

## Circular

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### Strategic Planning and Related Requests 2007

**3 April 2007**

**Ref: W07/13HE**

To: Heads of higher education institutions in  
Wales

Summary: This circular requests HE institutions to  
submit:

- copies of their latest strategic plans
- latest updates against *Reaching  
Higher* targets
- financial forecasts for 2006/07 to  
2010/11
- student number forecasts for  
2007/08 to 2010/11
- staff number forecasts for 2006/07  
to 2010/11
- race equality annual reports

Response by: 20 July 2007  
Further information : [Strategic.Planning@hefcw.ac.uk](mailto:Strategic.Planning@hefcw.ac.uk)  
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## INTRODUCTION

1 This Circular invites higher education institutions to submit the following strategic planning and related material:

- current strategic plan
- financial forecasts for the period 2006/07 to 2010/11
- student number forecasts for the period 2007/08 to 2010/11
- staff number forecasts for the period 2006/07 to 2010/11
- *Reaching Higher* target templates
- race equality annual reports

A summary of our strategic planning information requirements can be found in the table overleaf. More detailed notes of guidance are set out below. Copies of the returns to be submitted are attached at the Annexes to this Circular, along with further technical information.

## BACKGROUND AND AIMS OF THE STRATEGIC PLANNING PROCESS

2 HEFCW requires institutions to submit strategic planning and forecasting information on an annual basis. This is to enable us to understand the strategic direction and performance of institutions, and to check that institutions are making adequate contributions, individually and collectively, towards the targets outlined in the Welsh Assembly Government's *Reaching Higher* strategy to 2010/11. The information provided is also an important source of strategic dialogue between HEFCW and the institutions which it funds.

3 Following the Strategic Planning Consultation Seminar we held on 25 November 2005, we will continue to draw a number of specific detailed requests for information into the annual monitoring statement (AMS) process. This process will be dealt with in a separate circular which will be issued in June.

## FEEDBACK

4 Subject to timely receipt of the information we are requesting, we will aim to provide feedback to each institution on its strategic plan and associated planning documents by **9 November 2007**.

INFORMATION	DETAILS	RESPONSE DATE	WHY WE WANT TO KNOW	WHAT DO WE WITH THE INFORMATION
<b>Strategic plan</b>	Copies of institution's current strategic plan, including:  - a contents page  - a strategic overview  - how the institution plans to address the Assembly's duties towards sustainable development, equality, partnership working and promoting the Welsh language	20 July 2007	<ul style="list-style-type: none"> <li>▪ Understanding institutional strategic direction</li> <li>▪ Monitor progress against Assembly targets/priorities</li> <li>▪ Understand connectedness between institutional strategies and financial and student and staff number forecasts, plans for reconfiguration/ collaboration, and any sub-plans produced by the institution</li> <li>▪ Understand institutional performance and aspirations within sector-wide context</li> </ul>	<ul style="list-style-type: none"> <li>▪ Form judgements about institutional performance against aspirations, in the context of Wales/ UK / international performance</li> <li>▪ Check for alignment between institutional planning processes and the priorities of HEFCW, the Assembly, and external partners</li> <li>▪ Report to Assembly on performance against targets/priorities</li> <li>▪ Identify and disseminate good practice</li> <li>▪ Identify institutional and sector strengths and weaknesses, and make decisions about need for intervention/dialogue where there is underperformance</li> </ul>
<b>Reaching Higher target template</b>	Expected contribution to Reaching Higher targets for:  - 2007/08 to 2010/11	20 July 2007	<ul style="list-style-type: none"> <li>▪ Monitor institutional and sector progress against Assembly priorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct a gap analysis on likely cumulative outcomes of institutional planning</li> <li>▪ Provide reassurance to sector where they are on track to meet targets</li> <li>▪ Make decisions about need for intervention/dialogue with institutions where there is underperformance</li> </ul>

INFORMATION	DETAILS	RESPONSE DATE	WHY WE WANT TO KNOW	WHAT DO WE WITH THE INFORMATION
				<ul style="list-style-type: none"> <li>▪ Report to Assembly on performance against targets/priorities</li> </ul>
<b>Financial forecasts</b>	For the period 2006/07 to 2010/11	20 July 2007	<ul style="list-style-type: none"> <li>▪ Check integration and connectedness between financial planning and institutional strategies</li> <li>▪ Monitor financial health of institutions</li> <li>▪ Inform policy advice to the Assembly</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyse the forecast financial position of individual institutions and the sector</li> <li>▪ Make risk assessment</li> <li>▪ Make decisions about need for intervention/dialogue</li> </ul>
<b>Student &amp; Staff number forecasts</b>	<ul style="list-style-type: none"> <li>▪ Student number forecasts for the period 2007/08 to 2010/11</li> <li>▪ Staff number forecasts for the period 2006/07 to 2010/11</li> </ul>	20 July 2007	<ul style="list-style-type: none"> <li>▪ Check integration and connectedness between student/staff forecasts and financial planning, and connectedness to institutional strategies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyse the forecast position of individual institutions and the sector</li> <li>▪ Make decisions about need for intervention/dialogue</li> </ul>
<b>Race equality annual report</b>		20 July 2007	<ul style="list-style-type: none"> <li>▪ Assurance that institutions are meeting statutory responsibilities</li> <li>▪ To assist us to assess the performance of the sector.</li> <li>▪ To target development activities, with sector and ECU</li> <li>▪ To disseminate good practice and for responses to other enquiries (eg from the Assembly)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyse policies and reports and give feedback.</li> <li>▪ Enhance institutional performance and enable institutions to meet and exceed statutory responsibilities.</li> <li>▪ Use generic information to target sector development activities.</li> <li>▪ Promote, externally, the role of the HE sector in advancing equal opportunities and</li> </ul>

INFORMATION	DETAILS	RESPONSE DATE	WHY WE WANT TO KNOW	WHAT DO WE WITH THE INFORMATION
			<ul style="list-style-type: none"> <li>▪ To assess performance against potential Assembly <i>RH</i> ethnic minority recruitment target</li> <li>▪ To assist HEFCW to meet RRAA statutory responsibilities under the RRAA.</li> </ul>	<ul style="list-style-type: none"> <li>▪ sustaining diverse communities.</li> <li>▪ Feed in to considerations about forthcoming legislative requirements.</li> <li>▪ Share outcomes with related HEFCW areas (eg widening access).</li> <li>▪ Consider specific funding/research needs</li> </ul>

## INSTITUTIONAL STRATEGIC PLAN

- 5 HEFCW recognises that your strategic plan should be a document of value principally for your institution. Its primary function is to provide structured guidance for strategic development and management across all the issues with which the institution is properly concerned, and to help meet the needs and responsibilities of the governing body. For this reason, we do not specify a time period for plans submitted annually, but request a copy of your current strategic plan. However, if your current plan is more than one year out of date at the time of submission, the plan should be accompanied by a brief update reflecting any significant developments.
- 6 We do not specify a particular format or structure for the strategic plan; we recognise that institutions' plans vary in size and scope. You will be aware that the feedback letters from the 2006 Strategic Planning round recognised a general lack of SMART targets in the plans. We would wish to see this addressed in this cycle. The following items should be included within the body of the plan, or provided as separate accompanying documents:

### **a) a contents page**

This should list, according to the institution's mission, each area of major activity. 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.

### **b) a strategic overview**

This should highlight the key strategic objectives and challenges facing the institution over the planning period and should demonstrate how the institution believes it can deliver its objectives in the light of those challenges. The overview should also demonstrate how the institution is on a sustainable course over the next five to 10 years. In 2005 each institution was asked to provide for the first time a framework for sustainability (also called 'adaptive capacity'), with particular reference to finance, staff, estates and equipment (Circulars W05/42HE and W05/52HE refer). As the Council stated when it requested the framework, it is now seeking to integrate the sustainability requirement into the strategic planning process. The institution's sustainability should be an integral aspect of the demonstration of its ability to deliver its key strategic objectives.

The Council will use the information on sustainability, together with the associated metrics which are already available to it, to inform its dialogue with institutions on their strategic direction and to report to the Research Councils and the Treasury on the sustainability of the sector as a whole.

### **c) an explanation of how the institution's plan addresses the Welsh Assembly Government's duties towards sustainable development, equality, partnership working, and promoting the Welsh language.**

*Education for Sustainable Development and Global Citizenship (ESDGC):* the Welsh Assembly Government published its *Strategy for Action* in September 2006, following a period of consultation. The Strategy covers all education sectors in Wales, but also describes an agenda for ESDGC in terms of priority and supplementary actions for the higher education section and for HEFCW in particular. We would encourage you to be aware of this new Strategy and the

implications for your institution in terms of the actions you are undertaking to develop and embed ESDGC principles across your activities, for example in terms of learning and teaching activities; third mission activities; and the training of leaders and senior management teams. We will be writing to institutions separately following further discussions with the Assembly Government's ESDGC Champion and other colleagues in the near future.

However, one of the priority actions within the Strategy for Action is for HEIs to include a section on sustainable development and global citizenship in their strategic plans; and that this section should explain how training in ESDGC is being addressed and delivered. We would ask that you provide us with this information in terms of the overall strategy of your institution, linking it with your Third Mission and Learning and/or Teaching Strategies as appropriate. Recognising that there has not been much time for the sector to digest this recent report, it will be particularly important to set out how your institution intends to develop a framework and timetable to deliver its contribution to this key Assembly strategy.

**d) reconfiguration / collaboration**

An explanation of how any reconfiguration or collaboration activities in which you are involved fit within the overall context of your strategic plan.

**e)** It will be important too to ensure that appropriate and clear cross reference is made to activities set out separately in more detail in your third mission, learning and teaching, widening access and other strategies.

**f)** Welsh medium provision: In addition to your overall responsibilities to promote the Welsh language, an explanation of how your institution's planning process will connect to the new Welsh medium strategic framework and plan being developed across the sector.

**REACHING HIGHER TARGET TEMPLATE**

- 7 For the duration of the Welsh Assembly Government's *Reaching Higher* strategy to 2010/11, we will continue to require submission of information on expected contributions to *Reaching Higher* targets. This will enable us to monitor sector progress and identify at an early stage any likely shortfalls in meeting the targets. With the information which individual institutions provide we conduct a gap analysis on the likely cumulative outcomes of institutions' plans and consider any steps that might, in consequence, require attention.
- 8 We recognise the variations in mission across the sector and do 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.
- 9 You are required to:
  - set targets for 2007/08 to 2010/11;
  - cross-reference the targets you will be adopting to the sections of your strategic/specific plans, which will provide the evidence for how you are taking this work forward.

- 10 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.
- 11 In order to give guidance on the degree of detail that we are seeking in responses, an illustrated proforma is attached as **Annex A**. We will dispatch individual institutional templates electronically under separate cover. These will contain actual progress to date against the baseline data and targets submitted by institutions last year for 2006/07, 2007/08, 2008/09 and 2010/11, for information. Institutions should update or replace their previously submitted 2007/08 to 2010/11 targets as appropriate.
- 12 Please note that we are currently in dialogue, with the Welsh Assembly Government, on the target for Welsh Medium and the target for Wales as a destination of 1<sup>st</sup> Choice. We hope to be able to amend the current targets soon, and we will give a definite signal as soon as possible as to whether or not you should proceed with the current targets.

#### **FINANCIAL FORECASTS FOR THE PERIOD 2006/07 TO 2010/11**

- 13 We recognise that financial forecasts are an integral part of an institution's strategic plan. Our objectives in requesting financial forecasts are to enable us to:
  - check that institutions' strategic and financial planning are integrated
  - monitor the financial health of institutions
  - produce information at summary level on the overall trends and financial health of the HE sector in Wales
- 14 Institutions are required to prepare five-year financial forecasts covering the period 2006/07 to 2010/11. In doing so, you should make reference to the planning assumptions outlined in **Annex C** and the following documents:
  - (i) the letter from the National Assembly to HEFCW in January 2007 announcing higher education funding for 2007-08;
  - (ii) *Recurrent Grant 2007/08 Circular (W07/12HE)*.

#### **CONTENT OF THE FINANCIAL FORECASTS**

- 15 The form and content of the 2007 financial forecasts remains essentially the same as 2006. The commentary on the forecasts provides an opportunity for you to set out the actions that you 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. Please 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**. Specific guidance is included below on the completion of Tables 1A, 2B,3, 7A, 7B and 7C and the commentary.

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 1A Income*

Supplementary Income Stream. This should be completed for 2006/07 only. Contributions made by the Welsh Assembly Government towards students' fees should be included as part of the 'Home and EC students' fees and grants'.

### *Reconfiguration and collaboration funding*

This HEFCW grant income should be included within "Non-formula Funding Grant."

### *Table 2B Pay expenditure*

It is a requirement that all institutions include their assumptions about FRS 17 in the financial forecasts.

### *Table 3 Balance Sheet*

Institutions are expected to follow the guidance issued by the HE/FE SORP Board in July 2005 (SORP/05/05) in relation to implementing FRS 17. For the purposes of the financial forecasts balance sheet, institutions are required to include the pension asset or liability for each year. It is recognised that forecasting future pension asset values is difficult, and institutions may carry forward the forecast expected pension asset or liability as at 31 July 2007 for all years. All assumptions made in the financial forecasts must be noted in the commentary.

### *Table 7A Comparison of 2005/06 audited accounts with the latest estimate for 2006/07 as submitted in these forecasts*

The major changes between the actual audited results for 2005/06 and the estimated out-turn for 2006/07 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 Section 3 of the commentary (Annex E).

### *Table 7B Capital Financing*

Forecast capital expenditure and the expected method of finance should be provided on Table 7B. 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 Section 7 of the commentary (Annex E), 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.

*Table 7C Variable Fees*

In table 7C each institution should include:

- i. its level of additional income from the Supplementary Income Stream and from variable fees;
- ii. how it will deploy that income.

- 17 The assumptions on which the projected level of variable fee income is based should be set out in Section 6 of the commentary template at Annex E.

**FINANCIAL FORECASTS COMMENTARY**

- 18 Institutions should also provide a commentary on the financial forecasts using the proforma at **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.

Institutions are required to provide sufficient detail in order to provide an understanding of the assumptions that lie behind their future levels of recurrent grant. All assumptions relating to the implementation of FRS 17 should be included here.

*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 must be signed by the Head of Institution.

#### **STUDENT AND STAFF NUMBER FORECASTS**

21 We recognise that there is an integral relationship between an institution's assumptions about future changes to its student and staff population and its financial forecasts, and therefore that student and staff forecasts are important features underpinning an institution's strategic plan.

22 You are asked to provide forecasts of their student numbers (both fundable and non-fundable home and EC, Island and overseas) for the period 2007/08 to 2010/11, and staff numbers for the period 2006/07 to 2010/11. **Annex F** contains guidelines to assist the accurate completion of the returns; copies of the returns themselves are attached as **Annexes G** and **H**.

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

23 For this request, you are required to return forecasts for all HE students.

24 The definitions contained in Circular *W06/42HE, Higher Education Students Early Statistics (HESES06)*, should be used in compiling the information required by this Circular. Assumptions should be consistent with those presented in **Annex C** to this Circular, to be used in the preparation of the strategic plan and the financial forecasts.

#### **STUDENT NUMBER FORECASTS FOR THE PERIOD 2007/08 TO 2010/11 (ANNEX G)**

#### **FORMS SPF1 AND 2**

- 25 These forms should be completed to show the full-time, sandwich year out and part-time registrations split by mode of study, level of study and funding category (SPF1), and for Home and EC fundable registrations, by mode of study, level of study and Academic Subject Category (ASC) (SPF2).
- 26 All student registrations should be shown as the forecast number of registrations, not full-time equivalents (FTEs). Sandwich year out registrations should be counted as 1.
- 27 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 HESES06. 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.
- 28 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.
- 29 Note that students franchised out to overseas institutions should not be included in this return. For institutions that have such an arrangement, we would ask you to include, separately, a note to show forecasts for these students covering the period 2007/08 to 2010/11.
- 30 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 or the British Academy, are to be recorded as home and EC non-fundable.

### **FORM SPF3**

- 31 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 registrations (as returned in SPF2) by mode of study, level of study and ASC.

### **STAFF NUMBER FORECASTS FOR THE PERIOD 2006/07 TO 2010/11 (ANNEX H)**

#### **FORM SPF4**

- 32 You 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).

- 33 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.
- 34 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 Staff Record 2006/07 coding manual, Introduction, Coverage of the record and data requirements).
- 35 Assumptions should be consistent with definitions contained in the coding manual for the HESA Staff Record for 2006/07.

#### **FORM SPF5**

- 36 In order to enable the Council to monitor the employment terms and conditions of staff, you are asked to complete form SPF5. You 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 Staff Record contract table.
- 37 You 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).
- 38 In SPF 4 the total staff FTEs for each of the four sub-headings should correspond to those figures in SPF 5.

#### **RACE EQUALITY**

- 39 HEFCW 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. We currently fulfil this role 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.
- 40 In 2006/07 we commissioned external consultants, to analyse institutional race equality policies, action plans and annual reports and give feedback and developmental support, including disseminating good practice. We are reviewing monitoring and reporting arrangements in the light of the ongoing work on race equality and other equalities legislation. Further information will be circulated once the consultants have reported. In the meantime, institutions should publish the outcomes of their race equality monitoring, as expected under the Act, and plan on the basis that the latest annual report should be submitted to HEFCW by the July deadline.

## ESTATES STRATEGIES

- 41 Your strategic plan should contain a review of progress made in implementing the actions set out in your estate strategy for 2006/07. This should demonstrate how the estate is being developed to meet the needs and aspirations of the institution as identified within the strategic plan. Significant changes in expenditure profiles or estate related policies should be identified and contextualised. A commentary on any significant estates developments for 2007/08 should be included. Where changes have been made to the estate strategy or plan these should be identified and supported by a review of the reasons for the changes and a reflection on any financial implications.

## SIS/FEE PLANS

- 42 Institutions were asked to submit SIS and Fee Plans by 9 June and 21 July 2006 respectively. All HEIs are working to approved SIS Plans, and most have had their Fee Plans for 2007/08 onwards approved.
- 43 As your strategic plan evolves, we will expect you to refer to the use of additional SIS and then fee income. We will also require annual reports on the use of the funds covered by your SIS plans for 2006/07 and by your Fee Plans for subsequent years. These will be handled through the AMS process from 2007.

## PRESENTATION OF THE PLANS AND FORECASTS

- 44 We will provide separately by e-mail electronic copies of the following for completion and return:
- individual *Reaching Higher* target templates, directly to Heads of Institutions
  - proforma for the financial forecast tables (Annex D) and commentary (Annex E), dispatched directly to Directors of Finance
  - proforma for student and staff number forecasts, directly to the institutions' data contacts

## RETURNS AND RESPONSE DATES

- 45 All institutions should submit the following by the dates indicated:

(i) **One** hard copy of your:

- strategic plan
- *Reaching Higher* target template
- financial forecasts (one copy signed by the Head of Institution) and commentary
- student and staff number forecasts
- race equality annual report

Please send this to Leanne Holborn at the HEFCW office by **20 July 2007**.

(ii) **One** electronic copy of your:

- strategic plan
- *Reaching Higher* target template
- financial forecasts (one copy signed by the Head of Institution) and commentary
- student and staff number forecasts
- race equality annual report

Please send this to [strategic.planning@hefcw.ac.uk](mailto:strategic.planning@hefcw.ac.uk)

**ANNEX A**  
**'REACHING HIGHER' TARGET TEMPLATE: ILLUSTRATIVE PROFORMA**

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

<b>REACHING HIGHER TARGETS to 2010/11</b>	<b>PROGRESS AGAINST BASELINE – INSTITUTION XXX</b>	<b>2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2008/09 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2009/10 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2010/11 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>
<p><b>WIDENING ACCESS:</b></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>AY 2004/05 = XX (Y%)</p> <p>AY 2005/06 = 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"> <li>◆ Strategic Plan: Section XX (pp x- y)</li> <li>◆ <i>Reaching Higher-Reaching Wider</i> Partnership Plan: Section XX (pp x- y)</li> </ul>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>	<p>Similar format to column 3</p>
<p><b>STUDENTS WITH DISABILITIES:</b></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><b>ETHNIC MINORITY STUDENTS:</b></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**  
**'REACHING HIGHER' TARGET TEMPLATE: ILLUSTRATIVE PROFORMA**

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

<b>REACHING HIGHER TARGETS to 2010/11</b>	<b>PROGRESS AGAINST BASELINE – INSTITUTION XXX</b>	<b>2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2008/09 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2009/10 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2010/11 TARGETS (inc. cross-ref. to strategic plan/specific plan).</b>
<p><b>WELSH MEDIUM:</b></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 2003/04 = XX (Y%)</p> <p>AY 2004/05 = XX (Y%)</p> <p>AY 2005/06 = 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><b>WALES AS DESTINATION OF FIRST CHOICE:</b></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 2003/04 = XX (Y%)</p> <p>AY 2004/05 = XX (Y%)</p> <p>AY 2005/06 = 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><b>OVERSEAS STUDENTS:</b></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%)</p> <p>UK total = 7.6%</p> <p>AY 2002/03 = XX (Y%)</p> <p>UK total = 8.8%</p> <p>AY 2003/04 = XX (Y%)</p> <p>UK total = 9.7%</p> <p>AY 2004/05 = XX (Y%)</p> <p>UK total = 9.8%</p> <p>AY 2005/06 = XX (Y%)</p> <p>UK total = 9.9%</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**  
**'REACHING HIGHER' TARGET TEMPLATE: ILLUSTRATIVE PROFORMA**

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	2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2008/09 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2009/10 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2010/11 TARGETS (inc. cross-ref. to strategic plan/specific plan)
<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>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>AY 2004/05 = £XX</p> <p>AY 2005/06 = £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>(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>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>AY 2004/05 = £XX</p> <p>AY 2005/06 = £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><b>RESEARCH ASSESSMENT EXERCISE OUTCOMES:</b></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**  
**'REACHING HIGHER' TARGET TEMPLATE: ILLUSTRATIVE PROFORMA**

**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 2010/11</b>	<b>PROGRESS AGAINST BASELINE – INSTITUTION XXX</b>	<b>2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2008/09 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2009/10 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2010/11 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>
<b>SPIN OUT COMPANIES:</b>  <b>The number of profitable spin out companies from HEIs in Wales to double from 21 to 42.</b>	The number of profitable spinout companies produced from the institution:  AY 2000/01 = XX  AY 2001/02 = XX  AY 2002/03 = XX  AY 2003/04 = XX  AY 2004/05 = XX  AY 2005/06 = XX	Aim to produce XX profitable spin out companies  Ref: <ul style="list-style-type: none"> <li>◆ Strategic Plan Section XX, pp x-y</li> <li>◆ Third Mission Plan Section XX, pp x-y</li> </ul>	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**

<b>REACHING HIGHER TARGETS to 2010/11</b>	<b>PROGRESS AGAINST BASELINE – INSTITUTION XXX</b>	<b>2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2008/09 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2009/10 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>	<b>2010/11 TARGETS (inc. cross-ref. to strategic plan/specific plan)</b>
<b>ITT targets not included in Reaching Higher</b>		(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

## 'REACHING HIGHER' TARGET TEMPLATE: ILLUSTRATIVE PROFORMA

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	2007/08 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2008/09 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2009/10 TARGETS (inc. cross-ref. to strategic plan/specific plan)	2010/11 TARGETS (inc. cross-ref. to strategic plan/specific plan)
<p><b>REDUCING OVERHEAD COSTS:</b></p> <p>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.</p>	<p>Administration cost per FTE student at the institution:</p> <p>AY 2000/01 = £XX 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 = £2,855</p> <p>AY 2003/04 = £XX Median costs for Welsh HEIs = £3,157</p> <p>AY 2004/05 = £XX Median costs for Welsh HEIs = £3,264</p>	<p>Aim to reduce 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><b>FINANCIAL HEALTH AND GOVERNANCE:</b></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:</p> <p>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:</p> <p>Strategic Plan: Section XX, pp x-y</p>			

### **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 modes 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.

### **Research Income**

#### Research Councils

- Research Councils include the seven UK Research Councils – AHRC, BBSRC; EPSRC; ESRC; MRC; NERC; and PPARC – 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 HEFCW's advice to the Welsh Assembly Government through its Annual Governance Assurance Statement.

### **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.

<b>GDP</b>	<b>Financial Year</b>
2006 to 2007	
2007 to 2008	2.66
2008 to 2009	2.70
2009 to 2010	2.70
2010 to 2011	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:
- i) No growth in funded numbers in undergraduate full-time and sandwich **degree** provision.
  - ii) Funding for their own forecast recruitment in undergraduate full-time and sandwich non-degree provision
  - iii) 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.
  - iv) 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.

### **Special Initiatives**

- 4 The following Special Initiative funding should be included where appropriate:
- i) GO Wales
  - ii) Third Mission Fund
  - iii) Widening Access Fund
  - iv) Learning and Teaching Fund
  - v) Welsh Medium Provision Fund

### **FUNDING FOR RESEARCH**

- 5 The 2007/08 allocations for QR announced in circular W07/12HE should be rolled forward to future years.

**CAPITAL**

- 6 The forecast should include reference to any plans for long-term maintenance.
- 7 Joint Information Systems Committee (JISC) allocations should only be included if institutions have been advised that they will receive them.

**COMMENTARY**

- 8 As in previous years, institutions are required 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								
2								
3								
4	Institution:							
5				£'000	£'000	£'000	£'000	£'000
6			<b>TABLE 1A INCOME</b>	Estimate	Forecast	Forecast	Forecast	Forecast
7	inst	head		year ended	year ended	year ended	year ended	year ended
8	code	code	description	31/07/2007	31/07/2008	31/07/2009	31/07/2010	31/07/2011
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	DELLS 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	1i	Supplementary income stream	0	N/A	N/A	N/A	N/A
19	0	1	Total Council grant	0	0	0	0	0
20	0		<b>2 Academic fees and support grants</b>					
21	0	2a	Home and EC students' fees and grants	0	0	0	0	0
22	0	2b	Overseas' students and other FT fees	0	0	0	0	0
23	0	2c	Other fees and support grants	0	0	0	0	0
24	0	2d	Part-time fees	0	0	0	0	0
25	0	2	Total academic fees and support grants Income	0	0	0	0	0
26	0		<b>3 Research grants and contracts</b>					
27	0	3a	Research councils' Income	0	0	0	0	0
28	0	3b	Other Research grants and contracts Income	0	0	0	0	0
29	0	3c	UK based charities Income	0	0	0	0	0
30	0	3	Total research grants and contracts Income	0	0	0	0	0
31	0		<b>4 Other operating income</b>					
32	0	4a	Other services rendered course Validation Fees only	0	0	0	0	0
33	0	4b	Residences and Catering operations income	0	0	0	0	0
34	0	4c	Other operating income	0	0	0	0	0
35	0	4d	Other services rendered income EU only	0	0	0	0	0
36	0	4e	Other services rendered income other only	0	0	0	0	0
37	0	4	Total other operating income	0	0	0	0	0
38	0		<b>5 Endowment income and interest receivable</b>					
39	0	5a	Released from specific endowment	0	0	0	0	0
40	0	5b	Income from general endowment	0	0	0	0	0
41	0	5c	Other investment income and interest receivable	0	0	0	0	0
42	0	5d	Net return on pension scheme assets	0	0	0	0	0
43	0	5	Total endowment income and interest receivable	0	0	0	0	0
44	0	6	<b>Total income</b>	0	0	0	0	0
45	0	7	<b>Less total expenditure from Table 2B, head 11</b>	0	0	0	0	0
46	0	8	Surplus/(deficit) on continuing operations after depreciation of fixed assets	0	0	0	0	0
47	0	9	Profit/(Loss) on disposal of assets	0	0	0	0	0
48	0	10	Surplus/(deficit) on continuing operations after depreciation of fixed assets	0	0	0	0	0
49	0	11	Taxation	0	0	0	0	0
50	0	12	Surplus/(deficit) on continuing operations after depreciation of fixed assets at valuation disposal of assets and tax	0	0	0	0	0
51	0	12a	Transfer from accumulated income within specific endowments					
52	0	12b	Surplus retained within General Reserves					
53	0	13	Difference between a historic cost depreciation charge & the actual charge for the year calculated on the revalued amount	0	0	0	0	0
54	0	14	Realisation of Property Revaluation Gain of Previous Years	0	0	0	0	0
55	0	15	Historic Cost Surplus/(Deficit) after tax	0	0	0	0	0
56								
57								
58								
59								
60	Institution:							
61				£'000	£'000	£'000	£'000	£'000
62			<b>TABLE 1B ANALYSIS OF SURPLUS/(DEFICIT)</b>	Estimate	Forecast	Forecast	Forecast	Forecast
63	inst	head		year ended	year ended	year ended	year ended	year ended
64	code	code	description	31/07/2007	31/07/2008	31/07/2009	31/07/2010	31/07/2011
65	0		<b>1 Research councils</b>					
66	0	1a	Research councils' Income	0	0	0	0	0
67	0	1b	Research councils' Expenditure	0	0	0	0	0
68	0	1	Research councils' Contribution	0	0	0	0	0
69	0		<b>2 Other Research grants and contracts</b>					
70	0	2a	Other Research grants and contracts Income	0	0	0	0	0
71	0	2b	Other Research grants and contracts Expenditure	0	0	0	0	0
72	0	2	Other Research grants and contracts Contribution	0	0	0	0	0
73	0		<b>3 Other Services rendered</b>					
74	0	3a	Other Services rendered Income	0	0	0	0	0
75	0	3b	Other Services rendered Expenditure	0	0	0	0	0
76	0	3	Other Services rendered Contribution	0	0	0	0	0
77	0		<b>4 Residences and Catering Operations</b>					
78	0	4a	Residences and Catering Operations Income	0	0	0	0	0
79	0	4b	Residences and Catering Operations Expenditure	0	0	0	0	0
80	0	4	Residences and Catering Operations Contribution	0	0	0	0	0
81	0		<b>5 UK Based Charities</b>					
82	0	5a	UK based charities income	0	0	0	0	0
83	0	5b	UK based charities expenditure	0	0	0	0	0
84	0	5	UK based charities Contribution	0	0	0	0	0
85	0	6	Total Contribution towards Teaching and Research	0	0	0	0	0
86	0	7	Surplus/(Deficit) from Teaching and Research	0	0	0	0	0
87	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
88								
89								
90								
91								
92								
93	Institution:							
94				£'000	£'000	£'000	£'000	£'000
95			<b>TABLE 2A NON PAY EXPENDITURE</b>	Estimate	Forecast	Forecast	Forecast	Forecast
96	inst	head		year ended	year ended	year ended	year ended	year ended
97	code	code	description	31/07/2007	31/07/2008	31/07/2009	31/07/2010	31/07/2011
98	0	1	<b>Academic departments non pay</b>	0	0	0	0	0
99	0	2	<b>Academic services non pay</b>	0	0	0	0	0
100	0	3	<b>Administration and Central Services non pay</b>	0	0	0	0	0
101	0		<b>4 Premises</b>					
102	0	4a	Premises running costs	0	0	0	0	0
103	0	4b	Premises routine maintenance	0	0	0	0	0
104	0	4c	Premises Long term maintenance provision charge	n/a	n/a	n/a	n/a	n/a
105	0	4d	Premises Long term maintenance charge	0	0	0	0	0
106	0	4	Total premises non pay	0	0	0	0	0
107	0	5	<b>Residences and Catering operations non pay</b>	0	0	0	0	0
108	0		<b>6 Research grants and Contracts</b>					
109	0	6a	Research councils' non pay	0	0	0	0	0
110	0	6b	Other Research grants and contracts non pay	0	0	0	0	0
111	0	6c	UK based charities' non pay	0	0	0	0	0
112	0	6	Total research grants and contracts non pay	0	0	0	0	0
113	0		<b>7 Other Expenditure</b>					
114	0	7a	Other expenditure Other services rendered non pay	0	0	0	0	0
115	0	7b	Other expenditure Other non pay	0	0	0	0	0
116	0	7	Total other expenditure non pay	0	0	0	0	0
117	0		<b>8 Depreciation</b>					
118	0	8a	Equipment Research grants and contracts depreciation	0	0	0	0	0
119	0	8b	Equipment other depreciation	0	0	0	0	0
120	0	8c	Premises Research grants and contracts depreciation	0	0	0	0	0
121	0	8d	Premises Residences and Catering operations depreciation	0	0	0	0	0
122	0	8e	Premises Other depreciation	0	0	0	0	0
123	0	8	Total depreciation non pay	0	0	0	0	0
124	0		<b>9 Interest payable</b>					
125	0	9a	Interest Payable Premises	0	0	0	0	0
126	0	9b	Interest Payable Residences and Catering operations	0	0	0	0	0
127	0	9c	Interest Payable Other expenditure	0	0	0	0	0
128	0	9d	Other services rendered	0	0	0	0	0
129	0	9e	Net cost of pension scheme liabilities	0	0	0	0	0
130	0	9	Total interest payable non pay	0	0	0	0	0
131	0	10	Total Non Pay Expenditure to Pay Table, Head 10	0	0	0	0	0
132								
133								
134								
135								
136								
137	Institution:							
138				£'000	£'000	£'000	£'000	£'000
139			<b>TABLE 2B PAY EXPENDITURE</b>	Estimate	Forecast	Forecast	Forecast	Forecast
140	inst	head		year ended	year ended	year ended	year ended	year ended
141	code	code	description	31/07/2007	31/07/2008	31/07/2009	31/07/2010	31/07/2011
142	0	1	<b>Academic departments pay</b>	0	0	0	0	0
143	0	2	<b>Academic services pay</b>	0	0	0	0	0
144	0	3	<b>Administration and Central Services pay</b>	0	0	0	0	0
145	0	4	<b>Premises pay</b>	0	0	0	0	0
146	0	5	<b>Residences and Catering operations pay</b>	0	0	0	0	0
147	0		<b>6 Research grants and Contracts</b>					
148	0	6a	Research councils' pay	0	0	0	0	0
149	0	6b	Other Research grants and contracts pay	0	0	0	0	0
150	0	6c	UK based charities' pay	0	0	0	0	0
151	0	6	Total research grants and contracts pay	0	0	0	0	0
152	0		<b>7 Other Expenditure</b>					
153	0	7a	Other Expenditure Other services rendered pay	0	0	0	0	0
154	0	7b	Other Expenditure Other pay	0	0	0	0	0
155	0	7	Total other expenditure pay	0	0	0	0	0
156	0		<b>8 Staff Restructuring</b>					
157	0	8a	Initial Cost	0	0	0	0	0
158	0	8b	FRS 17 provision	0	0	0	0	0
159	0	8	Total Staff restructuring	0	0	0	0	0
160	0	9	Total Pay Expenditure	0	0	0	0	0
161	0	10	Total Non Pay Expenditure from the pay Table, Head 10	0	0	0	0	0
162	0	11	<b>Total Expenditure to Income table, Head 7</b>	0	0	0	0	0







(Please attach additional numbered pages, if necessary)

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

**SECTION 1 INTRODUCTION**

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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.

Institutions are required to provide sufficient detail in order to provide an understanding of the assumptions that lie behind their future levels of recurrent grant.

**SECTION 2 PLANNING ASSUMPTIONS**

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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**

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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 2005/06 audited financial statements with the latest estimate for 2006/07 as submitted with these forecasts.**

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SECTION 4 TABLE 7B 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 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 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 | <b>Form SPF1:</b> Full-time, sandwich year out and part-time student registrations for the Strategic Planning period 2007/08 - 2010/11, 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 2007/08 - 2010/11 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 2007/08 - 2010/11 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 2006/07 and forecast staff FTE for the Strategic Planning period 2007/08 - 2010/11 by Employment Function.                                                                                      |
| SPF5 | <b>Form SPF5:</b> FTE staff numbers and pay expenditure for 2006/07 and forecast staff FTE and pay expenditure for the Strategic Planning period 2007/08 - 2010/11 by Terms of Employment. Pay expenditure should be returned as £'000. |

- 6 In apportioning forecast registrations to Academic Subject Categories (ASCs) please refer to the guidance given in Annexes D and K of W06/42HE, *Higher Education Students Early Statistics 2006/07 (HESES06)*.

## 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 Registration Forecasts All Modes

SPF1

Institution:

Institution Code:

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

Level of study	Forecast completed registrations in academic year 2009/10											
	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 2010/11											
	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 Registration Forecasts  
All Modes**

SPF2

Institution:  
Institution Code:

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

ASC		Forecast completed registrations in academic year 2009/10														
		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 2010/11														
		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

 Institution:  
 Institution Code:

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

ASC		Forecast completed credit values in academic year 2009/10										
		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 2010/11										
		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

Institution:

Institution Code:

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

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 )				
<b>Total</b>	0	0	0	0

2009/10

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

2010/11

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

Institution:

Institution Code:

2006/07

Term of Employment	Staff FTE				Pay Expenditure (£'000)	
	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 (£'000)	
	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

2008/09

Term of Employment	Staff FTE				Pay Expenditure (£'000)	
	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

2009/10

Term of Employment	Staff FTE				Pay Expenditure (£'000)	
	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

2010/11

Term of Employment	Staff FTE				Pay Expenditure (£'000)	
	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