
Strategic Plan, Financial Forecasts, Student and Staff Number Forecasts and Annual Monitoring Statement Request

21 April 2005

Ref: W05/17HE

To: Heads of higher education institutions in Wales.

Summary: This circular requests the submission of institutional strategic plans, financial forecasts, student and staff number forecasts and annual monitoring statements, and provides notes of guidance for the completion of the submissions.

Response by: 22 July 2005

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**HEFCW REQUESTS FOR INSTITUTIONAL STRATEGIES, PLANS AND REPORTS
IN 2005**

PLANNED REQUESTS	REQUEST DATE	RESPONSE DEADLINE
<i>Overarching plans:</i>		
Strategic Plans, Financial Forecasts, Student and Staff Number Forecasts and Annual Monitoring Statements Request (inc. request for copy of institutional Race Equality Annual Monitoring Report)	Apr 05	Jul 05
<i>Specific sub-plans and strategies:</i>		
Estates Strategies	Feb 05	Variable between Sept 05/Mar 06
Widening Access & Disability Provision Development Plans - progress reports for 2004/05 & outline expenditure plans for 2005/06	May 05	Sep 05
Widening Access & Disability Provision Development Plans – full strategies for 2005/06 – 2007/08	May 05	Dec 05
Reaching Wider Partnership reports	Mar 05	Sep 05
Welsh Medium Plans (reports on 2004/05; rolling forward to 2005/06)	May 05	Oct 05
Research Capacity Development Fund (monitoring reports)	Jul 05	Sep 05
Research Investment Fund (monitoring reports)	Jun 05	Jul 05
SRIF 2 (reporting against plans to 2005/06)	Jan 06	Apr 06
SRIF 3 (plans for 06/07-07/08)	Feb 05	May 05
Capital Funding for Disability Provision (reporting against existing plans for 04/05 & 05/06)	Jun 05	Jul 05
Supplementary Capital Funding 2003- 04	Jun 05	Jul 05
<i>Capital Funding for Learning & Teaching (provisional - subject to approval of Council)</i>	<i>Jun 05</i>	<i>Oct 05</i>
Reconfiguration and Collaboration Phase 1	Ongoing monitoring & evaluation agreed on individual institutional basis	
Reconfiguration & Collaboration Phase 2	Open for expressions of interest	

■ INTRODUCTION

- 1 This Circular invites higher education institutions to submit:
 - (i) strategic plans;
 - (ii) Reaching Higher target templates;
 - (iii) financial forecasts for the period 2004/05 to 2008/09;
 - (iv) student number forecasts for the period 2005/06 to 2008/09;
 - (v) staff number forecasts for the period 2004/05 to 2008/09;
 - (vi) annual monitoring statements;

and provides notes of guidance for completion of the submissions.

■ BACKGROUND

- 2 Since 2003, following consultation, we have introduced revised arrangements for the annual strategic planning process. In order to streamline our requests for information and reduce the burden of reporting on institutions, we now draw together in one circular our request for strategic plans, financial forecasts and student and staff number forecasts.
- 3 Additionally, we require institutions to submit a completed template indicating the institution's planned contribution to the *Reaching Higher* targets to 2010/11. We anticipate that by monitoring trends in the sector's progress in this way, we 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, and ensure future funding under the Assembly's 'something for something' strategy.
- 4 Following consultation in March 2004, we have also begun the process of reducing the burden of reporting further, by drawing our specific detailed requests for information into a single request for an annual monitoring statement (AMS). In 2004, the AMS was piloted for Initial Teacher Training (ITT) strategies only. Following positive feedback from participating institutions, we are seeking, in 2005, reports against ITT strategies, Learning and Teaching strategies and Third Mission strategies within a single, simplified format.

■ AIM OF THE STRATEGIC PLANNING PROCESS

- 5 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 2010/11.
- 6 We continue to view the over-arching strategic plan, the financial forecasts and student and staff number forecasts, together with specific sub-plans and strategies, to be an important source of dialogue between the Council and an institution, informing meetings between the Council and the institution and providing a context for discussions about a range of emerging issues. The submission of the information on expected contributions to *Reaching Higher* targets will allow us 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

- 7 We require you to submit the following in 2005:
 - (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, we are not specifying a time period for plans submitted in 2005, but request 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. We are not specifying a particular format, structure or content for the strategic plan. We recognise 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. We will be glad to discuss the detailed interpretation of this requirement in individual cases. In addition, institutions should ensure that their plans address the Welsh Assembly Government's duties towards sustainable development, equality, partnership working, and promoting the Welsh language.

(ii) **A completed targets template**

(A completed, illustrated proforma is attached as **Annex A**. Individual institutional templates will be forwarded electronically, under separate cover). This 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 2010/11, 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.

8 In 2004, a small minority of institutions failed to submit targets in areas that were outlined within their respective strategic plans. As noted in our feedback on the 2004 strategic planning cycle (dispatched to heads of institutions on 22 December 2004), in order for the Council to be able assess the current and planned performance of the sector as a whole against the targets, in the context of the Assembly's 'something for something' strategy, we will need all institutions to complete target templates fully in 2005 and in future years.

9 We have thus far concluded discussions with the Assembly on revisions to the *Reaching Higher* targets without specifying targets relating to disability and race equality. However, we expect that institutions will continue to meet statutory obligations arising from the relevant equal opportunities legislation.

10 We recognise 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 we are seeking in responses, **Annex A** attached is completed with illustrative data. We will dispatch individual templates directly to heads of institutions, indicating actual progress to 2004/05 against the baseline data.

■ **DETAILED PLANS/STRATEGIES**

11 For the immediate future (moves towards an Annual Monitoring Statement notwithstanding) we will still require detailed plans in certain areas, linked to the release of formula-based funding allocations. A brief timetable of our planning requirements in 2004/05 is included on the inside cover of this circular.

■ **RACE EQUALITY**

- 12 We have 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. We plan to fulfil our monitoring role again 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 should also address race equality issues and changes to relevant policies within the over-arching strategic plan. This will help institutions in the 'mainstreaming' of race equality issues within normal planning processes. Institutions are reminded that if they revise their Race Equality Policies, they should also submit copies of these to us.

■ ESTATES

- 13 Separate guidance has already been issued to estates managers on the required content and timescales for preparation of the new estates strategies. In the meantime, please provide a short summary of progress in relation to estates matters over the last year, either within the overarching strategic plan, or as an appendix to it. This should also indicate the main opportunities and issues that will need to be addressed within the new estates strategies.

■ FINANCIAL FORECASTS

- 14 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 2005 announcing higher education funding for 2005-2006; and
 - (ii) Council Circular, W05/12 HE Recurrent Grant 2005/06

Content of the Financial Forecasts

- 15 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

- 16 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.

- 17 The following guidance should be followed in the completion of the tables and the commentary.
- (iii) Table 7A Comparison of 2002/03 audited accounts with the latest estimate for 2003/04 as submitted in these forecasts.
 - (iv) 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.
 - (v) Table 7B continues to be no longer required.
 - (vi) Table 7C continues to be no longer required.
 - (vii) Table 7D Reserves and Provisions is no longer required.
 - (viii) 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.
 - (ix) 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

- 18 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.
- 19 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. Institutions should include in the main forecasts their best estimate of the costs arising from the implementation of the new pay framework, and should state explicitly the assumptions on which they have based that estimate. 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

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

■ **STUDENT AND STAFF NUMBER FORECASTS**

- 21 Institutions are also asked to provide forecasts of their student numbers (both home and EC fundable and non-fundable, Island and overseas) and fundable credit values for the period 2005/06 and fundable credit values to 2008/09 and staff numbers for the period 2004/05 to 2008/09.
- 22 **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**

- 23 For this request, institutions are to return forecasts for all HE students.
- 24 The definitions contained in Circular *W04/68HE, Higher Education Students Early Statistics (HESES04)*, 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.
- 25 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

- 26 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).
- 27 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.
- 28 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 HES04. 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.
- 29 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.
- 30 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 2005/06 to 2008/09.
- 31 We fund 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

- 32 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

- 33 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 subheadings: 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).
- 34 Full-time staff are those with a contract coded as 1 or 2 in Field 007: Mode of Employment on the HESA Staff Record Contract table. All other contracts should be shown as part-time.

- 35 The staff FTE should reflect that to be shown in Field 009: FTE during reporting period. Staff FTE should be returned to 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 Staff Record 2004/2005 coding manual, introduction, Coverage of the record and data requirements).
- 36 Assumptions should be consistent with definitions contained in the coding manual for the HESA Staff Record for 2004/5

FORM SPF5

- 37 In order to enable us 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 subheadings: 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 Staff Record contract table.
- 38 Institutions are also asked to show forecast pay expenditure against each of the three subheadings. 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).
- 37 In SPF 4 the total staff FTEs for each of the four subheadings should correspond to those figures in SPF5.

■ ANNUAL MONITORING STATEMENT

- 39 Institutions are required to complete an annual monitoring statement, accounting for the use of funding and containing information on progress during 2004/05 against activities and performance indicators in the following areas:
- (i) Initial Teacher Training (ITT), where appropriate;
 - (ii) Learning and Teaching strategies; and
 - (iii) Third Mission strategies.
- 40 The Annual Monitoring Statement was piloted in 2004 and officers have reflected on feedback from participating institutions. This year we are offering institutions an opportunity to re-define their ITT performance indicators and Learning and Teaching performance indicators, using the broad headings provided in sections A and B of **Annex J**. Separate guidance on funding arrangements for these areas of activity will be issued by the end of April 2005. Guidance on Third Mission Funding arrangements was issued in June 2004 (circular W04/36HE refers).
- 41 Officers are currently in the process of finalising agreement of Third Mission Strategy performance indicators with institutional contacts and these will be formalised in the electronic templates that will be dispatched under separate cover. An illustrative proforma is attached, for reference, as Annex J.

■ PRESENTATION OF THE PLANS AND FORECASTS

- 42 Individual Reaching Higher target templates and annual monitoring statement templates will be dispatched directly to heads of institutions via e-mail. If you have any problems with these files please contact Anita Colley on 029 2068 2276 or email anita.colley@hefcw.ac.uk.

- 43 The proforma for the financial forecast tables, Annex D and commentary, Annex E will be dispatched under separate cover directly to directors of finance via e-mail. If you have any problems with these files please contact either Nick Williams on 029 2068 2299 (email Nicholas.Williams@elwa.org.uk) or Michelle Morris on 029 2068 2213 (email michelle.morris@elwa.org.uk).
- 44 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 data 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.

■ **RESPONSE DATE**

- 45 Four hard copies of the strategic plan, target template, annual monitoring statement, 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 **22 July 2005**. 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, annual monitoring statement, and race equality policy annual report, should be sent via email to anita.colley@hefcw.ac.uk. An electronic copy of the financial forecasts should be sent to michelle.morris@elwa.org.uk. An electronic copy of the staff and student number forecasts should be sent to rachael.gray@hefcw.ac.uk.

Annexes

- Annex A: Reaching Higher Target Template
- Annex B: Reaching Higher Data Specification
- Annex C FF Assumptions
- Annex D FF Tables
- Annex E FF Commentary
- Annex F Student staff No Guidance
- Annex G Student Number tables
- Annex H Staff number forecasts
- Annex J Annual Monitoring Statement

ANNEX A: INSTITUTION XXX

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

REACHING HIGHER TARGETS to 2010/11	PROGRESS AGAINST BASELINE – INSTITUTION XXX	2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)	LONG-TERM TARGETS TO 2010/11 (inc. cross-ref. to strategic plan/specific plan)
<p>WIDENING ACCESS:</p> <p>WIDENING ACCESS:</p> <p>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 Welsh Communities First areas equivalent to the 100 most deprived electoral divisions to rise from 8.9% to 11.4%.</p>	<p>No. of undergraduate new entrants from Welsh Community First areas:</p> <p>AY 2000/01 = XX (Y%)</p> <p>AY 2001/02 = XX (Y%)</p> <p>AY 2002/03 = XX (Y%)</p> <p>AY 2003/04 = XX (Y%)</p>	<p>Aim to increase to XX, being Y% of undergraduate new entrants at the institution</p> <p>Ref:</p> <ul style="list-style-type: none"> ◆ Strategic Plan: Section XX (pp x- y) ◆ <i>Reaching Higher-Reaching Wider</i> Partnership Plan: Section XX (pp x- y) 	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>
<p>STUDENTS WITH DISABILITIES:</p> <p>Target outstanding.</p>		<p>Discussion of plans relating to students with disabilities is found at:</p> <p>Ref: Strategic Plan: Section XX (pp x- y)</p>			
<p>ETHNIC MINORITY STUDENTS:</p> <p>Target outstanding.</p>		<p>Discussion of plans relating to ethnic minority students is found at:</p> <p>Ref: Strategic Plan: Section XX (pp x- y)</p>			

ANNEX A: INSTITUTION XXX

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

REACHING HIGHER TARGETS to 2010/11	PROGRESS AGAINST BASELINE – INSTITUTION XXX	2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)	LONG-TERM TARGETS TO 2010/11 (inc. cross-ref. to strategic plan/specific plan).
<p>WELSH MEDIUM:</p> <p>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%.</p>	<p>No of students undertaking some element of their course through the medium of Welsh:</p> <p>AY 2000/01 = XX (Y%)</p> <p>AY 2001/02 = XX (Y%)</p> <p>AY 2002/03 = XX (Y%)</p> <p>AY 2003/2004 = XX (Y%)</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 3</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>
<p>WALES AS DESTINATION OF FIRST CHOICE:</p> <p>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%.</p>	<p>No. of Welsh domiciled full-time HE students enrolled at institution:</p> <p>AY 2000/01 = XX (Y%)</p> <p>AY 2001/02 = XX (Y%)</p> <p>AY 2002/03 = XX (Y%)</p> <p>AY 2003/2004 = XX (Y%)</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 3</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>
<p>OVERSEAS STUDENTS:</p> <p>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).</p>	<p>No. of overseas students attending the institution:</p> <p>AY 2000/01 = XX (Y%)</p> <p>UK total (discounting London and the South East of England) = 7.2% in 2000/01</p> <p>AY 2001/02 = XX (Y%) UK total = 7.6%</p> <p>AY 2002/03 = XX (Y%) UK total = 8.8%</p> <p>AY 2003/04 = XX (Y%) UK total = TBC</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 3</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>

ANNEX A: INSTITUTION XXX

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

REACHING HIGHER TARGETS to 2010/11	PROGRESS AGAINST BASELINE – INSTITUTION XXX	2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)	LONG-TERM TARGETS TO 2010/11 (inc. cross-ref. to strategic plan/specific plan)
<p>RESEARCH INCOME:</p> <p>(a) The percentage of Research Council funding attracted by HEIs in Wales to rise from 3.3% to 4.5%</p>	<p>Income from Research Councils at the institution:</p> <p>AY 2000/01 = £XX</p> <p>AY 2001/02 = £XX</p> <p>AY 2002/03 = £XX</p> <p>AY 2003/04 = £XX</p>	<p>(a) To increase income from Research Councils to £XX</p> <p>Ref: Strategic Plan Section XX, pp x-y</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>
<p>(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.</p>	<p>Research income from external sources other than the Research Councils:</p> <p>AY 2000/01 = £XX</p> <p>AY 2001/02 = £XX</p> <p>AY 2002/03 = £XX</p> <p>AY 2003/04 = £XX</p>	<p>(b) To increase research income from external sources other than the Research Councils to £XX</p> <p>Ref: Strategic Plan Section XX, pp x-y</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>
<p>RESEARCH ASSESSMENT EXERCISE OUTCOMES:</p> <p><i>Discussions with the Assembly have been concluded without a specific target in this area. The Council will, however, be interested to know any internal targets which institutions may have set for themselves following the recent finalisation of arrangements for the 2008 RAE.</i></p>		<p>Indication of targets for outcomes in RAE 2008 is found at:</p> <p>Ref: Strategic Plan: Section XX (pp x- y)</p>			

ANNEX A: INSTITUTION XXX

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

REACHING HIGHER TARGETS to 2010/11	PROGRESS AGAINST BASELINE – INSTITUTION XXX	2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)	LONG-TERM TARGETS TO 2010/11 (inc. cross-ref. to strategic plan/specific plan)
SPIN OUT COMPANIES: The number of profitable spin out companies from HEIs in Wales to double from 21 to 42.	The number of profitable spinout companies produced from the institution: AY 2000/01 = XX AY 2001/02 = XX AY 2002/03 = XX	Aim to produce XX profitable spin out companies Ref: <ul style="list-style-type: none"> ◆ Strategic Plan Section XX, pp x-y ◆ HEED Plan Section XX, pp x-y 	Similar format to column 3	Similar format to column 3	Similar format to column 3

INITIAL TEACHER TRAINING: delivering newly qualified teachers of high quality

REACHING HIGHER TARGETS to 2010/11	PROGRESS AGAINST BASELINE – INSTITUTION XXX	2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)	LONG-TERM TARGETS TO 2010/11 (inc. cross-ref. to strategic plan/specific plan)
ITT targets not included in <i>Reaching Higher</i> /remit letter		(For ITT institutions) Discussion of ITT plans is found at: Strategic Plan: Section XX, pp x-y	Similar format to column 3	Similar format to column 3	Similar format to column 3

ANNEX A: INSTITUTION XXX

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

REACHING HIGHER TARGETS to 2010/11	PROGRESS AGAINST BASELINE – INSTITUTION XXX	2005/06 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2006/07 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)	LONG-TERM TARGETS TO 2010/11 (inc. cross-ref. to strategic plan/specific plan)
<p>REDUCING OVERHEAD COSTS:</p> <p>The median administration cost per FTE student for Welsh HEIs to drop from the level of the 45th percentile for administration costs per FTE student in UK HEIs to the 40th by 2007/08 and to the 25th by 2010/2011.</p>	<p>AY 2000/01: Median administration cost per FTE student at the institution = £XX</p> <p>Median administration costs per FTE student for Welsh HEIs = £2,476</p> <p>AY 2001/02 = £XX Median Costs for Welsh HEIs = £2,642</p> <p>AY 2002/03 = £XX Median Costs for Welsh HEIs =£2855</p> <p>AY 2003/04 = £XX Median Costs for Welsh HEIs = TBC</p>	<p>Aim to reduce median administration cost per FTE student to £XX</p> <p>Ref: Strategic Plan: Section XX, pp x-y</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>
<p>FINANCIAL HEALTH AND GOVERNANCE:</p> <p>(a) No institution to be in a marginal or unsatisfactory financial position.</p>	<p>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.</p>	<p>Discussion of financial health is found at: Strategic Plan: Section XX, pp x-y</p>			
<p>(b) No institution to be regarded as high risk in terms of governance.</p>	<p>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.</p>	<p>Discussion of governance is found at: Strategic Plan: Section XX, pp x-y</p>			

ANNEX B

Reaching Higher Targets – data specification

Widening Access

- The Community First areas included in the indicator are those which are equivalent to the 100 most deprived electoral divisions according to the Assembly Multiple Index of Deprivation.
- Students domiciled within the Community First areas are those whose home postcode lies within one of these areas.
- Percentage of students domiciled within the Community First areas is out of Welsh domiciled students at the institution with known electoral divisions.
- 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 AHRC 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 Business Register (IDBR).
- Data are taken from the returns made by HEIs in their returns to the annual UK-wide Higher Education Business and Community Interaction Survey.

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

2005 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	2.58
2006 to 2007	2.70	2.70
2007 to 2008	2.70	2.70
2008 to 2009	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: New Innovative Provision Initiative, Phase Two
- ii) GO Wales
- iii) Third Mission Fund
- iv) Widening Access Fund
- v) Learning and Teaching Fund
- vi) Welsh Medium Provision Fund

■ FUNDING FOR RESEARCH

5 The 2005/2006 allocations for QR announced in circular W05/12HE 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. Allocations for 2005/06 announced in Circular W/03/39HE and W04/20HE (Capital Funding and Disability Provision 2004-05 to 2005-06).
- ii) Science Research Investment Fund allocations for 2005-06, announced in Circular W03/07HE. Allocations for 2006-07 and 2007-08 announced in circular W05/06HE.

8 The forecast should include reference to any plans for long-term maintenance.

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	HIGHER EDUCATION FINANCIAL FORECASTS 2004/05 TO 2008/09						ANNEX D
2							page1 of 5
3							
4	Institution:						
5							
6	TABLE 1A INCOME						
7	inst	head	£'000 Estimate year ended	£'000 Forecast year ended	£'000 Forecast year ended	£'000 Forecast year ended	£'000 Forecast year ended
8	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008
9	0		1 HEFCW grant				
10	0	1a	Teaching grant	0	0	0	0
11	0	1b	Research grant	0	0	0	0
12	0	1c	Non Formula funding grant	0	0	0	0
13	0	1d	Capital Grants Equipment grant	0	0	0	0
14	0	1e	Capital Grants Estates grant	0	0	0	0
15	0	1f	NCETW Recurrent Grants	0	0	0	0
16	0	1g	RFM Adjustment relating to previous year	0	0	0	0
17	0	1h	Council and European grants	0	0	0	0
18	0	1	Total Council grant	0	0	0	0
19	0		2 Academic fees and support grants				
20	0	2a	Home and EC students fees and grants	0	0	0	0
21	0	2b	Overseas students and other FT fees	0	0	0	0
22	0	2c	Other fees and support grants	0	0	0	0
23	0	2d	Part-time fees	0	0	0	0
24	0	2	Total academic fees and support grants Income	0	0	0	0
25	0		3 Research grants and contracts				
26	0	3a	Research councils Income	0	0	0	0
27	0	3b	Other Research grants and contracts Income	0	0	0	0
28	0	3c	UK based charities Income	0	0	0	0
29	0	3	Total research grants and contracts Income	0	0	0	0
30	0		4 Other operating income				
31	0	4a	Other services rendered course Validation Fees only	0	0	0	0
32	0	4b	Residences and Catering operations income	0	0	0	0
33	0	4c	Other operating income	0	0	0	0
34	0	4d	Other services rendered income EU only	0	0	0	0
35	0	4e	Other services rendered income other only	0	0	0	0
36	0	4	Total other operating income	0	0	0	0
37	0		5 Endowment income and interest receivable				
38	0	5a	Released from specific endowment	0	0	0	0
39	0	5b	Income from general endowment	0	0	0	0
40	0	5c	Other investment income and interest receivable	0	0	0	0
41	0	5	Total endowment income and interest receivable	0	0	0	0
42	0	6	Total income	0	0	0	0
43	0	7	Less total expenditure from Table 2B, head 11	0	0	0	0
44	0	8	Surplus/(deficit) on continuing operations after depreciation of fixed assets at	0	0	0	0
45	0	9	Profit/(Loss) on disposal of assets	0	0	0	0
46	0	10	Surplus/(deficit) on continuing operations after depreciation of fixed assets at	0	0	0	0
47	0	11	Taxation	0	0	0	0
48	0	12	Surplus/(deficit) on continuing operations after depreciation of fixed assets at	0	0	0	0
49	0	12a	valuation disposal of assets and tax	0	0	0	0
50	0	12b	Transfer from accumulated income within specific endowments				
51	0	13	Surplus retained within General Reserves				
52	0	14	Difference between a historic cost depreciation charge & the actual charge				
53	0	15	for the year calculated on the revalued amount	0	0	0	0
54	0		Realisation of Property Revaluation Gain of Previous Years	0	0	0	0
55	0		Historic Cost Surplus/(Deficit) after tax	0	0	0	0
56							
57							
58	Institution:						
59							
60	TABLE 1B ANALYSIS OF SURPLUS/(DEFICIT)						
61	inst	head	£'000 Estimate year ended	£'000 Forecast year ended	£'000 Forecast year ended	£'000 Forecast year ended	£'000 Forecast year ended
62	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008
63	0		1 Research councils				
64	0	1a	Research councils Income	0	0	0	0
65	0	1b	Research councils Expenditure	0	0	0	0
66	0	1	Research councils Contribution	0	0	0	0
67	0		2 Other Research grants and contracts				
68	0	2a	Other Research grants and contracts Income	0	0	0	0
69	0	2b	Other Research grants and contracts Expenditure	0	0	0	0
70	0	2	Other Research grants and contracts Contribution	0	0	0	0
71	0		3 Other Services rendered				
72	0	3a	Other Services rendered Income	0	0	0	0
73	0	3b	Other Services rendered Expenditure	0	0	0	0
74	0	3	Other Services rendered Contribution	0	0	0	0
75	0		4 Residences and Catering Operations				
76	0	4a	Residences and Catering Operations Income	0	0	0	0
77	0	4b	Residences and Catering Operations Expenditure	0	0	0	0
78	0	4	Residences and Catering Operations Contribution	0	0	0	0
79	0		5 UK Based Charities				
80	0	5a	UK based charities income	0	0	0	0
81	0	5b	UK based charities expenditure	0	0	0	0
82	0	5	UK based charities Contribution	0	0	0	0
83	0	6	Total Contribution towards Teaching and Research	0	0	0	0
84	0	7	Surplus/(Deficit) from Teaching and Research	0	0	0	0
85	0	8	Surplus/(deficit) after depreciation of assets at valuation & tax, Table 1A, head 8	0	0	0	0

	A	B	C	D	E	F	G	H
86								Page 2 of 5
87								
88								
89								
90								
91	Institution:							
92				£'000	£'000	£'000	£'000	£'000
93	TABLE 2A NON PAY EXPENDITURE			Estimate	Forecast	Forecast	Forecast	Forecast
94	inst	head		year ended	year ended	year ended	year ended	year ended
95	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008	31/07/2009
96	0	1	Academic departments non pay	0	0	0	0	0
97	0	2	Academic services non pay	0	0	0	0	0
98	0	3	Administration and Central Services non pay	0	0	0	0	0
99	0		4 Premises					
100	0	4a	Premises running costs	0	0	0	0	0
101	0	4b	Premises routine maintenance	0	0	0	0	0
102	0	4c	Premises Long term maintenance provision charge	n/a	n/a	n/a	n/a	n/a
103	0	4d	Premises Long term maintenance charge	0	0	0	0	0
104	0	4	Total premises non pay	0	0	0	0	0
105	0	5	Residences and Catering operations non pay	0	0	0	0	0
106	0		6 Research grants and Contracts					
107	0	6a	Research councils non pay	0	0	0	0	0
108	0	6b	Other Research grants and contracts non pay	0	0	0	0	0
109	0	6c	UK based charities non pay	0	0	0	0	0
110	0	6	Total research grants and contracts non pay	0	0	0	0	0
111	0		7 Other Expenditure					
112	0	7a	Other expenditure Other services rendered non pay	0	0	0	0	0
113	0	7b	Other expenditure Other non pay	0	0	0	0	0
114	0	7	Total other expenditure non pay	0	0	0	0	0
115	0		8 Depreciation					
116	0	8a	Equipment Research grants and contracts depreciation	0	0	0	0	0
117	0	8b	Equipment other depreciation	0	0	0	0	0
118	0	8c	Premises Research grants and contracts depreciation	0	0	0	0	0
119	0	8d	Premises Residences and Catering operations depreciation	0	0	0	0	0
120	0	8e	Premises Other depreciation	0	0	0	0	0
121	0	8	Total depreciation non pay	0	0	0	0	0
122	0		9 Interest payable					
123	0	9a	Interest Payable Premises	0	0	0	0	0
124	0	9b	Interest Payable Residences and Catering operations	0	0	0	0	0
125	0	9c	Interest Payable Other expenditure	0	0	0	0	0
126	0	9d	Other services rendered	0	0	0	0	0
127	0	9	Total interest payable non pay	0	0	0	0	0
128	0	10	Total Non Pay Expenditure to Pay Table, Head 10	0	0	0	0	0
129								
130								
131								
132								
133								
134	Institution:							
135				£'000	£'000	£'000	£'000	£'000
136	TABLE 2B PAY EXPENDITURE			Estimate	Forecast	Forecast	Forecast	Forecast
137	inst	head		year ended	year ended	year ended	year ended	year ended
138	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008	31/07/2009
139	0	1	Academic departments pay	0	0	0	0	0
140	0	2	Academic services pay	0	0	0	0	0
141	0	3	Administration and Central Services pay	0	0	0	0	0
142	0	4	Premises pay	0	0	0	0	0
143	0	5	Residences and Catering operations pay	0	0	0	0	0
144	0		6 Research grants and Contracts					
145	0	6a	Research councils pay	0	0	0	0	0
146	0	6b	Other Research grants and contracts pay	0	0	0	0	0
147	0	6c	UK based charities pay	0	0	0	0	0
148	0	6	Total research grants and contracts pay	0	0	0	0	0
149	0		7 Other Expenditure					
150	0	7a	Other Expenditure Other services rendered pay	0	0	0	0	0
151	0	7b	Other Expenditure Other pay	0	0	0	0	0
152	0	7	Total other expenditure pay	0	0	0	0	0
153	0		8 Staff Restructuring					
154	0	8a	Initial Cost	0	0	0	0	0
155	0	8b	SSAP 24 provision	0	0	0	0	0
156	0	8	Total Staff restructuring	0	0	0	0	0
157	0	9	Total Pay Expenditure	0	0	0	0	0
158	0	10	Total Non Pay Expenditure from the pay Table, Head 10	0	0	0	0	0
159	0	11	Total Expenditure to Income table, Head 7	0	0	0	0	0

	A	B	C	D	E	F	G	H
160								Page 3 of 5
161								
162								
163								
164								
165	Institution:							
166				£'000	£'000	£'000	£'000	£'000
167	TABLE 3 BALANCE SHEET			Estimate	Forecast	Forecast	Forecast	Forecast
168	inst	head		as at	as at	as at	as at	as at
169	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008	31/07/2009
170	0		1. Fixed Assets					
171	0	1a	Land and Buildings	0	0	0	0	0
172	0	1b	Equipment	0	0	0	0	0
173	0	1c	Other	0	0	0	0	0
174	0	1	Subtotal fixed assets	0	0	0	0	0
175	0		2 Endowment Assets	0	0	0	0	0
176	0		3 Current assets					
177	0	3a	Stock and Stores in Hand	0	0	0	0	0
178	0	3b	Debtors	0	0	0	0	0
179	0	3c	Investments	0	0	0	0	0
180	0	3d	Cash at bank and in hand	0	0	0	0	0
181	0	3	Total Current Assets Subtotal	0	0	0	0	0
182	0		4 Creditors: amounts falling due within one year					
183	0	4a	Bank loans and overdrafts	0	0	0	0	0
184	0	4b	Other creditors	0	0	0	0	0
185	0	4	Total Current liabilities	0	0	0	0	0
186	0	5	Net Current Assets/Liabilities	0	0	0	0	0
187	0	6	Total assets less current liabilities	0	0	0	0	0
188	0		7 Creditors: amounts falling due after more than one year					
189	0	7a	Reimbursable by HEFCW	0	0	0	0	0
190	0	7b	External borrowing	0	0	0	0	0
191	0	7c	Other creditors	0	0	0	0	0
192	0	7	Total long term liabilities	0	0	0	0	0
193	0	8	Provisions	0	0	0	0	0
194	0	9	Net assets	0	0	0	0	0
195	0	10	Deferred Capital grants	0	0	0	0	0
196	0		11 Endowment					
197	0	11a	Specific endowment	0	0	0	0	0
198	0	11b	General endowment	0	0	0	0	0
199	0	11	Total endowments	0	0	0	0	0
200	0		12 Reserves					
201	0	12	Revaluation reserve	0	0	0	0	0
202	0	13	Restricted reserve	0	0	0	0	0
203	0	14	General reserve	0	0	0	0	0
204	0	15	Total reserves	0	0	0	0	0
205	0	16	Total Funds	0	0	0	0	0
206			check	0	0	0	0	0
207								
208								
209								
210								
211	Institution:							
212				£'000	£'000	£'000	£'000	£'000
213	TABLE 4 SENSITIVITY ANALYSIS			Estimate	Forecast	Forecast	Forecast	Forecast
214	inst	head		year ended	year ended	year ended	year ended	year ended
215	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008	31/07/2009
216	0	1	Planned retained HC surplus/(deficit) from Table 1 head 15	0	0	0	0	0
217	0		2 Reductions in Income					
218	0	2a	Interest	0	0	0	0	0
219	0	2b	Other significant income items	0	0	0	0	0
220	0	2c	Other (please specify in commentary)	0	0	0	0	0
221	0	2	Sub total reduction in Income	0	0	0	0	0
222	0		3 Increase in Expenditure					
223	0	3a	Academic	0	0	0	0	0
224	0	3b	Premises	0	0	0	0	0
225	0	3c	Interest payable	0	0	0	0	0
226	0	3d	Other (please specify in commentary)	0	0	0	0	0
227	0	3	Sub total increase in expenditure	0	0	0	0	0
228	0	4	Revised surplus/(deficit)	0	0	0	0	0
229								

	A	B	C	D	E	F	G	H
230								
231								Page 4 of 5
232								
233								
234								
235	Institution:							
236				£'000	£'000	£'000	£'000	£'000
237	TABLE 5 CASH FLOW STATEMENT			Estimate	Forecast	Forecast	Forecast	Forecast
238	inst	head		year ended	year ended	year ended	year ended	year ended
239	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008	31/07/2009
240	0	1	Net cash inflow/(outflow) from operating activities	0	0	0	0	0
241	0		2 Returns on investments and servicing of finance					
242	0	2a	Income from endowments	0	0	0	0	0
243	0	2b	Income from short term investments	0	0	0	0	0
244	0	2c	Other interest received	0	0	0	0	0
245	0	2d	Interest paid	0	0	0	0	0
246	0	2e	Other items	0	0	0	0	0
			Total cash inflow/(outflow) from returns on investments & servicing of finance					
247	0	2		0	0	0	0	0
248	0	3	Tax paid	0	0	0	0	0
249	0		4 Capital Investment and Financial Investment					
250	0	4a	Payments to acquire tangible assets	0	0	0	0	0
251	0	4b	Payments to acquire endowment asset investments	0	0	0	0	0
252	0	4c	Total Payments to acquire fixed/endowment assets	0	0	0	0	0
253	0	4d	Receipts from sale of tangible assets	0	0	0	0	0
254	0	4e	Receipts from sale of endowment assets	0	0	0	0	0
255	0	4f	Deferred capital grants received	0	0	0	0	0
256	0	4g	Endowment received	0	0	0	0	0
257	0	4h	Other items	0	0	0	0	0
258	0	4	Total cash inflow/(outflow) from investing activities	0	0	0	0	0
			Net cash inflow/(outflow) before Use of Liquid Resources and Financing					
259	0	5		0	0	0	0	0
260	0	5a	Management of Liquid Resources	0	0	0	0	0
261	0		6 Financing					
262	0	6a	Capital element of finance lease payments	0	0	0	0	0
263	0	6b	Mortgages and loans acquired	0	0	0	0	0
264	0	6c	Mortgages and loan capital repayments	0	0	0	0	0
265	0	6d	Other items	0	0	0	0	0
266	0	6	Sub total cash inflow/(outflow) from financing	0	0	0	0	0
267	0	7	Increase/decrease in cash	0	0	0	0	0
268								
269								
270								
271								
272								
273	Institution:							
274				%	%	%	%	%
275	TABLE 6 PLANNING ASSUMPTIONS			Estimate	Forecast	Forecast	Forecast	Forecast
276	inst	head		year ended	year ended	year ended	year ended	year ended
277	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008	31/07/2009
278	0	1	Non Pay inflation	0.00	0.00	0.00	0.00	0.00
279	0	2	Pay inflation Academic	0.00	0.00	0.00	0.00	0.00
280	0	3	Pay inflation other	0.00	0.00	0.00	0.00	0.00
281	0	4	Interest rates received	0.00	0.00	0.00	0.00	0.00
282	0	5	Interest rates payable	0.00	0.00	0.00	0.00	0.00
283	0		6 Recovery Rates					
284	0	6a	Recovery Rates Research grants and contracts: Research Councils	0	0	0	0	0
285	0	6b	Recovery Rates Research grants and contracts: UK Charities	0	0	0	0	0
286	0	6c	Recovery Rates Research grants and contracts: Other	0	0	0	0	0
287	0	6d	Recovery Rates Other services rendered	0	0	0	0	0
288	0		7 Baseline reductions in Funding (Efficiency gains)					
289	0	7a	HEFCW Teaching funding	0	0	0	0	0
290	0	7b	HEFCW Research funding	0	0	0	0	0
291	0	7c	NCETW Teaching funding	0	0	0	0	0
292	0		8 Market value of Investments at 31 July 2004					
293	0	8a	Fixed Asset Investment	0				
294	0	8b	Endowment Investment	0				
295	0	8c	Investments held as Current assets	0				
296								
297								
298								
299								
300								
301	Institution:							
302				£'000	£'000	£'000		
303	TABLE 7A Comparison of 2003/04 audited accounts with latest estimate for 2004/05			Actual	Estimate			
304	inst	head	as submitted in these forecasts	academic year	academic year			
305	code	code	description	2003/04	2004/05	Variance		
306	0	1	HEFCW grant	0	0	0	#DIV/0!	
307	0	2	Academic fees and support grants	0	0	0	#DIV/0!	
308	0	3	Research grants and contracts	0	0	0	#DIV/0!	
309	0	4	Other operating income	0	0	0	#DIV/0!	
310	0	5	Endowment income and interest receivable	0	0	0	#DIV/0!	
311	0	6	For HEFCW use only. No input to be made against this head.	n/a	n/a	n/a	n/a	
312	0	7	Total Income	0	0	0	#DIV/0!	
313	0	8	Staff costs	0	0	0	#DIV/0!	
314	0	9a	Other operating expenses	0	0	0	#DIV/0!	
315	0	9b	Premises expenditure	0	0	0	#DIV/0!	
316	0	9	Sub total other operating expenses	0	0	0	#DIV/0!	
317	0	10	Interest payable	0	0	0	#DIV/0!	
318	0	11	Depreciation	0	0	0	#DIV/0!	
319	0	12	For HEFCW use only. No input to be made against this head.	n/a	n/a	n/a	n/a	
320	0	13	Total Expenditure	0	0	0	#DIV/0!	
321	0	14	Surplus/(Deficit) on ordinary activities	0	0	0	#DIV/0!	
322								

	A	B	C	D	E	F	G	H
323								
324								Page 5 of 5
325			Tables 7b, 7c and 7d have been deleted.					
326								
327								
328								
329								
330								
331			Institution:					
332				£'000	£'000	£'000	£'000	£'000
333			TABLE 7E CAPITAL FINANCING	Estimate	Forecast	Forecast	Forecast	Forecast
334	inst	head		year ended	year ended	year ended	year ended	year ended
335	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008	31/07/2009
336	0		1 Forecast Capital expenditure					
337	0	1a	Land and Buildings	0	0	0	0	0
338	0	1b	Equipment	0	0	0	0	0
339	0	1c	Revaluations in the year	0	0	0	0	0
340	0	1	Total Tangible Assets	0	0	0	0	0
341	0		2 Method of Financing					
342	0	2a	Method of Financing Reserves/Internal funds	0	0	0	0	0
343	0	2b	Method of Financing Loans	0	0	0	0	0
344	0	2c	Method of Financing Leasing	0	0	0	0	0
345	0	2d	Method of Financing Other	0	0	0	0	0
346	0	2	Sub total Method of Financing	0	0	0	0	0
347	0		3 Capital projects expected to be financed through Private Finance					
348	0	3a	Capital projects expected to be financed through PFI No 1	0	0	0	0	0
349	0	3b	Capital projects expected to be financed through PFI No 2	0	0	0	0	0
350	0	3c	Capital projects expected to be financed through PFI No 3	0	0	0	0	0
351	0	3d	Capital projects expected to be financed through PFI No 4	0	0	0	0	0
352	0	3	Sub total Capital projects expected to be financed through PFI	0	0	0	0	0
353				0	0	0	0	0
354								
355								
356			Institution:					
357				£'000	£'000	£'000	£'000	£'000
358			TABLE 7F VARIABLE FEES	Estimate	Forecast	Forecast	Forecast	Forecast
359	inst	head		year ended	year ended	year ended	year ended	year ended
360	code	code	description	31/07/2005	31/07/2006	31/07/2007	31/07/2008	31/07/2009
361	0		1 Income from Variable Fees					
362	0	1	Income	0	0	0	0	0
363	0		2 Expenditure from Variable Fees					
364	0	2a	Bursaries	0	0	0	0	0
365	0	2b	Pay Costs	0	0	0	0	0
366	0	2c	Estates	0	0	0	0	0
367	0	2d	Other (please specify in commentary)	0	0	0	0	0
368	0	2	Sub total expenditure	0	0	0	0	0
369	0	3	Surplus/(deficit)	0	0	0	0	0
370								
371								
372			FINANCIAL FORECASTS CERTIFICATE					
373								
374			The Financial forecast Table's 1 to 7f and the associated commentary represent the financial consequences for the institution					
375			of implementing its strategic plan from 2004/05 to 2008/09 which has been submitted to HEFCW.					
376			The tables and the commentary have been submitted to, and approved by the Chair of Governor's.					
377								
378			HEAD OF HIGHER EDUCATION INSTITUTIONS SIGNATURE:		Date:			
379								
380								
381								
382								
383								

COMMENTARY TO ACCOMPANY FINANCIAL FORECASTS 2004/05 TO 2008/09

(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, including those used for the estimate of the costs arising from the implementation of the new pay framework.

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 2003/04 audited financial statements with the latest estimate for 2004/05 as submitted with these forecasts.

SECTION 4 TABLE 7E CAPITAL FINANCING

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 HESES04. 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 e-mail 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 **Form SPF1:** Full-time, sandwich year out and part-time student registrations for the Strategic Planning period 2005/06 – 2008/09, 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 **Form SPF2:** Home and EC fundable student registrations for the Strategic Planning period 2005/06 – 2008/09 by mode of study, level of study and Academic Subject Category (ASC).
- SPF3 **Form SPF3:** Home and EC fundable student registrations for the Strategic Planning period 2005/06 – 2008/09 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 **Form SPF4:** FTE staff numbers for 2004/05 and forecast staff FTE for the Strategic Planning period 2005/06 – 2008/09 by Employment Function.
- SPF5 **Form SPF5:** FTE staff numbers and pay expenditure for 2004/05 and forecast staff FTE and pay expenditure for the Strategic Planning period 2005/06 – 2008/09 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 W04/68HE, *Higher Education Students Early Statistics Survey (HESES04)*.

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 April 2005

Institution:

Institution Code:

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

Level of study	Forecast completed registrations in academic year 2008/09											
	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 April 2005

Institution:
Institution Code:

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

ASC		Forecast completed registrations in academic year 2008/09														
		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 April 2005

Institution:
Institution Code:

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

ASC		Forecast completed credit values in academic year 2008/09										
		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 April 2005

Institution:
Institution Code:

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)				
Total	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)				
Total	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)				
Total	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)				
Total	0	0	0	0

2008/09

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

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

SPF5 April 2005

Institution:
Institution Code:

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						
Total	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						
Total	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						
Total	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						
Total	0	0	0	0	0	0

2008/09

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						
Total	0	0	0	0	0	0

ANNUAL MONITORING STATEMENT 2005

Institutional Contact name for Third Mission Strategy (to be used by HEFCW for all future correspondence relating to the AMS)	
Position in institution	
Telephone	
e-mail	

Institutional Contact name for Initial Teacher Training Strategy (to be used by HEFCW for all future correspondence relating to the AMS)	
Position in Institution	
Telephone	
e-mail	

Institutional Contact name for Learning and Teaching Strategy (to be used by HEFCW for all future correspondence relating to the AMS)	
Position in institution	
Telephone	
e-mail	

SECTION ONE: INITIAL TEACHER TRAINING

Activity	2004/05 performance indicators	Progress against performance indicators	2005/06 performance indicators	Proposed changes to expenditure in 2005/06, including proposals for use of funding carried forward from previous year (where appropriate)
<p>Collaboration across the sector (Provide an indication of the range of collaborative activities being undertaken with within and out with the Council's Reconfiguration and Collaboration fund)</p>				
<p>School Partnerships (Provide an account of work undertaken in the development and maintenance of school partnerships)</p>				
<p>Marketing and Recruitment (Provide an account of the marketing and recruitment activities employed, including any hardship arrangements for ITT students)</p>				

Welsh medium and Welsh second language provision (Provide an indication of the work being undertaken to support a growth in Welsh medium provision and Welsh second language provision)				
Curriculum Design and Development (Provide an indication of the curriculum design and development activities undertaken, including developments relating to ICT)				

<p>Funding Allocation for Initial Teacher Training Activity 2004/05 = £xx</p> <p>I confirm that the above allocation was used broadly according to the proposed expenditure outlined in the institution's Third Mission Strategy 2004-2008, subject to any major changes or funds carried forward to 2005/06 that I have outlined below.</p> <p>Signature (Head of institution or appropriate Deputy)</p> <p>Date</p> <p><i>Please indicate below any changes to planned expenditure, with brief explanation:</i></p>	<p>Funding allocation for 2005//6 = £xx</p>
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SECTION TWO: LEARNING AND TEACHING ACTIVITY

Activity	2004/05 performance indicators	Progress against performance indicators	2005/06 performance indicators	Proposed changes to expenditure in 2005/06, including proposals for use of funding carried forward from previous year (where appropriate)
<p>Enhancing The Student Experience (Provide an account of the key priorities/performance indicators for enhancing the quality of the student learning experience)</p>				
<p>Staff Development And Training (Provide an indication of the mechanisms used to support teaching excellence and innovation amongst new staff, established staff and postgraduate teaching assistants)</p>				

<p>Recognising and Rewarding Teaching Excellence (Provide an indication of the mechanisms used for recognising and rewarding academic and support staff commitment to enhancing the student learning experience)</p>				
<p>Innovation In Learning And Teaching (Provide an indication of the mechanisms employed for supporting and introducing innovation in teaching and learning and dissemination good practice)</p>				
<p>Enhancing Graduate Skills And Employability (Provide an indication of the measures taken to improve employability of graduates and diplomats)</p>				
<p>Engagement with Assembly and HEFCW priorities (Provide an indication of how the strategy has contributed to addressing the priorities of the Assembly Government and the HEFCW)</p>				

<p>Funding Allocation for 2004/05 = £xx</p> <p>I confirm that the above allocation was used broadly according to the proposed expenditure outlined in the institution's Third Mission Strategy 2004-2008, subject to any major changes or funds carried forward to 2005/06 that I have outlined below.</p> <p>Signature (Head of institution or appropriate Deputy)</p> <p>Date</p> <p><i>Please indicate below any changes to planned expenditure, with brief explanation:</i></p>	<p>Funding allocation for 2005//6 = £xx</p>
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SECTION ONE: THIRD MISSION ACTIVITY

Activity	2004/05 performance indicators	Progress against performance indicators	2005/06 performance indicators	Proposed changes to expenditure in 2005/06, including proposals for use of funding carried forward from previous year (where appropriate)
NB: Activity areas and performance indicators for Third Mission Activities will be agreed individually with institutions and a template forwarded under separate cover.				

<p>Funding Allocation for 2004/05 = £xx</p> <p>I confirm that the above allocation was used broadly according to the proposed expenditure outlined in the institution's Third Mission Strategy 2004-2008, subject to any major changes or funds carried forward to 2005/06 that I have outlined below.</p> <p>Signature (Head of institution or appropriate Deputy)</p> <p>Date</p> <p><i>Please indicate below any changes to planned expenditure, with brief explanation:</i></p>	<p>Funding allocation for 2005//6 = £xx</p>
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