% of students at the institution</p>	<p>No. of students undertaking some element of their course through the medium of Welsh in AY 2002/03 = XX,  being Y% of students at the institution</p>	<p>Aim to increase to XX, being Y% of students at the institution</p> <p>Ref: Strategic Plan Section XX (pp x-y)</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>
<p><b>WALES AS DESTINATION OF FIRST CHOICE:</b></p> <p><b>The proportion of all Welsh domiciled full-time HE students enrolled at UK HEIs who are studying at HEIs in Wales to rise from 60.1% to 66%.</b></p>	<p>No. of Welsh domiciled full-time students enrolled at institution in AY 2000/01 = XX,  being Y% of full-time students at the institution</p>	<p>No. of Welsh domiciled full-time students enrolled at institution in AY 2001/02 = XX,  being Y% of full-time students at the institution</p>	<p>No. of Welsh domiciled full-time students enrolled at institution in AY 2002/03 = XX,  being Y% of full-time students at the institution</p>	<p>Aim to increase to XX, being Y% of students at the institution</p> <p>Ref: Strategic Plan Section XX (pp x-y)</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>
<p><b>OVERSEAS STUDENTS:</b></p> <p><b>The percentage change in the number of overseas students attending HE courses in Welsh HEIs, (10.4% between 2000/2001 and 2001/2002), to be equal to, or greater than, the comparable figure for UK HEIs discounted for London and the South East of England (10.3% between 2000/2001 and 2001/2002).</b></p>	<p>No. of overseas students attending the institution in AY 2000/01 = XX,  being Y% of students at the institution</p> <p>UK total (discounting London and the South East of England) = 7.2% in 2000/01</p>	<p>No. of overseas students attending the institution in AY 2001/02 = XX,  being Y% of students at the institution</p> <p>UK total (discounting London and the South East of England) = 7.6% in 2001/02</p>	<p>No. of overseas students attending the institution in AY 2002/03 = XX,  being Y% of students at the institution</p> <p>UK total (discounting London and the South East of England) = 8.8% in 2002/03</p>	<p>Aim to increase to XX, being Y% of students at the institution</p> <p>Ref: Strategic Plan Section XX (pp x-y)</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>

**ANNEX A**

**RESEARCH EXCELLENCE: delivering improved research performance to underpin the knowledge economy and cultural and social renewal.**

<b>REACHING HIGHER TARGETS to 2010</b>	<b>BASELINE DATA for institution XXXX 2000/01</b>	<b>ACTUAL DATA for institution XXXX 2001/02</b>	<b>ACTUAL DATA for institution XXXX 2002/03</b>	<b>2004/05 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>LONG-TERM TARGETS TO 2010 (inc. cross-ref. to strategic plan/specific plan)</b>
<p><b>RESEARCH INCOME:</b></p> <p><b>(a) The percentage of Research Council funding attracted by HEIs in Wales to rise from 3.3% to 4.5%</b></p>	<p>(a) Income from Research Councils at the institution in AY 2000/01 = £XX</p>	<p>(a) Income from Research Councils at the institution in AY 2001/02 = £XX</p>	<p>(a) Income from Research Councils at the institution in AY 2002/03 = £XX</p>	<p>(a) To increase income from Research Councils to £XX</p> <p>Ref:</p> <ul style="list-style-type: none"> <li>◆ Strategic Plan Section XX, pp x-y</li> </ul>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>
<p><b>(b) The research income attracted by HEIs in Wales from sources other than the Research Councils to rise by 60% on £55.7 million by 2007/2008 and 100% by 2010/2011.</b></p>	<p>(b) Research income from external sources other than the Research Councils in AY 2000/01 = £XX</p>	<p>(b) Research income from external sources other than the Research Councils in AY 2001/02 = £XX</p>	<p>(b) Research income from external sources other than the Research Councils in AY 2002/03 = £XX</p>	<p>(b) To increase research income from external sources other than the Research Councils to £XX</p> <p>Ref:</p> <ul style="list-style-type: none"> <li>◆ Strategic Plan Section XX, pp x-y</li> </ul>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>	<p>Similar format to column 5</p>
<p><b>RESEARCH ASSESSMENT EXERCISE OUTCOMES:</b></p> <p><i>Pending agreement on arrangements for the next RAE</i></p>				<p>Discussion of research plans is found at:</p> <p>Ref:</p> <ul style="list-style-type: none"> <li>◆ Strategic Plan: Section XX, pp x-y</li> </ul>			

**ANNEX A**

**BENEFITTING THE ECONOMY AND SOCIETY: delivering more productive relationships between higher education institutions and the public and private sectors, other agencies and local communities.**

<b>REACHING HIGHER TARGETS to 2010</b>	<b>BASELINE DATA for institution XXXX 2000/01</b>	<b>ACTUAL DATA for institution XXXX 2001/02</b>	<b>ACTUAL DATA for institution XXXX 2002/03</b>	<b>2004/05 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>LONG-TERM TARGETS TO 2010 (inc. cross-ref. to strategic plan/specific plan)</b>
<p><b>SPIN OUT COMPANIES:</b></p> <p>The number of profitable spin out companies from HEIs in Wales to double from 21 to 42.</p> <p><i>NB: Recently validated data indicates that the baseline figure of profitable spinout companies produced in 2000/01 was 25.</i></p>	The number of profitable spin out companies produced from the institution in AY 2000/01 = XX	The number of profitable spin out companies produced from the institution in AY 2001/02 = XX	The number of profitable spin out companies produced from the institution in AY 2002/03 = XX	<p>Aim to produce XX profitable spin out companies</p> <p>Ref:</p> <ul style="list-style-type: none"> <li>◆ Strategic Plan Section XX, pp x-y</li> <li>◆ HEED Plan Section XX, pp x-y</li> </ul>	Similar format to column 5	Similar format to column 5	Similar format to column 5

**INITIAL TEACHER TRAINING: delivering newly qualified teachers of high quality**

<b>REACHING HIGHER TARGETS to 2010</b>	<b>BASELINE DATA for institution XXXX 2000/01</b>	<b>ACTUAL DATA for institution XXXX 2001/02</b>	<b>ACTUAL DATA for institution XXXX 2002/03</b>	<b>2004/05 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>LONG-TERM TARGETS TO 2010 (inc. cross-ref. to strategic plan/specific plan)</b>
ITT targets not included in <i>Reaching Higher</i> /remit letter				<p>(For ITT institutions)</p> <p>Discussion of ITT plans is found at:</p> <ul style="list-style-type: none"> <li>◆ Strategic Plan: Section XX, pp x-y</li> </ul>	Similar format to column 5	Similar format to column 5	Similar format to column 5

**ANNEX A**

**MAKING IT WORK: a strong emphasis on reconfiguration, collaboration and other measures to sustain improved performance of individual institutions and the HE system as a whole**

<b>REACHING HIGHER TARGETS to 2010</b>	<b>BASELINE DATA for institution XXXX 2000/01</b>	<b>ACTUAL DATA for institution XXXX 2001/02</b>	<b>ACTUAL DATA for institution XXXX 2002/03</b>	<b>2004/05 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>LONG-TERM TARGETS TO 2010 (inc. cross-ref. to strategic plan/specific plan)</b>
<b>REDUCING OVERHEAD COSTS:</b>  The median administration cost per FTE student for Welsh HEIs to drop from the level of the 45 <sup>th</sup> percentile for administration costs per FTE student in UK HEIs to the 40 <sup>th</sup> by 2007/08 and to the 25 <sup>th</sup> by 2010/2011.	Median administration cost per FTE student = £XX	Median administration cost per FTE student = £XX	Median administration cost per FTE student = £XX	Aim to reduce median administration cost per FTE student to £XX  Ref: Strategic Plan: Section XX, pp x-y	Similar format to column 5	Similar format to column 5	Similar format to column 5
<b>FINANCIAL HEALTH AND GOVERNANCE:</b>  <b>(a) No institution to be in a marginal or unsatisfactory financial position.</b>	This target will be a matter for the Council's annual advice to the Assembly under its Assurance Statement. Institutions will wish to take all appropriate measures, and to indicate these in their Strategic Plans, to show how they propose to ensure that their affairs are in good order.			Discussion of financial health is found at:  ♦ Strategic Plan: Section XX, pp x-y			
<b>(b) No institution to be regarded as high risk in terms of governance.</b>	This target will be a matter for the Council's annual advice to the Assembly under its Assurance Statement. Institutions will wish to take all appropriate measures, and to indicate these in their Strategic Plans, to show how they propose to ensure that their affairs are in good order.			Discussion of governance is found at:  ♦ Strategic Plan: Section XX, pp x-y			

## **ANNEX B**

### **Reaching Higher Targets – data specification for 2000/01 to 2002/03 data**

#### **Widening Access**

- Students domiciled within the 100 core Community First areas are those whose home postcode lies within one of these areas.
- The 100 core Community first areas included in the indicator are those which correspond to the 100 most deprived wards according to the Assembly Multiple Index of Deprivation.
- Percentage of students domiciled in the 100 core Community First areas is out of Welsh domiciled students at the institution with known wards.
- Welsh domiciled students are taken to be those with a Welsh home postcode.
- Data are taken from the HESA student record and include:
  - Welsh domiciled students active within the academic year;
  - undergraduate new entrants;
  - all modes of study (full-time, sandwich and part-time).

#### **Welsh Medium**

- Students are counted as having some element of their course through the medium of Welsh if any of the modules they are taking has a greater than zero percentage of provision through the medium of Welsh.
- Courses in Welsh Language and Literature are included in the proportion.
- Data are taken from the HESA student record and include:
  - students active within the academic year;
  - HE level students;
  - all modes of study (full-time, sandwich and part-time).

#### **Wales as Destination of First Choice**

- Welsh domiciled students are taken to be those with a Welsh home postcode.
- Data are taken from the HESA student record and include:
  - students who are active within the academic year;
  - HE level students;
  - full-time and sandwich mode of study.

#### **Overseas Students**

- Overseas students are defined as those not domiciled in the EU, Channel Islands or Isle of Man.
- Comparable figures for the UK exclude London and the South East of England.
- Data are taken from the HESA student record and include:
  - students active within the academic year;
  - HE level students;
  - all modes of study (full-time, sandwich and part-time);
  - incoming exchange students.

#### **Reducing Overhead Costs**

- Administration costs include academic departmental costs (excluding academic staff costs); academic services expenditure; and expenditure on administration and central services. They exclude expenditure on premises.
- The FTE calculation includes all HE, FE and non-credit bearing students.
- Data are taken from institutional level higher education management statistics published on CD by HESA.

## **ANNEX B**

### **Research Income**

#### Research Councils

- Research Councils include the six UK Research Councils – BBSRC; EPSRC; ESRC; MRC; NERC; and PPARC – and the AHRB and the British Academy.
- Data are taken from the HESA finance statistics record and include all research grants and contract income (including tuition fees for students associated with the contract) from the Research Councils.

#### Other external sources

- Other external sources include UK based charities; UK central government bodies; local authorities; health and hospital authorities; UK industry, commerce and public corporations; EU government bodies; EU other; other overseas; and other sources.
- Data are taken from the HESA finance statistics record and include research grants and contract income.

### **Spinout Companies**

- Spinout companies are
  - HE spinouts with HEI ownership (companies established using HEI intellectual property (IP) and in which there is some element of HEI ownership).
  - HE spinouts with no HEI ownership (companies to which the HEI has assigned or licensed IP, but in which there is no HEI ownership).
- 'Profitable' is interpreted as the number of spinouts which have a verifiable enterprise reference number (ENTREF) from the Office for National Statistics' Inter-Department Register (IDPR).
- Data are taken from the returns made by HEIs in their 2002 and 2003 Higher Education Economic Development (HEED) Fund plans.

### **Financial Health and Governance**

These targets will be a matter for the Council's annual advice to the Assembly under its Assurance Statement.



## ANNEX C

### 2004 STRATEGIC PLANS AND FINANCIAL FORECASTS: ASSUMPTIONS

#### ■ GDP DEFLATOR (PERCENTAGE)

- 1 The forecast GDP deflators, together with the figures adjusted for the academic year 1 August to 31 July, are shown below as a guide to future inflation levels.

GDP	Financial Year	Academic Year
2003 to 2004		2.63
2004 to 2005	2.31	2.38
2005 to 2006	2.52	2.57
2006 to 2007	2.68	2.69
2007 to 2008	2.70	2.70

#### ■ EFFICIENCY GAIN

- 2 For the purposes of the financial forecasts, it is recommended that a zero efficiency gain is assumed.

#### ■ FUNDING FOR TEACHING

##### Formula Based Funding for Additional Funded Numbers

- 3 For the purposes of the forecast alone, institutions should assume:
- No growth in funded numbers in undergraduate full-time and sandwich **degree** provision.
  - Funding for their own forecast recruitment in undergraduate full-time and sandwich non-degree provision
  - Funding for undergraduate full-time and sandwich recruitment in **quota controlled** provision in medicine and dentistry and initial teacher training according to the advice given in Council communications specific to those areas.
  - No growth in funded numbers in part-time undergraduate and postgraduate taught provision or in full-time postgraduate taught provision. Institutions will be aware that postgraduate research training is subject to separate funding arrangements.

Assumptions should be consistent with those used in the preparation of the student number forecast tables.

## ANNEX C

### Special Initiatives

- 4 The following Special Initiative funding should be included where appropriate:
  - i) ITT: Strategic Funding
  - ii) ITT: Quality Allocations
  - iii) ITT: New Innovative Provision Initiative, Phase Two
  - iv) GO Wales
  - v) Centres of Expertise/Centres of Expertise for Technology & Industrial Collaboration \*
  - vi) Training and Consultancy Services\*
  - vii) Contract Research and Development\*
  - viii) Wales Spinout Programme\*
  - ix) Disability Provision Development Fund
  - x) Disability Discrimination Act Planning: Funding
  - xi) Widening Access Fund
  - xii) Learning and Teaching Fund
  - xiii) Welsh Medium Provision Fund

\* Incorporated within the Third Mission Fund (TMF) in 2004/05

### ■ FUNDING FOR RESEARCH

- 5 The 2004/2005 allocations for QR announced in Table 3 of Circular W04/18HE should be rolled forward to future years.

### ■ NON-FORMULA FUNDING

- 6 Non-formula funding allocations for 2003/2004: ITT New Innovative Provision: Phase 2.

### ■ CAPITAL

- 7 The forecasts should take account of the following capital allocations where appropriate:
  - i) Capital Funding for Learning and Teaching and IT Infrastructure. Indicative allocations announced in Circular W/03/39HE (actual allocations for 2004-05 and indicative for 2005/06) and W04/20HE (Capital Funding and Disability Provision 2004-05 to 2005-06).
  - ii) Science Research Investment Fund allocations for 2004-05 and 2005-06, announced in Circular W03/07HE.
- 8 The forecast should include reference to any plans for long-term maintenance.

## **ANNEX C**

- 9 Joint Information Systems Committee (JISC) allocations should only be included if institutions have been advised that they will receive them.

### **■ COMMENTARY**

- 10 As in previous years, institutions are asked to provide a commentary on their financial forecasts. The Council expects this commentary to be linked to, and derived from, the entry the institution makes under the financial strategy heading in its response to the strategic plan update request.

	A	B	C	D	E	F	G	H
1	<b>HIGHER EDUCATION FINANCIAL FORECASTS 2003/04 TO 2007/08</b>							
2								page1 of 5
3								
4	<b>Institution:</b>							
5				£'000	£'000	£'000	£'000	£'000
6	<b>TABLE 1A INCOME</b>							
7	inst	head		Estimate	Forecast	Forecast	Forecast	Forecast
8	code	code	description	year ended	year ended	year ended	year ended	year ended
				31/07/2004	31/07/2005	31/07/2006	31/07/2007	31/07/2008
9	0		<b>1 HEFCW grant</b>					
10	0	1a	Teaching grant	0	0	0	0	0
11	0	1b	Research grant	0	0	0	0	0
12	0	1c	Non Formula funding grant	0	0	0	0	0
13	0	1d	Capital Grants Equipment grant	0	0	0	0	0
14	0	1e	Capital Grants Estates grant	0	0	0	0	0
15	0	1f	NCETW Recurrent Grants	0	0	0	0	0
16	0	1g	RFM Adjustment relating to previous year	0	0	0	0	0
17	0	1h	Council and European grants	0	0	0	0	0
18	0	1	Total Council grant	0	0	0	0	0
19	0		<b>2 Academic fees and support grants</b>					
20	0	2a	Home and EC students fees and grants	0	0	0	0	0
21	0	2b	Overseas students and other FT fees	0	0	0	0	0
22	0	2c	Other fees and support grants	0	0	0	0	0
23	0	2d	Part-time fees	0	0	0	0	0
24	0	2	Total academic fees and support grants Income	0	0	0	0	0
25	0		<b>3 Research grants and contracts</b>					
26	0	3a	Research councils Income	0	0	0	0	0
27	0	3b	Other Research grants and contracts Income	0	0	0	0	0
28	0	3c	UK based charities Income	0	0	0	0	0
29	0	3	Total research grants and contracts Income	0	0	0	0	0
30	0		<b>4 Other operating income</b>					
31	0	4a	Other services rendered course Validation Fees only	0	0	0	0	0
32	0	4b	Residences and Catering operations income	0	0	0	0	0
33	0	4c	Other operating income	0	0	0	0	0
34	0	4d	Other services rendered income EU only	0	0	0	0	0
35	0	4e	Other services rendered income other only	0	0	0	0	0
36	0	4	Total other operating income	0	0	0	0	0
37	0		<b>5 Endowment income and interest receivable</b>					
38	0	5a	Released from specific endowment	0	0	0	0	0
39	0	5b	Income from general endowment	0	0	0	0	0
40	0	5c	Other investment income and interest receivable	0	0	0	0	0
41	0	5	Total endowment income and interest receivable	0	0	0	0	0
42	0	6	<b>Total income</b>	0	0	0	0	0
43	0	7	<b>Less total expenditure from Table 2B, head 11</b>					
44	0	8	Surplus/(deficit) on continuing operations after	0	0	0	0	0
45	0	9	Profit/(Loss) on disposal of assets	0	0	0	0	0
46	0	10	Surplus/(deficit) on continuing operations after	0	0	0	0	0
47	0	11	Taxation	0	0	0	0	0
48	0	12	Surplus/(deficit) on continuing operations after depreciation of fixed assets at valuation disposal of assets and tax	0	0	0	0	0
49	0	13	Difference between a historic cost depreciation charge & the actual charge for the year calculated	0	0	0	0	0
50	0	14	Realisation of Property Revaluation Gain of	0	0	0	0	0
51	0	15	Historic Cost Surplus/(Deficit) after tax	0	0	0	0	0
52								
53								
54								
55								
56	<b>Institution:</b>							
57				£'000	£'000	£'000	£'000	£'000
58	<b>TABLE 1B ANALYSIS OF SURPLUS/(DEFICIT)</b>							
59	inst	head		Estimate	Forecast	Forecast	Forecast	Forecast
60	code	code	description	year ended	year ended	year ended	year ended	year ended
				31/07/2004	31/07/2005	31/07/2006	31/07/2007	31/07/2008
61	0		<b>1 Research councils</b>					
62	0	1a	Research councils Income	0	0	0	0	0
63	0	1b	Research councils Expenditure	0	0	0	0	0
64	0	1	Research councils Contribution	0	0	0	0	0
65	0		<b>2 Other Research grants and contracts</b>					
66	0	2a	Other Research grants and contracts Income	0	0	0	0	0
67	0	2b	Other Research grants and contracts Expenditure	0	0	0	0	0
68	0	2	Other Research grants and contracts Contribution	0	0	0	0	0
69	0		<b>3 Other Services rendered</b>					
70	0	3a	Other Services rendered Income	0	0	0	0	0
71	0	3b	Other Services rendered Expenditure	0	0	0	0	0
72	0	3	Other Services rendered Contribution	0	0	0	0	0
73	0		<b>4 Residences and Catering Operations</b>					
74	0	4a	Residences and Catering Operations Income	0	0	0	0	0
75	0	4b	Residences and Catering Operations Expenditure	0	0	0	0	0
76	0	4	Residences and Catering Operations Contribution	0	0	0	0	0
77	0		<b>5 UK Based Charities</b>					
78	0	5a	UK based charities income	0	0	0	0	0
79	0	5b	UK based charities expenditure	0	0	0	0	0
80	0	5	UK based charities Contribution	0	0	0	0	0
81	0	6	Total Contribution towards Teaching and Research	0	0	0	0	0
82	0	7	Surplus/(Deficit) from Teaching and Research	0	0	0	0	0
83	0	8	Surplus/(deficit) after depreciation of assets at valuation & tax, Table 1A, head 8	0	0	0	0	0

	A	B	C	D	E	F	G	H
84								Page 2 of 5
85								
86								
87								
88								
89	Institution:							
90				£'000	£'000	£'000	£'000	£'000
91	TABLE 2A NON PAY EXPENDITURE			Estimate	Forecast	Forecast	Forecast	Forecast
92	inst	head		year ended	year ended	year ended	year ended	year ended
93	code	code	description	31/07/2004	31/07/2005	31/07/2006	31/07/2007	31/07/2008
94	0	1	Academic departments non pay	0	0	0	0	0
95	0	2	Academic services non pay	0	0	0	0	0
			Administration and Central Services non pay					
96	0	3		0	0	0	0	0
97	0		<b>4 Premises</b>					
98	0	4a	Premises running costs	0	0	0	0	0
99	0	4b	Premises routine maintenance	0	0	0	0	0
			Premises Long term maintenance provision charge					
100	0	4c		n/a	n/a	n/a	n/a	n/a
101	0	4d	Premises Long term maintenance charge	0	0	0	0	0
102	0	4	Total premises non pay	0	0	0	0	0
			Residences and Catering operations non pay					
103	0	5		0	0	0	0	0
104	0		<b>6 Research grants and Contracts</b>					
105	0	6a	Research councils non pay	0	0	0	0	0
106	0	6b	Other Research grants and contracts non pay	0	0	0	0	0
107	0	6c	UK based charities non pay	0	0	0	0	0
108	0	6	Total research grants and contracts non pay	0	0	0	0	0
109	0		<b>7 Other Expenditure</b>					
			Other expenditure Other services rendered non pay					
110	0	7a		0	0	0	0	0
111	0	7b	Other expenditure Other non pay	0	0	0	0	0
112	0	7	Total other expenditure non pay	0	0	0	0	0
113	0		<b>8 Depreciation</b>					
			Equipment Research grants and contracts depreciation					
114	0	8a		0	0	0	0	0
115	0	8b	Equipment other depreciation	0	0	0	0	0
			Premises Research grants and contracts depreciation					
116	0	8c		0	0	0	0	0
			Premises Residences and Catering operations depreciation					
117	0	8d		0	0	0	0	0
118	0	8e	Premises Other depreciation	0	0	0	0	0
119	0	8	Total depreciation non pay	0	0	0	0	0
120	0		<b>9 Interest payable</b>					
121	0	9a	Interest Payable Premises	0	0	0	0	0
			Interest Payable Residences and Catering operations					
122	0	9b		0	0	0	0	0
123	0	9c	Interest Payable Other expenditure	0	0	0	0	0
124	0	9d	Other services rendered	0	0	0	0	0
125	0	9	Total interest payable non pay	0	0	0	0	0
			Total Non Pay Expenditure to Pay Table, Head 10					
126	0	10		0	0	0	0	0
127								
128								
129								
130								
131								
132	Institution:							
133				£'000	£'000	£'000	£'000	£'000
134	TABLE 2B PAY EXPENDITURE			Estimate	Forecast	Forecast	Forecast	Forecast
135	inst	head		year ended	year ended	year ended	year ended	year ended
136	code	code	description	31/07/2004	31/07/2005	31/07/2006	31/07/2007	31/07/2008
137	0	1	Academic departments pay	0	0	0	0	0
138	0	2	Academic services pay	0	0	0	0	0
139	0	3	Administration and Central Services pay	0	0	0	0	0
140	0	4	Premises pay	0	0	0	0	0
141	0	5	Residences and Catering operations pay	0	0	0	0	0
142	0		<b>6 Research grants and Contracts</b>					
143	0	6a	Research councils pay	0	0	0	0	0
144	0	6b	Other Research grants and contracts pay	0	0	0	0	0
145	0	6c	UK based charities pay	0	0	0	0	0
146	0	6	Total research grants and contracts pay	0	0	0	0	0
147	0		<b>7 Other Expenditure</b>					
148	0	7a	Other Expenditure Other services rendered pay	0	0	0	0	0
149	0	7b	Other Expenditure Other pay	0	0	0	0	0
150	0	7	Total other expenditure pay	0	0	0	0	0
151	0		<b>8 Staff Restructuring</b>					
152	0	8a	Initial Cost	0	0	0	0	0
153	0	8b	SSAP 24 provision	0	0	0	0	0
154	0	8	Total Staff restructuring	0	0	0	0	0
155	0	9	Total Pay Expenditure	0	0	0	0	0
			Total Non Pay Expenditure from the pay Table, Head 10					
156	0	10		0	0	0	0	0
157	0	11	Total Expenditure to Income table, Head 7	0	0	0	0	0



	A	B	C	D	E	F	G	H
227								Page 4 of 5
228								
229								
230								
231								
232	Institution:							
233				£'000	£'000	£'000	£'000	£'000
234	TABLE 5 CASH FLOW STATEMENT			Estimate	Forecast	Forecast	Forecast	Forecast
235	inst	head		year ended	year ended	year ended	year ended	year ended
236	code	code	description	31/07/2004	31/07/2005	31/07/2006	31/07/2007	31/07/2008
237	0	1	Net cash inflow/(outflow) from operating activities	0	0	0	0	0
238	0		2 Returns on investments and servicing of finance					
239	0	2a	Income from endowments	0	0	0	0	0
240	0	2b	Income from short term investments	0	0	0	0	0
241	0	2c	Other interest received	0	0	0	0	0
242	0	2d	Interest paid	0	0	0	0	0
243	0	2e	Other items	0	0	0	0	0
244	0	2	Total cash inflow/(outflow) from returns on investments & servicing of finance	0	0	0	0	0
245	0	3	Tax paid	0	0	0	0	0
246	0		4 Capital Investment and Financial Investment					
247	0	4a	Payments to acquire tangible assets	0	0	0	0	0
248	0	4b	Payments to acquire endowment asset investments	0	0	0	0	0
249	0	4c	Total Payments to acquire fixed/endowment assets	0	0	0	0	0
250	0	4d	Receipts from sale of tangible assets	0	0	0	0	0
251	0	4e	Receipts from sale of endowment assets	0	0	0	0	0
252	0	4f	Deferred capital grants received	0	0	0	0	0
253	0	4g	Endowment received	0	0	0	0	0
254	0	4h	Other items	0	0	0	0	0
255	0	4	Total cash inflow/(outflow) from investing activities	0	0	0	0	0
256	0	5	Net cash inflow/(outflow) before Use of Liquid Resources and Financing	0	0	0	0	0
257	0	5a	Management of Liquid Resources	0	0	0	0	0
258	0		6 Financing					
259	0	6a	Capital element of finance lease payments	0	0	0	0	0
260	0	6b	Mortgages and loans acquired	0	0	0	0	0
261	0	6c	Mortgages and loan capital repayments	0	0	0	0	0
262	0	6d	Other items	0	0	0	0	0
263	0	6	Sub total cash inflow/(outflow) from financing	0	0	0	0	0
264	0	7	Increase/decrease in cash	0	0	0	0	0
265								
266								
267								
268								
269								
270	Institution:							
271				%	%	%	%	%
272	TABLE 6 PLANNING ASSUMPTIONS			Estimate	Forecast	Forecast	Forecast	Forecast
273	inst	head		year ended	year ended	year ended	year ended	year ended
274	code	code	description	31/07/2004	31/07/2005	31/07/2006	31/07/2007	31/07/2008
275	0	1	Non Pay inflation	0.00	0.00	0.00	0.00	0.00
276	0	2	Pay inflation Academic	0.00	0.00	0.00	0.00	0.00
277	0	3	Pay inflation other	0.00	0.00	0.00	0.00	0.00
278	0	4	Interest rates received	0.00	0.00	0.00	0.00	0.00
279	0	5	Interest rates payable	0.00	0.00	0.00	0.00	0.00
280	0		6 Recovery Rates					
281	0	6a	Recovery Rates Research grants and contracts: Research Councils	0	0	0	0	0
282	0	6b	Recovery Rates Research grants and contracts: UK Charities	0	0	0	0	0
283	0	6c	Recovery Rates Research grants and contracts: Other	0	0	0	0	0
284	0	6d	Recovery Rates Other services rendered	0	0	0	0	0
285	0		7 Baseline reductions in Funding (Efficiency gains)					
286	0	7a	HEFCW Teaching funding	0	0	0	0	0
287	0	7b	HEFCW Research funding	0	0	0	0	0
288	0	7c	NCETW Teaching funding	0	0	0	0	0
289	0		8 Market value of Investments at 31 July 2004					
290	0	8a	Fixed Asset Investment	0				
291	0	8b	Endowment Investment	0				
292	0	8c	Investments held as Current assets	0				
293								
294								
295								
296								
297								
298	Institution:							
299				£'000	£'000	£'000		
300	TABLE 7A Comparison of 2002/03 audited accounts with latest estimate for 2003/04			Actual	Estimate			
301	inst	head	as submitted in these forecasts	academic year	academic year			
302	code	code	description	2002/03	2003/04	Variance		
303	0	1	HEFCW grant	0	0	0	#DIV/0!	
304	0	2	Academic fees and support grants	0	0	0	#DIV/0!	
305	0	3	Research grants and contracts	0	0	0	#DIV/0!	
306	0	4	Other operating income	0	0	0	#DIV/0!	
307	0	5	Endowment income and interest receivable	0	0	0	#DIV/0!	







## **ANNEX E**

### **COMMENTARY TO ACCOMPANY FINANCIAL FORECASTS 2003/04 TO 2007/08**

(Please attach additional numbered pages, if necessary)

INSTITUTION NAME: \_\_\_\_\_

#### **SECTION 1 INTRODUCTION**

---

This should cover the context in which the forecasts have been prepared. It should include how the elements of the institution's strategic plan and estate strategy have been included in the forecasts, and how these developments are to be financed.

#### **SECTION 2 PLANNING ASSUMPTIONS**

---

Whilst most assumptions are detailed on Table 6, other assumptions will have been made in completing the forecasts. Any significant assumptions should be disclosed.

#### **SECTIONS 3 AND 4**

---

These sections should be completed with any other information that would enable the reader to gain a fuller understanding of the institution's financial forecasts. All details should include a cross reference to the appropriate table.

**SECTION 3 TABLE 7A Comparison of 2002/03 audited financial statements with the latest estimate for 2003/04 as submitted with these forecasts.**

---

#### **SECTION 4 TABLE 7E CAPITAL FINANCING**

---

## ANNEX E

### SECTION 5 SPECIFIC ACTIONS TAKEN TO ENSURE CONTINUED FINANCIAL VIABILITY

This provides an opportunity for institutions to set out the actions that they have taken or expect to take to ensure that expenditure does not exceed income, taking one year with another, as required in the Financial Memorandum between the HEFCW and Institutions. These should cover not only the impact on the figures, but the consequences for staff, students and the impact on the provision of teaching and research and the institution's estate.

### SECTION 6 DETAIL SIGNIFICANT INCREASES/DECREASES IN THE FORECAST PERIOD

These should link back to the assumptions made in preparing the forecasts, and would cover significant changes in income, expenditure, assets and liabilities. These could, for example, relate to changes in activities; major developments or initiatives.

Please include details of the assumptions used regarding **Variable Fees** here.

### SECTION 7 SENSITIVITY ANALYSIS

The actions which the institution expects to take should any, or a combination, of the scenarios on Table 4 occur.

## ANNEX F

### STUDENT AND STAFF NUMBER FORECASTS – NOTES OF GUIDANCE

- 1 These notes of guidance apply to all higher education institutions that receive funding from HEFCW.
- 2 All numbers returned in forms SPF 1 and 2 of this survey should represent head counts of students and not full-time equivalents (FTEs). In form SPF 3, students are to be recorded in terms of the credit values associated with the modules or units that comprise the particular year of the course being pursued.
- 3 Forecasts of student numbers, or the credit values arising from forecast student numbers on modules, units or courses, should correspond to assumed registrations at year end, or at the completion of the programme of study, that is, after account has been taken of non-completions. Full-time fundable numbers can be returned as partial non-completions, as defined in HESES. The adjustment applies only to full-time taught courses; no adjustment should be made for research or part-time enrolments.
- 4 All staff FTE totals in SPF 4 and SPF 5 should correspond.

### CONTENTS OF THE RETURN

- 5 Each institution is being sent an email with a file attachment containing five worksheets, which contain the corresponding forms shown in **Annexes G and H**. Each file includes a four-character prefix identifying the institution. The file \*\*\*\*\_STRAT.xls contains the following worksheets:

#### ANNEX G

- |      |  |
|------|--|
| SPF1 | <b>Form SPF1:</b> Full-time, sandwich year out and part-time student registrations for the Strategic Planning period 2004/05 - 2007/08, for all modes of study, level of study and funding categories. Full-time and sandwich year out undergraduate students should be split between degree and non-degree. Part-time undergraduate students should be split between franchised out and non-franchised out. |
| SPF2 | <b>Form SPF2:</b> Home and EC fundable student registrations for the Strategic Planning period 2004/05 - 2007/08 by mode of study, level of study and Academic Subject Category (ASC).   |
| SPF3 | <b>Form SPF3:</b> Home and EC fundable student registrations for the Strategic Planning period 2004/05 - 2007/08 in terms of the credit values associated with the modules or units that comprise the course, by mode of study, level of study and ASC.  |

#### ANNEX H

- |      |  |
|------|--|
| SPF4 | <b>Form SPF4:</b> FTE staff numbers for 2003/04 and forecast staff FTE for the Strategic Planning period 2004/05 - 2007/08 by Employment Function.   |
| SPF5 | <b>Form SPF5:</b> FTE staff numbers and pay expenditure for 2003/04 and forecast staff FTE and pay expenditure for the Strategic Planning period 2004/05 - 2007/08 by Terms of Employment. |
- 6 In apportioning forecast registrations to Academic Subject Categories (ASCs) please refer to the guidance given in Annexes D and K of W03/64HE, *Higher Education Students Early Statistics (HESES03)*.

## ANNEX F

- 7 Note that the forms contain formulae for the summation of all columns and respondents do not need to total these. Indeed, formulae in these rows should not be adjusted.

**Strategic Plans : Student Enrolment Forecasts  
All Modes**

SPF1 May 2004

Institution:

Institution Code:

Level of study	Forecast completed registrations in academic year 2004/05											
	Full-time			Sandwich Year Out			Part-time			Total		
	Home and EC		Island and overseas	Home and EC		Island and overseas	Home and EC		Island and overseas	Home and EC		Island and overseas
	Fundable	Non-fundable		Fundable	Non-fundable		Fundable	Non-fundable		Fundable	Non-fundable	
Undergraduate degree										0	0	0
Undergraduate non-degree										0	0	0
Undergraduate (not franchised out)										0	0	0
Undergraduate franchised out										0	0	0
Undergraduate total	0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate taught										0	0	0
Postgraduate research										0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Level of study	Forecast completed registrations in academic year 2005/06											
	Full-time			Sandwich Year Out			Part-time			Total		
	Home and EC		Island and overseas	Home and EC		Island and overseas	Home and EC		Island and overseas	Home and EC		Island and overseas
	Fundable	Non-fundable		Fundable	Non-fundable		Fundable	Non-fundable		Fundable	Non-fundable	
Undergraduate degree										0	0	0
Undergraduate non-degree										0	0	0
Undergraduate (not franchised out)										0	0	0
Undergraduate franchised out										0	0	0
Undergraduate total	0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate taught										0	0	0
Postgraduate research										0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Level of study	Forecast completed registrations in academic year 2006/07											
	Full-time			Sandwich Year Out			Part-time			Total		
	Home and EC		Island and overseas	Home and EC		Island and overseas	Home and EC		Island and overseas	Home and EC		Island and overseas
	Fundable	Non-fundable		Fundable	Non-fundable		Fundable	Non-fundable		Fundable	Non-fundable	
Undergraduate degree										0	0	0
Undergraduate non-degree										0	0	0
Undergraduate (not franchised out)										0	0	0
Undergraduate franchised out										0	0	0
Undergraduate total	0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate taught										0	0	0
Postgraduate research										0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Level of study	Forecast completed registrations in academic year 2007/08											
	Full-time			Sandwich Year Out			Part-time			Total		
	Home and EC		Island and overseas	Home and EC		Island and overseas	Home and EC		Island and overseas	Home and EC		Island and overseas
	Fundable	Non-fundable		Fundable	Non-fundable		Fundable	Non-fundable		Fundable	Non-fundable	
Undergraduate degree										0	0	0
Undergraduate non-degree										0	0	0
Undergraduate (not franchised out)										0	0	0
Undergraduate franchised out										0	0	0
Undergraduate total	0	0	0	0	0	0	0	0	0	0	0	0
Postgraduate taught										0	0	0
Postgraduate research										0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0

Do not complete  
Contains formulae

Each sandwich year out registration is counted as 1.

Strategic Plans : Home and EC Fundable Student Enrolment Forecasts  
All Modes

SPF2 May 2004

Institution:  
Institution Code:

ASC		Forecast completed registrations in academic year 2004/05														
		Full-time				Sandwich Year Out				Part-time				Total		
		Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Postgraduate research	Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Postgraduate research	Undergraduate (not franchised out)	Undergraduate franchised out	Postgraduate taught	Postgraduate research	Undergraduate	Postgraduate taught	Postgraduate research
1	Clinical and Pre-clinical Medicine and Dentistry													0	0	0
2	Subjects and Professions Allied to Medicine													0	0	0
3	Science													0	0	0
4	Engineering and Technology													0	0	0
5	Built Environment													0	0	0
6	Mathematical Sciences, IT and Computing													0	0	0
7	Business and Management													0	0	0
8	Social Sciences													0	0	0
9	Humanities													0	0	0
10	Art, Design and Performing Arts													0	0	0
11aa	Education ITT (QTS) Primary													0	0	0
11ab1	Education ITT (QTS) Secondary Shortage													0	0	0
11ab2	Education ITT (QTS) Secondary Non-shortage													0	0	0
11b	Education (Non-QTS)													0	0	0
Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

ASC		Forecast completed registrations in academic year 2005/06														
		Full-time				Sandwich Year Out				Part-time				Total		
		Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Postgraduate research	Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Postgraduate research	Undergraduate (not franchised out)	Undergraduate franchised out	Postgraduate taught	Postgraduate research	Undergraduate	Postgraduate taught	Postgraduate research
1	Clinical and Pre-clinical Medicine and Dentistry													0	0	0
2	Subjects and Professions Allied to Medicine													0	0	0
3	Science													0	0	0
4	Engineering and Technology													0	0	0
5	Built Environment													0	0	0
6	Mathematical Sciences, IT and Computing													0	0	0
7	Business and Management													0	0	0
8	Social Sciences													0	0	0
9	Humanities													0	0	0
10	Art, Design and Performing Arts													0	0	0
11aa	Education ITT (QTS) Primary													0	0	0
11ab1	Education ITT (QTS) Secondary Shortage													0	0	0
11ab2	Education ITT (QTS) Secondary Non-shortage													0	0	0
11b	Education (Non-QTS)													0	0	0
Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

ASC		Forecast completed registrations in academic year 2006/07														
		Full-time				Sandwich Year Out				Part-time				Total		
		Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Postgraduate research	Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Postgraduate research	Undergraduate (not franchised out)	Undergraduate franchised out	Postgraduate taught	Postgraduate research	Undergraduate	Postgraduate taught	Postgraduate research
1	Clinical and Pre-clinical Medicine and Dentistry													0	0	0
2	Subjects and Professions Allied to Medicine													0	0	0
3	Science													0	0	0
4	Engineering and Technology													0	0	0
5	Built Environment													0	0	0
6	Mathematical Sciences, IT and Computing													0	0	0
7	Business and Management													0	0	0
8	Social Sciences													0	0	0
9	Humanities													0	0	0
10	Art, Design and Performing Arts													0	0	0
11aa	Education ITT (QTS) Primary													0	0	0
11ab1	Education ITT (QTS) Secondary Shortage													0	0	0
11ab2	Education ITT (QTS) Secondary Non-shortage													0	0	0
11b	Education (Non-QTS)													0	0	0
Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

ASC		Forecast completed registrations in academic year 2007/08														
		Full-time				Sandwich Year Out				Part-time				Total		
		Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Postgraduate research	Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Postgraduate research	Undergraduate (not franchised out)	Undergraduate franchised out	Postgraduate taught	Postgraduate research	Undergraduate	Postgraduate taught	Postgraduate research
1	Clinical and Pre-clinical Medicine and Dentistry													0	0	0
2	Subjects and Professions Allied to Medicine													0	0	0
3	Science													0	0	0
4	Engineering and Technology													0	0	0
5	Built Environment													0	0	0
6	Mathematical Sciences, IT and Computing													0	0	0
7	Business and Management													0	0	0
8	Social Sciences													0	0	0
9	Humanities													0	0	0
10	Art, Design and Performing Arts													0	0	0
11aa	Education ITT (QTS) Primary													0	0	0
11ab1	Education ITT (QTS) Secondary Shortage													0	0	0
11ab2	Education ITT (QTS) Secondary Non-shortage													0	0	0
11b	Education (Non-QTS)													0	0	0
Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Contains formulae

Each sandwich year out registration is counted as 1.

**Strategic Plans : Home and EC Fundable Credit Value Forecasts  
All Modes**

SPF3 May 2004

Institution:  
Institution Code:

ASC		Forecast completed credit values in academic year 2004/05										
		Full-time			Sandwich Year Out			Part-time			Total	
		Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Undergraduate (not franchised out)	Undergraduate franchised out	Postgraduate taught	Undergraduate	Postgraduate taught
1	Clinical and Pre-clinical Medicine and Dentistry										0	0
2	Subjects and Professions Allied to Medicine										0	0
3	Science										0	0
4	Engineering and Technology										0	0
5	Built Environment										0	0
6	Mathematical Sciences, IT and Computing										0	0
7	Business and Management										0	0
8	Social Sciences										0	0
9	Humanities										0	0
10	Art, Design and Performing Arts										0	0
11aa	Education ITT (QTS) Primary										0	0
11ab1	Education ITT (QTS) Secondary Shortage										0	0
11ab2	Education ITT (QTS) Secondary Non-shortage										0	0
11b	Education (Non-QTS)										0	0
Total		0	0	0	0	0	0	0	0	0	0	0

ASC		Forecast completed credit values in academic year 2005/06										
		Full-time			Sandwich Year Out			Part-time			Total	
		Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Undergraduate (not franchised out)	Undergraduate franchised out	Postgraduate taught	Undergraduate	Postgraduate taught
1	Clinical and Pre-clinical Medicine and Dentistry										0	0
2	Subjects and Professions Allied to Medicine										0	0
3	Science										0	0
4	Engineering and Technology										0	0
5	Built Environment										0	0
6	Mathematical Sciences, IT and Computing										0	0
7	Business and Management										0	0
8	Social Sciences										0	0
9	Humanities										0	0
10	Art, Design and Performing Arts										0	0
11aa	Education ITT (QTS) Primary										0	0
11ab1	Education ITT (QTS) Secondary Shortage										0	0
11ab2	Education ITT (QTS) Secondary Non-shortage										0	0
11b	Education (Non-QTS)										0	0
Total		0	0	0	0	0	0	0	0	0	0	0

ASC		Forecast completed credit values in academic year 2006/07										
		Full-time			Sandwich Year Out			Part-time			Total	
		Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Undergraduate (not franchised out)	Undergraduate franchised out	Postgraduate taught	Undergraduate	Postgraduate taught
1	Clinical and Pre-clinical Medicine and Dentistry										0	0
2	Subjects and Professions Allied to Medicine										0	0
3	Science										0	0
4	Engineering and Technology										0	0
5	Built Environment										0	0
6	Mathematical Sciences, IT and Computing										0	0
7	Business and Management										0	0
8	Social Sciences										0	0
9	Humanities										0	0
10	Art, Design and Performing Arts										0	0
11aa	Education ITT (QTS) Primary										0	0
11ab1	Education ITT (QTS) Secondary Shortage										0	0
11ab2	Education ITT (QTS) Secondary Non-shortage										0	0
11b	Education (Non-QTS)										0	0
Total		0	0	0	0	0	0	0	0	0	0	0

ASC		Forecast completed credit values in academic year 2007/08										
		Full-time			Sandwich Year Out			Part-time			Total	
		Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Undergraduate degree	Undergraduate non-degree	Postgraduate taught	Undergraduate (not franchised out)	Undergraduate franchised out	Postgraduate taught	Undergraduate	Postgraduate taught
1	Clinical and Pre-clinical Medicine and Dentistry										0	0
2	Subjects and Professions Allied to Medicine										0	0
3	Science										0	0
4	Engineering and Technology										0	0
5	Built Environment										0	0
6	Mathematical Sciences, IT and Computing										0	0
7	Business and Management										0	0
8	Social Sciences										0	0
9	Humanities										0	0
10	Art, Design and Performing Arts										0	0
11aa	Education ITT (QTS) Primary										0	0
11ab1	Education ITT (QTS) Secondary Shortage										0	0
11ab2	Education ITT (QTS) Secondary Non-shortage										0	0
11b	Education (Non-QTS)										0	0
Total		0	0	0	0	0	0	0	0	0	0	0

Contains formulae

Sandwich Year Out are counted as 120 credit values per registration



**Strategic Plans : Staff Numbers (FTEs) Forecast  
by Employment Function**

SPF4 May 2004

Institution:  
Institution Code:

2003/04

Employment Function	Staff FTE			
	Teaching and/or Research Staff		Others	
	FT	PT	FT	PT
Academic Depts / Schools				
Academic Support Services				
Other ( Admin & Central, Residences )				
<b>Total</b>	0	0	0	0

2004/05

Employment Function	Staff FTE			
	Teaching and/or Research Staff		Others	
	FT	PT	FT	PT
Academic Depts / Schools				
Academic Support Services				
Other ( Admin & Central, Residences )				
<b>Total</b>	0	0	0	0

2005/06

Employment Function	Staff FTE			
	Teaching and/or Research Staff		Others	
	FT	PT	FT	PT
Academic Depts / Schools				
Academic Support Services				
Other ( Admin & Central, Residences )				
<b>Total</b>	0	0	0	0

2006/07

Employment Function	Staff FTE			
	Teaching and/or Research Staff		Others	
	FT	PT	FT	PT
Academic Depts / Schools				
Academic Support Services				
Other ( Admin & Central, Residences )				
<b>Total</b>	0	0	0	0

2007/08

Employment Function	Staff FTE			
	Teaching and/or Research Staff		Others	
	FT	PT	FT	PT
Academic Depts / Schools				
Academic Support Services				
Other ( Admin & Central, Residences )				
<b>Total</b>	0	0	0	0

**Strategic Plans: Staff Numbers (FTEs) Forecast  
by Terms of Employment**

**SPF5 May 2004**

Institution:  
Institution Code:

2003/04

Term of Employment	Staff FTE				Pay Expenditure	
	Teaching and/or Research Staff		Others		FT	PT
	FT	PT	FT	PT		
Open Ended / Permanent						
Fixed-term contract						
Atypical						
<b>Total</b>	0	0	0	0	0	0

2004/05

Term of Employment	Staff FTE				Pay Expenditure	
	Teaching and/or Research Staff		Others		FT	PT
	FT	PT	FT	PT		
Open Ended / Permanent						
Fixed-term contract						
Atypical						
<b>Total</b>	0	0	0	0	0	0

2005/06

Term of Employment	Staff FTE				Pay Expenditure	
	Teaching and/or Research Staff		Others		FT	PT
	FT	PT	FT	PT		
Open Ended / Permanent						
Fixed-term contract						
Atypical						
<b>Total</b>	0	0	0	0	0	0

2006/07

Term of Employment	Staff FTE				Pay Expenditure	
	Teaching and/or Research Staff		Others		FT	PT
	FT	PT	FT	PT		
Open Ended / Permanent						
Fixed-term contract						
Atypical						
<b>Total</b>	0	0	0	0	0	0

2007/08

Term of Employment	Staff FTE				Pay Expenditure	
	Teaching and/or Research Staff		Others		FT	PT
	FT	PT	FT	PT		
Open Ended / Permanent						
Fixed-term contract						
Atypical						
<b>Total</b>	0	0	0	0	0	0