

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Key:

	= ✓ task achieved <i>or</i> on schedule
	= potential issues with delivery of task
	= task not achieved, delayed <i>or</i> no longer applicable

Year 1: Operational Plan 2007-08 (◆ = Remit Letter task)

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Reaching Wider</i>	Assist CQFW to work with Higher Education Wales (HEW) and the sector towards the self-certification of the CQFW within the Bologna Process Framework. [CH]					●	Task no longer applicable. HEW has agreed to support the self-certification of the QAA's Framework for Higher Education Qualifications (England, Wales and Northern Ireland)
<i>Reaching Wider</i>	Seek proposals from Reaching Wider Partnerships for funding from 2008/09, taking account of the outcome of the Reaching Wider evaluation conducted in 2006-07. [JJ]					●	
<i>Reaching Wider</i>	Take steps to encourage more institutions to work with the Buttle Trust towards gaining the Quality Mark for Care Leavers, and work with the sector to develop guidance on higher education and care leavers. [CH] ◆					●	
<i>Reaching Wider</i>	Implement programme of action to improve retention in HE. [CH]					●	
<i>Reaching Wider</i>	In the light of the new flexible fee arrangements being introduced in Wales, and the stock-take of our policies for widening access conducted last year, provide preliminary advice to the Assembly on whether there is a need to make any changes to the widening access initiatives funded through HEFCW by December 2007. [JJ] ◆			●			

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Throughout/ By End of Year	Progress Update
<i>Reaching Wider</i>	Assist the Assembly as required to develop the mechanism for targeting the additional funding made available in response to the Graham Review on part-time study, and to plan for future mainstreaming of this funding. [DB] ◆					●	✓ Achieved. A proposed mechanism for targeted distribution of the proportion of the Graham Review funding passed to HEFCW developed in conjunction with the Assembly Government, and approved by Council at its meeting on 29 June 2007.
<i>Deal for Students</i>	Initial review of QAA Institutional Review process in Wales to aid the development of new arrangements for the next cycle. [CO] ◆					●	
<i>Deal for Students</i>	Seek new three-year learning and teaching strategies and provide feedback. This will include encouraging institutions to identify how the UK Professional Standards Framework for teaching and supporting learning in higher education may be supported through their strategies. [CO] ◆					●	
<i>Deal for Students</i>	Commission an independent evaluation of the effectiveness of the strategy adopted by HEFCW for recognising and rewarding teaching excellence. [AA]					●	
<i>Deal for Students</i>	Commission the QAA to undertake a developmental review of directly-funded HE in FE provision. [CO]					●	
<i>Deal for Students</i>	Contribute to the Funding Council-commissioned evaluation of the HE Academy. [CO]						
<i>Deal for Students</i>	Work closely with the HE sector to contribute to the Assembly Government's response to the independent review into the mission and purpose of FE (the Webb Review). [CH] ◆					●	HEFCW submitted its response to the Webb Review in April 2007 (Council received at its May meeting). Review due to report to the

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
							Assembly autumn 2007.
<i>Deal for Students</i>	Work with the HE Academy, JISC and others to develop and consult on an e-learning strategy and report outcomes to the Assembly by March 2008. [CH] ◆				●		
<i>Deal for Students</i>	In light of the review undertaken by HEFCW in 2006-07 on higher level skills needs in Wales, work closely with the HE sector to contribute to the Assembly Government's response to the Leitch review of skills, due to be made in the Autumn 2007. [CH/RC] ◆			●			Initial response to Leitch made to the Assembly in February 2007. Formal advice submitted 1 October 2007.
<i>Deal for Students</i>	Take forward the work undertaken during 2006-07 on the programme of enhancement activities drawn up by the HE Academy, and encourage HEIs further to engage with the Academy and utilise its services to enhance the quality of the student learning experience. [CO] ◆					●	An evaluation of the HEA has been commissioned by the Funding Councils which is due to report in January 2008. A programme of liaison meetings and events in Wales has been agreed with Academy officers.
<i>Deal for Students</i>	Implement the agreed actions in the light of the Assembly's response to HEFCW's advice on the Options Appraisal for Welsh Medium Provision submitted in financial year 2006-07. [AA] ◆					●	
<i>Research Excellence</i>	Complete the review of research policy by July 2007 and publish Circular announcing outcomes by August 2007. [LT]		●				✓ Achieved. Revised statement of research policy objectives and broad supporting funding scenario agreed by Council, and published via circular W07/31HE on 26 July 2007.
<i>Research Excellence</i>	Consult on proposals for a revised research funding method by March 2008. This will be informed by prior work on reviewing research policy, the impact of Full Economic Costing, the Welsh Assembly Government Science Strategy, and the 2008 RAE. [LT]				●		

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Research Excellence</i>	Monitor the level of income secured by the sector from the Research Councils and other external funders of research by May 2007, and take other measures as appropriate to help stimulate grant capture. Submit to the Assembly by the end of March 2008 an assessment of what further steps the Council proposes in this area. [LT] ◆	●			●		✓ Q1 activity achieved. A report on the sources of research income for HEIs in Wales for academic year 2005/06 put to Council's meeting in May 2007.
<i>Research Excellence</i>	Continue to play a full role in UK-wide arrangements for the 2008 RAE throughout the year, and in developing successor arrangements to the RAE. [LT] ◆					●	
<i>Benefiting Economy and Society</i>	Launch second three-year third mission funding cycle. [TC]					●	✓ Indicative Allocations announced and new 3M strategies under analysis. Review and outcomes, October 2007.
<i>Benefiting Economy and Society</i>	Successfully conclude new arrangements with WEFO under the Convergence Fund for GO Wales Phase IV (with Phase III being HEFCW funded interim programme for 2007). [RC]					●	Commission agreed UK Strat Ref Framework at end July. FM launched ERDF and ESF Convergence Programme 20 September, with bidding process from October. However, EU funding unlikely to come on stream until New Year at earliest. Council agreed (19 September) supplementary funding for GO Wales until EU funds secured.
<i>Benefiting Economy and Society</i>	Deliver HE contributions to ensure HE properly played into new Sector Skills Agreements. [AT]					●	All 6 Tranche III SSAs signed off and due to be launched in October 2007.
<i>Benefiting Economy and Society</i>	Work closely with the Assembly's <i>Education for Sustainable Development and Global Citizenship</i> (ESDCG) Champion and the HE sector to take forward the relevant requirements in the ESDGC Action Plan.				●		

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
	Provide a progress report to the Assembly on actions taken and planned by the end of March 2008. [RC] ◆						
<i>Initial Teacher Training</i>	Work with the ITT sector to implement plans for the reconfiguration of ITT, in line with the timetable agreed with the Assembly. [CH] ◆					●	Work being taken forward with ITT providers, following receipt of further advice from the Assembly, July 2007.
<i>Initial Teacher Training</i>	Work closely with Estyn in their development and implementation of the new cycle of ITT inspection in Wales. [AA]					●	Termly liaison meetings with Estyn officers have input into future arrangements.
<i>Making it Work: HE sector</i>	In the light of <i>Reaching Higher</i> , the principle of funding on a something for something basis, and the wider content of Assembly Government policy, work alongside DELLS as required to prepare evidence and help identify higher education priorities for the forthcoming Comprehensive Spending Review. [DB] ◆	●					✓ On-going. Evidence being submitted to the Assembly, and various discussions held, as required.
<i>Making it Work: HE sector</i>	Provide advice the Minister by the end of December 2007 on the approach currently taken within the sector to develop leadership and governance (including the impact of governor induction and development); on ways to improve HEFCW's ability to advise the Assembly on risks; and on further options for action. [BEO] ◆			●			
<i>Making it Work: HE sector</i>	Work with Assembly officials to identify the most promising areas for reducing burdens and on the question of establishing a concordat between appropriate agencies in Wales. [BEO] ◆					●	
<i>Making it Work: HE sector</i>	Liaise with the sector to develop submissions to the Reconfiguration and Collaboration Fund with targets and deliverables to be confirmed for each proposal prior to the release of funding. [EB]					●	

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Making it Work: HE sector</i>	Monitor ongoing reconfiguration and collaboration projects against targets and deliverables. [EB]					●	
<i>Making it Work: HE sector</i>	Continue to develop, in collaboration with the sector and other bodies as appropriate, proposals for support from the Strategic Development Fund and making appropriate arrangements for the monitoring of progress and outcomes of each funded project. [LH]					●	
<i>Making it Work: HE sector</i>	Undertake evaluation of achievement of strategic outcomes in respect of the Skillset Screen Academy and a full summative evaluation of the academic and process aspects of the merger of Cardiff University and University of Wales College of Medicine, drawing on evidence from the 2008 RAE and QAA Institutional Review scheduled for 2007/08. [EB]					●	
<i>Making it Work: HE sector</i>	Further implementation work with the sector on <i>Making the Connections</i> , including measures to reduce sickness absence. [RH]					●	
<i>Making it Work: HE sector</i>	Commission a review of institutional disability equality schemes to consider issues of statutory compliance as well as collecting examples of good practice for dissemination across the sector. [VB]					●	
<i>Making it Work: HE sector</i>	Undertake initial evaluation of the Welsh Medium Scholarship and Fellowship scheme. [AA]					●	
<i>Making it Work: HE sector</i>	Continue with work to generate the evidence base to enable the Assembly to respond to the demands arising from the implementation of the new pay framework for the sector, due for completion summer 2007. [RH] ◆		●				✓ Achieved. Report received from R&C funded project to support introduction of new pay framework.

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007




Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Making it Work: HE sector</i>	Implement the sector wide Energy and Water Targeting and Monitoring Project. [CC]					●	
<i>Making it Work: HE sector</i>	Continue to monitor Institutions' Procurement Fitness Health Check action plans and report progress to the Assembly. [KW]					●	
<i>Making it Work: HEFCW</i>	Introduce a revised organisational structure. [PG]					●	
<i>Making it Work: HEFCW</i>	Further organisational development work arising from EFQM. [SM]					●	
<i>Making it Work: HEFCW</i>	Review and update as necessary the targets and key actions included in our Value for Money Action Plan under <i>Making the Connections</i> . [RH]					●	
<i>Making it Work: HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2007. [SM]			●			
<i>Making it Work: HEFCW</i>	Work with Assembly officials during the first quarter of 2007-08 to develop a more coherent and strategic approach to communications activities. [DH/ER] ◆	●					✓ On-going. Communications Strategy and Policy approved by Council June 2007 (subject to a number of points of detail). Held initial discussions with the Assembly in August and agreed a number of actions to develop a more strategic, complementary approach on communications activities.
<i>Making it Work: HEFCW</i>	Conduct an equal pay audit. [SM]					●	
<i>Making it Work: HEFCW</i>	Prepare a draft HEFCW Gender Equality Scheme by April 2007. [CH]	●					✓ Achieved.

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Making it Work:</i> <i>HEFCW</i>	Evaluate Welsh Language Scheme performance for the first three years (2005-08), followed by preparation of an updated Scheme for the next implementation period. [AA]					●	
<i>Making it Work:</i> <i>HEFCW</i>	Introduce a new competency framework. [SM]					●	✓ Achieved.
<i>Making it Work:</i> <i>HEFCW</i>	Introduce revised project management procedures. [FG]					●	
<i>Making it Work:</i> <i>HEFCW</i>	Implement purchase order processing module. [NW]					●	Planning process now in progress.
<i>Making it Work:</i> <i>HEFCW</i>	Introduce Welsh procurement card. [KW]					●	
<i>Making it Work:</i> <i>HEFCW</i>	Introduce revised records management policies and procedures. [DH/NH]					●	

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Key:

	= ✓ task achieved or on schedule
	= potential issues with delivery of task
	= task not achieved, delayed or no longer applicable

Year 2: 2008-09

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Reaching Wider</i>	Seek new widening access strategies, taking account of the outcome of the evaluation of widening access activities conducted during 2006/07. [JJ]					●	
<i>Reaching Wider</i>	Develop a good practice guide to widening access and Reaching Wider in the light of the outcome of the 2006/07 evaluation. [JJ]					●	
<i>Deal for Students</i>	Work with QAA and the sector to develop a new quality assurance process for Wales for implementation in 2009/10. [CO]					●	
<i>Deal for Students</i>	Implement the e-learning strategy. [CH]					●	
<i>Deal for Students</i>	Continue to work with the sector to implement the Welsh medium strategic framework and development plan. [AA]					●	
<i>Deal for Students</i>	Work with the HE Academy to provide an overview report for the Welsh HE sector on learning and teaching strategies. [CO]					●	

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Research Excellence</i>	With the other UK higher education funding bodies, publish the outcomes of the 2008 RAE by the end of December 2008. [LT]		●				
<i>Research Excellence</i>	Publish analysis of Welsh sector's performance in 2008 RAE by March 2009. [LT]				●		
<i>Research Excellence</i>	Implement revised research funding method in March 2009 for 2009/10 allocations. [DB]	●			●		
<i>Research Excellence</i>	Monitor the level of income secured by the sector from the Research Councils and the other external funders of research by May 2008, and take other measures as appropriate to help stimulate grant capture. [LT]					●	
<i>Benefiting Economy and Society</i>	With HEW, formally review effectiveness of WHEB and WIC. [RC]					●	
<i>Benefiting Economy and Society</i>	Respond to the emerging findings of jointly commissioned research into the impact of HEIs on regional economies. [TC]					●	
<i>Initial Teacher Training</i>	Continue to work with the ITT sector to implement plans for the reconfiguration of ITT, in line with the timetable agreed with the Assembly. [CH]					●	
<i>Initial Teacher Training</i>	Seek ITT strategies from the new, post-Furlong schools of education. [AA]					●	
<i>Making it Work: HE sector</i>	Monitor ongoing reconfiguration and collaboration projects against targets and deliverables. [EB]	●					

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Making it Work: HE sector</i>	Liaise with the sector to develop submissions to the Reconfiguration and Collaboration Fund, with targets and deliverables to be confirmed for each proposal prior to the release of funding. [EB]			●			
<i>Making it Work: HE sector</i>	Continue to develop, in collaboration with the sector and other bodies as appropriate, proposals for support from the Strategic Development Fund and making appropriate arrangements for the monitoring of progress and outcomes of each funded project. [LH]					●	
<i>Making it Work: HE sector</i>	Monitor progress against <i>Making the Connections</i> targets (2008 represents the first point for measuring achievement of targets). [RH]					●	
<i>Making it Work: HE sector</i>	Continue to monitor Institutions' Procurement Fitness Health Check action plans and report progress to the Assembly. [KW]					●	
<i>Making it Work: HE sector</i>	Review arrangements for central support of equal opportunities in HE in Wales. [VB]					●	
<i>Making it Work: HEFCW</i>	Review reward mechanisms (unless completion of the Assembly's review enables it to be done in 2007-08). [SM]					●	
<i>Making it Work: HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2008. [SM]					●	
<i>Making it Work: HEFCW</i>	Embed lessons from EFQM. [SM]					●	
<i>Making it Work: HEFCW</i>	Conduct a follow-up external stakeholder survey late 2008 / early 2009. [DH]			●			

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Throughout/ By End of Year	Progress Update
<i>Making it Work:</i> <i>HEFCW</i>	Review and update as necessary the targets and key actions included in our Value for Money Action Plan under <i>Making the Connections</i> . [RH]	●					
<i>Making it Work:</i> <i>HEFCW</i>	Implement the revised HEFCW Welsh Language Scheme. [AA]					●	
<i>Making it Work:</i> <i>HEFCW</i>	Consider preparation of single equality scheme, bringing together current equality schemes and policies. [CH]	●					

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Key:

	= ✓ task achieved or on schedule
	= potential issues with delivery of task
	= task not achieved, delayed or no longer applicable

Year 3: 2009-10

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Reaching Wider</i>	Review the Reaching Wider Initiative in terms of the achievement of Welsh Assembly Government policies and targets. [JJ]					●	
<i>Deal for Students</i>	Following work with QAA and the sector, implement new quality assurance process for Wales. [CO]					●	
<i>Deal for Students</i>	Evaluate progress against the e-learning strategy. [CH]					●	
<i>Research Excellence</i>	Work with the other UK higher education funding bodies to refine arrangements for a revised, metrics-based approach to research assessment. [LT]		●				
<i>Research Excellence</i>	Secure institutions' plans for the internal distribution of the QR funding provided on the basis of the outcomes of the 2008 RAE. [LT]				●		
<i>Research Excellence</i>	Institute regular (at least annual) meetings of the Research Sounding Group. [DB]	●			●		
<i>Research Excellence</i>	Monitor the level of income secured by the sector from the Research Councils and other external funders of research by May 2009, and take other measures as appropriate to help stimulate grant capture. [LT]					●	

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Benefiting Economy and Society</i>	Evaluate outcomes of second three-year third mission funding cycle and consider future options. [TC]					●	
<i>Benefiting Economy and Society</i>	Assess progress with Go Wales Phases III and IV. [RC]					●	
<i>Benefiting Economy and Society</i>	Evaluate effectiveness of links between HEIs and the Sector Skills Councils. [AT]					●	
<i>Initial Teacher Training</i>	Continue to work with the ITT sector to implement plans for the reconfiguration of ITT, in line with the timetable agreed with the Assembly. [CH]					●	
<i>Making it Work: HE sector</i>	Monitor ongoing reconfiguration and collaboration projects against targets and deliverables. [EB]	●					
<i>Making it Work: HE sector</i>	Liaise with the sector to develop submissions to the Reconfiguration and Collaboration Fund, with targets and deliverables to be confirmed for each proposal prior to the release of funding. [EB]			●			
<i>Making it Work: HE sector</i>	Undertake a full summative evaluation in relation to the integration of Merthyr College and the University of Glamorgan; and in respect of the Wales Institute of Cognitive Neuroscience. [EB]					●	
<i>Making it Work: HE sector</i>	Continue to develop, in collaboration with the sector and other bodies as appropriate, proposals for support from the Strategic Development Fund and making appropriate arrangements for the monitoring of progress and outcomes of each funded project. [LH]					●	
<i>Making it Work: HE sector</i>	Continue to monitor Institutions' Procurement Fitness Health Check action plans and report progress to the Assembly. [KW]					●	

Corporate and Operational Plan 2007-08 to 2009-10: End of 2nd Quarter Progress Report, September 2007

Strategic Aim	Actions [responsible officer]	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	Throughout/ By End of Year	Progress Update
<i>Making it Work:</i> <i>HEFCW</i>	Seek continued liP accreditation. [SM]					●	
<i>Making it Work:</i> <i>HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2009. [SM]					●	
<i>Making it Work:</i> <i>HEFCW</i>	Further organisational development work arising from EFQM. [SM]					●	
<i>Making it Work:</i> <i>HEFCW</i>	Review and update as necessary the targets and key actions included in our Value for Money Action Plan under <i>Making the Connections</i> . [RH]			●			
<i>Making it Work:</i> <i>HEFCW</i>	Implement the revised HEFCW Welsh Language Scheme. [AA]	●					