

# Appendix 1 - Current structure

## 1. Glen Eyre Halls

The Glen Eyre Complex operates a 1-in-10 rota system (sub-wardens are on duty 1 night in 10 and 1 weekend in 10). In addition to their designated duties, Glen Eyre sub-wardens are required to operate as a pastoral contact for a designated area of the hall, normally a block or corridor and typically around 70 students. To facilitate this aspect of the role, sub-warden accommodation is distributed throughout the complex, and the Glen Eyre team is comprised of a larger number of sub-wardens than the 20 required to work a 1-in-5 rota. The



<b>Hall Profile:</b>	<b>Glen Eyre</b>
<b>Students:</b>	2,400
<b>Wardens:</b>	35
<b>Student:Warden Ratio:</b>	69
<b>Rota:</b>	1-in-10

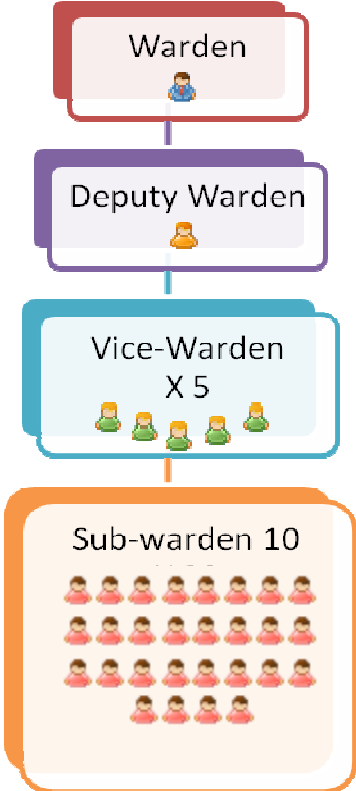
resulting duty schedule of approximately 1-in-14 is designed to compensate for the extra pastoral contact duties which other complexes do not operate. The number of sub-wardens in this model allows a large presence in Halls, resulting in a high degree of 'service visibility'. In addition, having a specific pastoral responsibility for certain groups of students allows for a more personalised level of contact with

students. The familiarity with the Wardenal Service which this promotes can encourage students to feel more comfortable about approaching the team if they are having difficulties.

The 1-in-10 system also allows for a high degree of flexibility in maintaining a duty-rota, and the number of sub-wardens working in the model at the Glen Eyre Complex further simplifies the duty scheduling process. Each Vice-Warden at Glen Eyre line-manages 5/6 sub-wardens and is responsible for monitoring training and development needs as well as providing advice and guidance on any matters related to the post.

The Glen Eyre site has a 24-hour reception which is the first point of contact for students requiring urgent assistance. Duty wardens are co-ordinated centrally by reception staff.

Figure 1: Glen Eyre Management Structure



## 2. Wessex Lane Halls



The Wessex Lane Complex operates a 1-in-5 rota system (sub-wardens are on duty 1 night in 5 and 1 weekend in 5). Only the minimum number of wardens required to operate the rota effectively are retained on site, which results in a degree of difficulty in maintaining a regular 1-in-5 duty pattern across all parts of the year. Sickness and other normal absences / leave are all absorbed by the sub-warden complement with no outside assistance from other sites or temporary workers.

<b>Hall Profile:</b>	<b>Wessex Lane</b>
<b>Students:</b>	1,900
<b>Wardens:</b>	17
<b>Students/Warden:</b>	112
<b>Rota:</b>	1-in-5

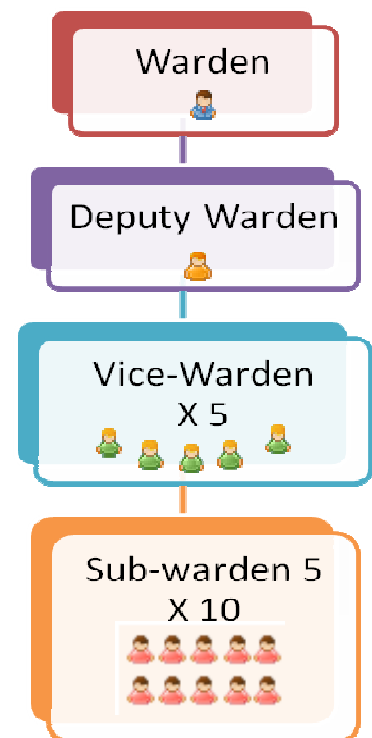
Wardens are located throughout Wessex Lane, although they are not evenly distributed geographically across the site. This, coupled with the number of students per member of the team precludes assigning a particular area of students to

a Subwarden for personalised pastoral duties, and instead students are advised to contact the 24 hour reception if they are in need of assistance. Instead each of the 1,900 students is visited by a member of the Wardenal team within the first 5 weeks of their stay to introduce the team and its work.

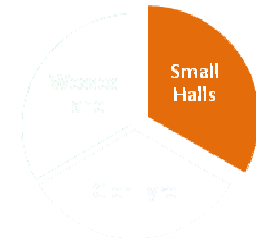
Each Vice-Warden in Wessex Lane line-manages 2 sub-wardens and is responsible for monitoring training and development needs as well as providing advice and guidance on any matters related to the post.

The Wessex Lane Site has a 24-hour reception which is the first point of contact to students requiring urgent assistance. Duty wardens are co-ordinated centrally by reception staff. The Wessex wardens have well developed processes for recording, reporting and monitoring incidents or pastoral support cases and have traditionally worked very closely with Student Services support provision.

Figure 2: Wessex Lane Management Structure



### 3. Small Halls



Like Wessex Lane, the Small Halls Complex operates a 1-in-5 rota system (sub-wardens are on duty 1 night in 5 and 1 weekend in 5).

Again, only the minimum number of wardens required to operate the rota are retained on site, which results in difficulty maintaining a regular 1-in-5 duty pattern across all parts of the year. Sickness and other normal absences / leave are also absorbed by the sub-warden complement with no outside assistance from other sites or temporary workers. The

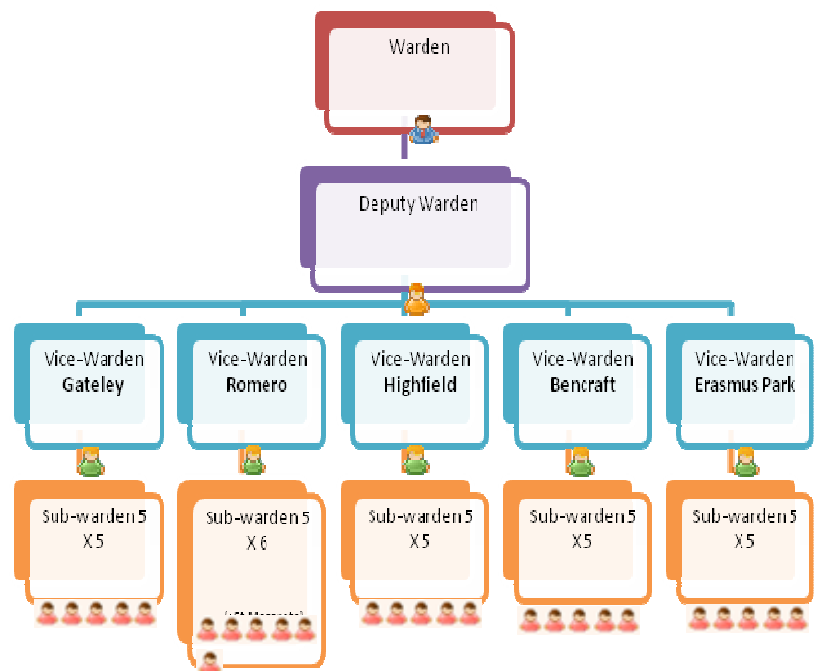
<b>Hall Profile:</b>	<b>Small Halls</b>
<b>Halls:</b>	5
<b>Students:</b>	1,306
<b>Wardens:</b>	33
<b>Students/Warden:</b>	40
<b>Rota:</b>	1-in-5

situation for Small Halls is further complicated by the need to maintain a duty rota simultaneously across five different sites, each with only the bare minimum complement of sub-wardens.

As with Glen Eyre, the student/warden ratio in the Small Halls gives rise to a highly visible Wardenal Service, and with that the opportunity to provide a personalised level of

support in the form of nominating areas of students for a particular sub-warden to be visit and be pastorally responsible for, although because of the duty rota commitment, the amount of contact is not as frequent as might be found at Glen Eyre.

Figure 3: Small Halls Management Structure



Small Halls have no 24-hour reception cover, and so urgent assistance is obtained by students calling the duty-warden directly. In addition, duty wardens in Small Halls have a number of duties which would be fulfilled by reception staff on the larger sites (i.e. dealing with keys / locking of common rooms and bars).

Each Vice-Warden in Small Halls line-manages the 5 sub-wardens which comprise the team for their hall site, and is responsible for monitoring training and development needs as well as providing advice and guidance on any matters related to the post.

## Appendix 2 - Current costs

### 1. Overview

The current cost to the University of providing the Wardenal Service across its Halls of Residence can be considered as the sum of two separate elements: The opportunity cost of the Service, and the explicit costs of the service. The opportunity cost of the Service is the potential additional income which could be raised from the accommodation currently occupied by wardens if it were instead rented to students or visitors. The explicit costs are those costs which are incurred upon the University in the running of the Service. The costs considered in this review are:

1. The opportunity cost of accommodation provided to Wardens.
2. The explicit cost of providing catering to Wardens during term times.
3. The explicit cost of providing the *Uni-Link* bus service to Wardens.
4. The explicit cost of providing 24hr Wardenal cover during the University shutdown period.
5. The explicit cost of salaries/allowances paid to Vice-Wardens, Deputy-Wardens and Wardens.
6. The explicit maintenance/administrative costs of the Wardenal Service (admin support, stationery, office space, social spaces, IT equipment, laundry facilities etc.)
7. The explicit cost of any other benefits provide to Wardens (e.g . parking,, laundry etc)

### 2. Opportunity costs of Wardenal accommodation

The Wardenal Service is comprised of a total of 85 members, each of whom occupies a room, flat or house in University accommodation. For that accommodation they are charged rent, against which they are credited an amount in consideration of the duties they perform in Hall. For sub-wardens, this credit is either £1,500, or £3,000 – depending on the frequency of duties they perform. For vice-wardens, deputy-wardens and wardens, the credited amount is equal to the rent figure for the accommodation occupied.

#### Rent levels

The various rent values which are charged for Wardenal accommodation have remained unchanged since 2000, when they were established following a SUMS review of University's accommodation provision. The amounts were chosen to represent the reasonable costs of providing the accommodation, rather than the market rate of the accommodation itself. The rental values charged are therefore considerably lower than the prevailing student rate for equivalent accommodation.

#### Types of accommodation

The accommodation occupied varies according to the position within the Wardenal Service. Sub-wardens occupy the widest variety of accommodation, ranging from standard student rooms, to self-contained studio flats. Vice-Wardens typically occupy studio flats or better, and deputy-wardens occupy larger, self-contained apartments. Hall Wardens occupy either self-contained bungalows, or University-owned houses. In some cases, the accommodation includes provision for family members.

#### Opportunity costs by site

The opportunity cost of the service is therefore defined as the sum of the rents obtainable if the accommodation were instead rented to students, less the amount that the Wardens pay the University in rent under the terms of their Service Licence Agreements once any credit they are granted for their duties has been discounted.

Site	Warden Type	No.	Average Rent Charged	Credit applied	Average costs recovered	Average rental value of market accommodation	Net opportunity cost per warden	Total cost
<b>Wessex Lane</b>	Sub-warden 5	10	£3,000	£3,000	£0	£7,506.77	£7,506.77	<b>£75,068</b>
	Vice-Warden	5	£3,500	£3,500	£0	£9,238.32	£9,238.32	<b>£46,192</b>
	Deputy-Warden	1	£3,500	£3,500	£0	£10,400	£10,400	<b>£10,400</b>
	Warden	1	£7,000	£7,000	£0	£9,600	£9,600	<b>£9,600</b>
							Site Total	<b>£141,259</b>
<b>Small Halls</b>	Sub-warden 5	26	£3,000	£3,000	£0	£5,785.50	£5,785.50	<b>£150,423</b>
	Vice-Warden	5	£3,500	£3,500	£0	£8,673.92	£8,673.92	<b>£43,370</b>
	Deputy-Warden	1	£3,500	£3,500	£0	£7,800	£7,800	<b>£7,800</b>
	Warden	1	£7,000	£7,000	£0	£9,600	£9,600	<b>£9,600</b>
							Site Total	<b>£271,849</b>
<b>Glen Eyre</b>	Sub-warden 10	28	£3,000	£1,500	£1,500	£6,620.06	£5,120.06	<b>£143,362</b>
	Vice-Warden	5	£3,500	£3,500	£0	£8,840.00	£8,840.00	<b>£44,200</b>
	Deputy-Warden	1	£3,500	£3,500	£0	£10,400	£10,400	<b>£10,400</b>
	Warden	1	£7,000	£7,000	£0	£9,600	£9,600	<b>£9,600</b>
							Site Total	<b>£207,562</b>

This table shows the opportunity cost of each University hall complex at current staffing levels. The total opportunity cost of the three complexes is **£560,014**. It should be noted that this cost is only an accurate representation of the amount the Wardenal Service is costing the University based on the assumption that all the accommodation would be permanently occupied by paying students in the absence of a Wardenal Team.

### 3. Catering costs

Catering costs are charged to the department directly on a per-person flat rate basis of £1,421.75 per annum (regardless of whether the service is used by the warden or not although this is being reviewed currently). The total cost of the catering provision for the Wardenal Service is therefore **£120,849**.

### 4. Uni-link costs

Uni-link is also charged to the department as a flat rate annual cost of £240 per-person. The total cost of Uni-link provision for the Wardenal Service is therefore **£20,400**.

### 5. Providing on-call cover during University shutdown periods.

The University is closed for 2 periods surrounding the Christmas and Easter public holidays. The Wardenal Teams are contracted to work their normal hours during these periods, and provide a standard level of cover over the shutdown. However, Hall Management and other Halls staff do not work during the shutdown periods, and as such Wardenal staff are required to cover the 8am-6pm period in addition to their normal duties. In recognition that this is not a contractual obligation, a modest financial consideration is paid to the members of the Wardenal Teams who cover these extra duty requirements. Per hall, the current consideration paid is £58 for a public holiday (i.e. Christmas Day), and £35 for a University closed day which is not also a public holiday. The costs of providing this cover is summarised per site in the following table:

Hall	Cost per annum
Wessex Lane	£744
Glen Eyre	£744
Small Halls [Separate local arrangements for Gateley/Romero, Highfield, Bencraft and Erasmus Park]	£2976
Total for 3 sites	<b>£4,464</b>

## 6. Costs of salaries and allowances

Vice-wardens, deputy-wardens and wardens are paid a financial allowance in addition to the credit they receive against their rent. The amounts which are paid to each group were set in 2000 following the SUMS review, and have not been reviewed since. The allowance paid to vice-wardens is £2,800 per annum, deputy-wardens receive £5,800 and wardens receive £8,638.80 per annum – a figure which was based on 40% of a Lecturer Grade B salary in 1999. Each Hall complex houses the same number of paid staff (1 warden, 1 deputy-warden and 5 vice-wardens). The salary cost of providing the service is therefore:

Post	On-cost salary	Number	Cost
<b>Vice-warden</b>	£3,528	5	£17,640
<b>Deputy-warden</b>	£7,308	1	£7,308
<b>Warden</b>	£10,885	1	£10,885
		Site Total	£35,833
		Total for 3 sites	<b>£107,499</b>

## 7. Maintenance/administration /other costs

The Wardenal service currently is not supported by administrative staff, and administrative duties are undertaken by the teams themselves. IT provision is via iSolutions and extends to 1 workstation per complex. Each team also has access to communal facilities such as a laundry/cleaning and social spaces (the SCR – or *Senior Common Room*), although much of the equipment within these social spaces has been purchased privately by members of the teams. An additional cost for some Glen Eyre wardens is applied where they are living in areas with metered electricity – these staff are given an allowance of £260 per year (£5 per week) in electricity credit, to bring them into line with the rest of the Wardenal teams whose utility charges are subsumed into the rent figure.

A summary of the ancillary costs of the Wardenal Teams is shown in the table below.

Cost item	Number of	Total Cost
<b>IT provision</b>	Across the 3 teams	£4,000
<b>Stationery</b>	Across the 3 teams	£3,000
<b>Cleaning of common areas</b>	Across the 3 teams	£3,000
<b>Maintenance of communal facilities</b>	Across the 3 teams	£1,000
<b>Glen Eyre electricity charges</b>	12 x £260	£3,120
Total ancillary costs		<b>£14,120</b>

## 8. Summary of costs

A summary of total costs in relation to the current operation of the wardenal service is illustrated in the table below. The total figure of £827,346 is a true representation of the actual cost to the university per financial year.

Cost element	Amount
<b>Accommodation opportunity costs</b>	£560,014
<b>Catering costs</b>	£120,849
<b>Uni-link</b>	£20,400
<b>University shutdown period duties</b>	£4,464
<b>Salaries/Allowances</b>	£107,499

<b>Ancillary costs</b>	£14,120
<b>Total Opportunity Costs</b>	<b>£560,014</b>
<b>Total Explicit Costs</b>	<b>£267,322</b>
<b>Total Cost</b>	<b>£827,346</b>

# Appendix 3 - Benchmarking and Feedback

## 1. Benchmarking

In order to make recommendations for how the Wardenal Service at the University of Southampton could operate a benchmarking exercise against other Higher Education Institutions (HEIs) was undertaken to consider best practice and what might work for the University of Southampton’s student experience. During this exercise it was noticeable, when looking at both Russell Group Institutions and new universities, that the emphasis of operating a Wardenal Service was to offer pastoral support for students in hall and to facilitate communal living.

Inevitably structures across the sector are varied; older universities such as Exeter, Manchester and Oxford operate a senior tutor system, where academics live in college halls of residence to offer support, similar to that of a boarding house. Newer universities such as Nottingham Trent, Teeside and Bristol have a warden structure similar to that of the University of Southampton. At these Universities wardens offer pastoral support and also have a role in disciplinary issues to uphold an effective study environment for those in residence.

Both Nottingham Trent and Teeside have recently introduced payment of wardenal staff in line with NMW although at Teeside staff are only paid for 2 hours of duty, the rest of the time the staff are ‘available for work’. Teeside are now considering whether they should make payment for every hour of the shift.

Most University’s view their pastoral support in halls as added value to student experience and it is an influential factor in a prospective student’s choice in destination. Increasingly, institutions do not view their staff as volunteers or on ‘stand-by’ but as employees.

## 2. Feedback

In order to assess the views of the student body as to their perception of the wardenal service and to ask their opinion of how they rate the importance of the service’s role questions were added to the 2008/09 accommodation exit survey in preparation for this review. The survey had 903 total respondents (19% response rate), 92% of those who had responded stated that they were aware of the Wardenal service available to them in halls. Interaction with the wardens was reported by 865 people in the following matters:

Interactions	% (number)
Discipline Related	29% (249)
Emergency (Fire Drills, etc)	26% (229)
Health and Safety (e.g. security)	14% (120)
Practical Support	13.5% (118)
Pastoral Support (e.g. wellbeing)	6% (54)
Conflict resolution	4% (37)
Safeguarding (e.g. U18’s, vulnerable adults)	1.4% (12)
Other	5% (46)

Students were then asked to rate how they valued the importance of interactions by the wardenal service for the same issues, the following table shows the number of students who rated the interactions as ‘very important’ or ‘important’.

Interactions	% ranked as 'Very Important' or 'Important'
Discipline Related	70%
Emergency (Fire Drills, etc)	68%
Health and Safety (e.g. security)	67%
Practical Support	62%
Pastoral Support (e.g. wellbeing)	54%
Conflict resolution	60%
Safeguarding (e.g. U18's, vulnerable adults)	62%
Other	N/A

These figures demonstrate that most students have some interaction with the Wardenal Service during their residence in Halls. Those with specific issues place a high value (all but one over 60%) on the role of the Wardenal Service. The highest value is placed on discipline related issues and on health and safety in halls (e.g. fire drills and security). Practical support, conflict resolution and safeguarding are all also placed at high importance and all contribute to the pastoral support the Wardenal Service offered to students in hall.

The lowest value is placed on direct pastoral support which could raise questions about whether the extra service provided by the Glen Eyre system is seen as adding value to the student experience. By requiring staff to be visible and fulfil a regular pastoral role there is an increase in staffing and resource, however students do not value this role as much, therefore why are we providing it? The halls at Wessex Lane and Small Halls sites provide adequate as and when cover for students without complaint with much less resource. This could be explored further in the formal consultation with students.

It is also important to note the involvement of other University services in supporting students in halls. Research suggests that 45.2% (153 out of 338) of student crisis cases, which occurred between October 2008 and April 2009, involved liaison between the First Support Team (formerly Wellbeing Team) and the Wardenal Teams. This demonstrates the positive benefit of working in partnership and the ability to contribute to the wellbeing of our c.5000 residents in halls out of hours. It also begins to demonstrate the impact on other services should the Wardenal teams not be available to pick this volume of work up in the future.

## Appendix 4 - Impact Assessment

### 1. Individuals

As a result of this review there are potential implications for the University to consider. Several Wardens and Sub-Wardens have already expressed their concerns during the academic year 2008-09 on the lack of any increase in allowances. The last review of pay was in 2000 (the SUMS review). However, there may also be an impact on recruitment to the wardenal team depending on the terms and conditions introduced following any review.

### 2. Student Experience

As indicated earlier in this review the reputation of our halls of residence, and the support provided in it appears to be a key indicator as to what helps prospective students apply to our institution. In addition to the University's reputation students place a high value on having a Wardenal resource available to them in halls (as suggested by the feedback highlighted in section 4 of this review). Consideration to the potential impact on the student body if this service was not available in some form should be given. Some examples of the types of interaction the Wardenal service has and how they have improved student experience are highlighted below:

1. Students report a noise disturbance by other residents. Wardenal interaction occurs to uphold a conducive study and safe living environment, contributing to the student experience.

Likelihood: Daily

Actions: The offending students were fined appropriately and issued warning letters regarding their behaviour.

2. Friends of a student are concerned as they have not seen him for a long time; he is not answering his door. His school has reported that he is not attending lectures. Wardenal interaction occurs to assess his wellbeing and whether he requires additional support.

Likelihood: More than twice a week

Actions: The student required some additional support from Student Support and his G.P. Wardens continued to touch base with him to check he was doing okay.

3. Fire alarms are consistently difficult to manage in halls of residence, wardens are trained to respond to fire alarms, checking whether they are false and then cancelling the fire service call if not required, not performing this duty out of hours could incur large charges from the Fire Service.

Likelihood: Daily (Wardenal Service prevents calls across the sites)

4. Damage occurs in halls costing the University money in repairs bills. Wardenal interaction occurs to investigate what has happened with residents to try, if possible, to identify who caused the damage.

Likelihood: Several times per week

Action: Those that have offended, if identified are fined and charged for cost of repair, ensuring a safe and friendly living environment.

5. In extreme circumstances (e.g. severe illness or death) wardens will interact with other residents, police, ambulances etc to support those in the surrounding areas.

Likelihood: Once a year

Actions: Wardens help facilitate quick moves to other rooms and be on duty to escalate any issues of such nature to senior management.

All of these interactions contribute to maintaining a study environment which is safe and friendly, consideration regarding the impact to the University if the service was delivered in a different way, or if it was not in existence should be given when looking at the future options available to us.

### 3. Service provision

If the Wardenal service operated in a different way, or if it did not exist, it is anticipated the impact on other services within the University would be substantial. Support Services such as First Support (Wellbeing), Counselling, Mentoring, Student Services Centre and Halls Management would see an increase in the amount of work generated by not being able to solve problems and raise issues with the appropriate teams as they arise in halls.

For example, as stated in section 4.2 of this review, in 45.2% of all Wellbeing cases (October 08 – April 09) involved interaction with the Wardenal service, without this interaction cases would not be resolved as quickly and staff within the current First Support Team (2FTE) would not be able to resource additional enquiries. In addition out of hours calls, routed via CCR could increase, causing a resource difficulty for both Security and the First Support out of hours response, which is covered currently by the 2FTE and the Wardens problem solving in halls to resolve issues.

Evening security at each halls site would need to be increased to provide cover for incidents such as room lock outs, fire alarms and noise disturbances, roles which are currently provided by the Wardens ,particularly at small halls as highlighted in section 2.2 of this review. Currently the night rate for contract security personnel is £125 per person per night. It is anticipated by halls management that an additional 8 security guards (1 guard per small hall and 1 additional guard at each of Wessex Lane and Glen Eyre sites) would be required without Wardenal cover, costing the University an additional **£365,000 per year** (£1000 per night).

Without Wardenal involvement interactions which currently get referred to the relevant parties following an incident for action, e.g. halls management, discipline, support services, academic schools etc, may not get passed on as quickly from contract staff and therefore the standard of provision and support for students may drop. If this occurred this would have a direct impact on reputation and may lead to an increase in student complaints regarding their accommodation in halls.

## Appendix 5 - Options

Based on the benchmarking exercise, feedback from students, information on current structure and costs the following 10 options have been considered. The Review group's preferred option is suggested in Appendix 6 for implementation.

The following assumptions have been made in order for accurate comparisons to be drawn in each option:

- The difference in remuneration between the proposed four grades is calculated based on current arrangements and applied to each option so that an appropriate differentiation is made between positions of increased responsibility
- Ancillary costs and other expenses are deemed to be the same throughout the options
- Catering and Uni-link (where included) is costed at the current rate for academic year 08-09
- The NMW and accommodation offset is at the current level (£5.73)
- Deputy Wardens and Wardens work according to a 1 in 5 rota

### 5.1 Option 1

**Service remains as is.**

This option demonstrates the cost of current provision (further expanded in section 3 of this review)

**Total cost per year: £827,346.00**

#### Benefits:

- Effective at providing a service to students resident in halls

#### Disadvantages:

- Remuneration for the work that they provide needs modernising
- Inconsistent level of service across the sites
- No flexibility to cover annual leave entitlements and sickness

Summary Cost table for Option 1

<b>Cost element</b>	<b>Amount</b>
<b>Accommodation opportunity costs</b>	£560,014
<b>Catering costs</b>	£120,849
<b>Uni-link</b>	£20,400
<b>University shutdown period duties</b>	£4,464
<b>Salaries/Allowances</b>	£107,499
<b>Ancillary costs</b>	£14,120
<b>Total Opportunity Costs</b>	<b>£560,014</b>
<b>Total Explicit Costs</b>	<b>£267,322</b>
<b>Total Cost</b>	<b>£827,346</b>

### 5.2 Option 2

**All sites work a 1 in 5 rota with reduced service hours and no additional benefits; all Wardenal workers are paid in accordance with NMW for those aged 22 and over.**

Currently during the day at weekends 2 sub-wardens are on duty, this is potentially not necessary due to the lower volume of call-outs during the day and it is proposed in this option that only one member of staff is on duty, thus reducing the duty hours by 12 hours per site per week.

**Total cost per year: £650,017.19**

#### Summary Table for hourly rates

Post	Hrs/wk	Target rate
Sub 1:5 (GE)	21.6	£5.73
Sub 1:5 (WL)	21.6	£5.73
Sub 1:5 (SH)	23.6	£5.73
VW 1:5	23.6	£8.40
D Warden	23.6	£11.26
Warden	23.6	£13.97

#### Benefits:

- Value added
- It is a proven and reliable system against which the service can deliver
- All sites operate in a consistent duty rota model
- Most efficient use of paid wardenal hours
- Return of unused wardenal rooms for student lets

#### Disadvantages:

- Loss of expanded pastoral role currently in operation at the Glen Eyre site
- Does not offer the ability for workers to take appropriate leave or offer cover for workers sickness
- Benefit package is significantly reduced; therefore the role will not be as attractive to potential workers
- No flexibility to cover annual leave entitlements and sickness

#### Summary Cost table for Option 2

Salaries	£1,233,446.69
Accommodation	-£509,332.66
Student Rent Avail.	-£92,680.84
Catering	£0.00
Uni-link	£0.00
Uni shutdown duties	£4,464.00
Ancillary costs	£14,120.00
<b>TOTAL MODEL COST</b>	<b>£650,017.19</b>

### 5.3 Option 3

All sites work a 1 in 5 rota with reduced service hours with additional benefits (unilink and food); all Wardenal workers are paid in accordance with NMW for those aged 22 and over.

Currently during the day at weekends 2 sub-wardens are on duty, this is potential not necessary due to the lower volume of call-outs during the day and it is proposed in this option that only one member of staff is on duty, thus reducing the duty hours by 12 hours per site per week.

**Total cost per year: £768,001.44**

#### Summary Table for hourly rates

Post	Hrs/wk	Target rate
Sub 1:5 (GE)	21.6	£5.73
Sub 1:5 (WL)	21.6	£5.73
Sub 1:5 (SH)	23.6	£5.73
VW 1:5	23.6	£8.40
D Warden	23.6	£11.26
Warden	23.6	£13.97

#### Benefits:

- Value added
- It is a proven and reliable system against which the service can deliver
- Benefit package is improved therefore making the role more attractive to potential workers
- All sites operate in a consistent duty rota model
- Most efficient use of paid wardenal hours
- Return of unused wardenal rooms for student lets

#### Disadvantages:

- Loss of expanded pastoral role currently in operation at the Glen Eyre site
- Costs more than option 2 with no service benefit to the University
- No flexibility to cover annual leave entitlements and sickness

#### Summary Cost table for Option 3

Salaries	£1,233,446.69
Accommodation	-£509,332.66
Student Rent Avail.	-£92,680.84
Catering	£100,944.25
Uni-link	£17,040.00
Uni shutdown duties	£4,464.00
Ancillary costs	£14,120.00
<b>TOTAL MODEL COST</b>	<b>£768,001.44</b>

## 5.4 Option 4

All sites work a 1 in 5 rota with current service hours with additional benefits (unilink and food); all Wardenal workers are paid in accordance with NMW for those aged 22 and over.

All sites work to the most efficient staffing profile with the consequent loss of extended pastoral role current in operation at Glen Eyre.

**Total cost per year: £786,022.06**

### Summary Table for hourly rates

Post	Hrs/wk	Target rate
Sub 1:5 (GE)	23.6	£5.73
Sub 1:5	23.6	£5.73
VW 1:5	23.6	£8.40
D Warden	23.6	£11.26
Warden	23.6	£13.97

### Benefits:

- It is a proven and reliable system against which the service can deliver.
- Benefit package is improved therefore making the role more attractive to potential workers.
- All sites operate in a consistent duty rota model
- Return of unused wardenal rooms for student lets

### Disadvantages:

- Loss of expanded pastoral role currently in operation at the Glen Eyre site
- Costs more than option 2 with no service benefit to the University over that option
- No flexibility to cover annual leave entitlements and sickness

### Summary Cost table for Option 4

Salaries	£1,251,467.31
Accommodation	-£509,332.66
Student Rent Avail.	-£92,680.84
Catering	£100,944.25
Uni-link	£17,040.00
Uni shutdown duties	£4,464.00
Ancillary costs	£14,120.00
<b>TOTAL MODEL COST</b>	<b>£786,022.06</b>

## 5.5 Option 5

All sites work a 1 in 7 rota with reduced service hours with no additional benefits; all Wardenal workers are paid in accordance with NMW for those aged 22 and over.

To address the limitations of the 1 in 5 model with respect to annual leave and sickness arrangements additional flexibility could be added to the model.

**Total cost per year: £760,990.66**

#### Summary Table for hourly rates

Post	Hrs/wk	Target rate
Sub 1:7 (GE)	15.1429	£5.73
Sub 1:7 (WL)	15.1429	£5.73
Sub 1:7 (SH)	16.8571	£5.73
VW 1:5	23.6	£8.40
D Warden	23.6	£11.26
Warden	23.6	£13.97

#### Benefits:

- Enables workers to take annual leave entitled without compromising service provision
- Enables flexibility in rota to cover sickness
- Most efficient use of paid wardenal hours
- All sites operate in a consistent duty rota model

#### Disadvantages:

- Increase in cost (by £110,973.47) compared to option 2 (1 in 5 reduced hours no benefits)
- Loss of expanded pastoral role currently in operation at the Glen Eyre site
- Benefit package is significantly reduced; therefore the role will not be as attractive to potential workers

#### Summary Cost Table for option 5

Salaries	£1,344,420.16
Accommodation	-£634,095.82
Student Rent Avail.	£32,082.32
Catering	£0.00
Uni-link	£0.00
Uni shutdown duties	£4,464.00
Ancillary costs	£14,120.00
<b>TOTAL MODEL COST</b>	<b>£760,990.66</b>

## 5.6 Option 6

**All sites work a 1 in 7 rota with reduced service hours with additional benefits (unilink and food); all Wardenal workers are paid in accordance with NMW for those aged 22 and over.**

To address the limitations of the 1 in 5 model with respect to annual leave and sickness arrangements additional flexibility could be added to the model.

**Total cost per year: £911,545.21**

### Summary Table for hourly rates

Post	Hrs/wk	Target rate
Sub 1:7 (GE)	15.1429	£5.73
Sub 1:7 (WL)	15.1429	£5.73
Sub 1:7 (SH)	16.8571	£5.73
VW 1:5	23.6	£8.40
D Warden	23.6	£11.26
Warden	23.6	£13.97

### Benefits:

- Enables workers to take annual leave entitled without compromising service provision
- Enables flexibility to cover sickness
- Most efficient use of paid wardenal hours
- All sites operate in a consistent duty rota model
- Benefit package is improved; therefore the role will be more attractive to potential workers

### Disadvantages:

- Increase in cost compared to option 5 (1 in 7 reduced hours no benefits)
- Loss of expanded pastoral role currently in operation at the Glen Eyre site

### Summary Cost Table for option 6

Salaries	£1,344,420.16
Accommodation	-£634,095.82
Student Rent Avail.	£32,082.32
Catering	£128,810.55
Uni-link	£21,744.00
Uni shutdown duties	£4,464.00
Ancillary costs	£14,120.00
<b>TOTAL MODEL COST</b>	<b>£911,545.21</b>

## 5.7 Option 7

**All sites work a 1 in 7 rota with current service hours with additional benefits; all Wardenal workers are paid in accordance with NMW for those aged 22 and over.**

To address the limitations of the 1 in 5 model with respect to annual leave and sickness arrangements additional flexibility could be added to the model. This model suggests no reduction to current service hours.

**Total cost per year: £933,244.65**

## Summary Table for hourly rates

Post	Hrs/wk	Target rate
Sub 1:7 (GE)	16.86	£5.73
Sub 1:7 (WL + SH)	16.86	£5.73
VW 1:5	23.6	£8.40
D Warden	23.6	£11.26
Warden	23.6	£13.97

### Benefits:

- Enables workers to take annual leave entitled without compromising service provision
- Enables flexibility to cover sickness
- All sites operate in a consistent duty rota model
- Benefit package is improved; therefore the role will be more attractive to potential workers

### Disadvantages:

- Increase in cost (by £21,699.44) compared to option 5 (1 in 7 reduced hours no benefits)
- Loss of expanded pastoral role currently in operation at the Glen Eyre site
- Less efficient use of wardenal hours

## Summary Cost Table for option 7

Salaries	£1,366,119.60
Accommodation	-£634,095.82
Student Rent Avail.	£32,082.32
Catering	£128,810.55
Uni-link	£21,744.00
Uni shutdown duties	£4,464.00
Ancillary costs	£14,120.00
TOTAL MODEL COST	£933,244.65

## 5.8 Option 8

All sites work as they currently operate (1 in 5 rota for Wessex Lane and Small Halls, 1 in 10 rota for Glen Eyre) with additional benefits; all Wardenal workers are paid in accordance with NMW for those aged 22 and over.

This option is provided for an 'as is' comparison under the NMW for those aged 22 and over.

**Total cost per year: £897,426.94**

### Summary Table for hourly rates

Post	Hrs/wk	Target rate
Sub 1:10	11.8	£5.73
Sub 1:5	23.6	£5.73
VW 1:5	23.6	£8.40
D Warden	23.6	£11.26
Warden	23.6	£13.97

### Benefits:

- Effective at providing a service to students resident in halls
- Remuneration for the work that provided is modernised

### Disadvantages:

- Inconsistent level of service across the sites
- Leave and sickness compromises service integrity
- Inefficient use of wardenal paid hours
- Costs more than option 1 (current arrangement) by £70,080.94

### Summary Cost Table for option 8

Salaries	£1,339,607.69
Accommodation	-£602,013.50
Student Rent Avail.	£0.00
Catering	£120,848.75
Uni-link	£20,400.00
Uni shutdown duties	£4,464.00
Ancillary costs	£14,120.00
<b>TOTAL MODEL COST</b>	<b>£897,426.94</b>

## 5.9 Option 9

**All sites work a 1 in 10 rota with additional benefits; all Wardenal workers are paid in accordance with NMW for those aged 22 and over.**

This option provides the ability to offer an expanded pastoral role to all sites and enables maximum flexibility in staffing a duty rota with respect to annual leave and sickness.

**Total cost per year: £1,167,728.95**

### Summary Table for hourly rates

Post	Hrs/wk	Target rate
Sub 1:10	11.8	£5.73
Sub 1:10 (WL + SH)	11.8	£5.73
VW 1:5	23.6	£8.40
D Warden	23.6	£11.26
Warden	23.6	£13.97

### Benefits:

- Greater level of service to resident population
- More compatible and attractive for students with demanding substantive connections e.g. intensive study courses
- Flexibility with staffing a duty rota to cover staff sickness and leave

### Disadvantages:

- 36 more rooms required from student lets for wardenal use
- Greatly increase operating costs

### Summary Cost Table for option 9

Salaries	£1,550,086.70
Accommodation	-£827,504.18
Student Rent Avail.	£225,490.68
Catering	£172,031.75
Uni-link	£29,040.00
Uni shutdown duties	£4,464.00
Ancillary costs	£14,120.00
<b>TOTAL MODEL COST</b>	<b>£1,167,728.95</b>

## 5.10 Option 10

### No Service

This option demonstrates the costs associated with removing the wardenal service. These should be considered approximate; however the level of additional work generated for other services has not been quantified (see section 5.4 of the review)

**Total REVENUE per year: £237,013.50 minus any unpredictable and unknown costs**

### Benefits:

- Releases 85 rooms to student let
- Reduced explicit cost to the University (e.g. no salary cost)

## Disadvantages:

- Unknown additional costs on a incident by incident basis (e.g. effective liaison with emergency services and University personnel in the event of a major incident, loss of reputation etc)
- Unable to maintain an environment conducive to study out of hours leading to potential loss of students or increased rate of complaints
- Reduced communication with relevant internal and external services
- Inappropriate call outs to emergency services (e.g. Fire Service)
- Risk to reputation and student recruitment (see section 5)
- Responsibility for students under the age of 18 would not be addressed and therefore those students could not be accommodated

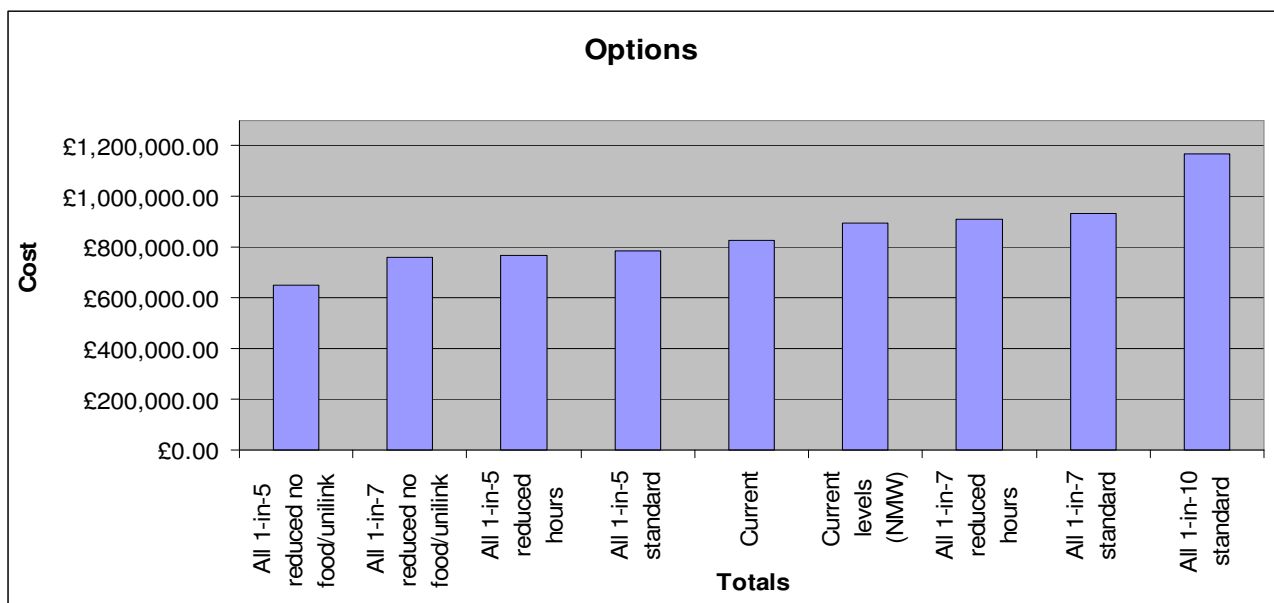
### Summary Cost Table for option 10

Salaries (security)	£365,000
Accommodation	£0
Student Rent Avail.	-£602,013.50
Catering	£0
Uni-link	£0
Uni shutdown duties	£0
Ancillary costs	Unknown
<b>TOTAL MODEL COST</b>	<b>-£237,013.50</b>

Other options may be considered as part of the formal consultation which professionalises the service by appointing a smaller number of full-time employees working on a shift pattern.

## 5.11 Summary of Options

The graph below summaries the cost of all options discussed. It does not include option 10, which suggests removal of the wardenal service, as it is not possible to accurately quantify the costs involved in this model.



## Appendix 6 - Recommendation

Following the extensive review of the Wardenal Service the Review Group proposes that Option 5 is the best balance of cost effectiveness with service provision for the University of Southampton. The option is stated below for information.

### *Option 5*

***All sites work a 1 in 7 rota with reduced service hours with no additional benefits; all Wardenal workers are paid in accordance with NMW for those aged 22 and over.***

*To address the limitations of the 1 in 5 model with respect to annual leave and sickness arrangements additional flexibility could be added to the model.*

***Total cost per year: £760,990.66***

This option address the issues raised through the review surrounding NMW and appropriate remuneration, staffing levels and flexibility for annual leave entitlements, consistency across the University halls of residence and most efficient use of wardenal paid hours. This option would bring the Wardenal Service within the normal terms and conditions of University employees including annual review of pay and access to University-wide procedures.