

◆ = 2006-07 Remit Letter task

**Key:**

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 no longer applicable

Strategic Aim	Actions 2006-07	Q1 (Apr- Jun)	Q2 (Jul- Sep)	Q3 (Oct- Dec)	Q4 (Jan- Mar)	On-going <i>or</i> by year end	PROGRESS UPDATE
<i>Reaching Wider</i>	Seek new three-year institutional widening access strategies, aligning constructively with the work of the Reaching Wider partnerships and taking account of the outcome of the Race Equality Impact Assessment, by May 2006.	•					✓ Guidance on new three year widening access strategies delayed to July 2006 (issued as Circular W06/27HE)
<i>Reaching Wider</i>	Undertake a full evaluation of the Reaching Wider initiative and review our widening access policy, and report to the Assembly by January 2007. ◆				•		✓ Achieved, including an initial report to the Welsh Assembly by the end of January 2007.
<i>Reaching Wider</i>	Following the study on the costs of widening access completed in 2005, implement new funding arrangements for widening access.					•	✓ Achieved, arrangements for a new Communities First premium and funding for difficult to retain students implemented in part in 2005/06 and in full from 2006/07.
<i>Deal for Students</i>	Work with the HE Academy to prepare an e-learning strategy for HEFCW by December 2006.			•			✓ E-learning statement prepared by December for consultation with the sector, to be published following consideration by the Council's Learning and Teaching Committee in January. This consultation will inform the development of a broader E-learning Strategy. [This issue also referenced in 2007-08 Remit Letter.]

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<i>Deal for Students</i>	Complete work to provide preliminary advice on subjects of broader importance in a Welsh context, including on what action, if any, should be taken to safeguard or promote the teaching of those subjects, and report to the Assembly by October 2006 ♦ [this task also included below under strategic aim 'Making it Work: The Higher Education Sector in Wales']			•			Report received from consultants, and advice letter sent to Minister in July 2006. Minister's response received. Firm proposals will be put to Council in due course.
<i>Deal for Students</i>	In the light of the Options Appraisal of models for future sustainable Welsh-medium provision and of the study of the costs of Welsh medium provision, provide advice to the Assembly on the way forward, including a clear identification of priorities, by December 2006. ♦			•			✓ Following discussions with Assembly officers it was agreed that advice should be submitted in two stages; initial advice was submitted to the Minister by the end of January 2007.
<i>Deal for Students</i>	Working with the HE Academy and others, and through the Council's Learning and Teaching Committee, draw up an outline programme of action by December 2006 which highlights areas where concerted activity at a national level could enrich the learning experience within individual institutions. ♦			•			✓ Achieved. Programme of action prepared by HE Academy and submitted to the Minister by the December deadline.
<i>Deal for Students</i>	Continue to encourage bids to the Reconfiguration and Collaboration Fund which take forward collaborative work aimed at improving the quality of learning and teaching					•	Continuing to encourage proposals. SW Wales partnership will be important. At the meeting on 21 December 2006, the post-'92 SE Wales HEIs agreed to establish a Strategy Group to consider whether they can identify a mutually acceptable way forward (HEFCW to be informed of outcomes by Easter 2007).
<i>Deal for Students</i>	Contribute to the formulation of an Assembly Government response to the recommendations arising from Graham Review of part-time students, once these have been published. ♦					•	Evidence given to ELL Committee in June 2006. Awaiting Assembly response to the Graham Review. Initial discussions on possible funding mechanisms has commenced. [This issue also referenced in 2007-08 Remit Letter.]

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<i>Deal for Students</i>	Provide advice to the Assembly on promoting greater student mobility in the context of proposals for future funding of Erasmus students by the first quarter of 2006-07. ◆	•					✓ Advice and costings put to the Assembly on 17 February 2006; response still awaited.
<i>Deal for Students</i>	Working with the QAA, consider and consult on possible interim amendments to the Institutional Review process to take account of changes in England by October 2006			•			✓ Two stage consultation completed. Council agreed the outcome of the first stage at its October meeting and will receive a report on the outcome of the second stage, following consideration by the Learning and Teaching Committee in March 2007.
<i>Research Excellence</i>	Initiate payments under the third round of the Science Research Investment Fund, by April 2006.	•					✓ Achieved. First payments released in April 2006 as scheduled.
<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 2006, and take other measures as appropriate to help stimulate grant capture	•					✓ Paper submitted to 7 July Council rather than May, in order to allow time to gather additional information from the Research Councils, in addition to the normal HESA data.
<i>Research Excellence</i>	Begin a review of research policy in preparation for revision of our research funding method ◆					•	✓ Achieved. Consultation document issued as Circular W07/04HE in February 2007. Responses due in April, with outcomes on revised policy objectives to be considered by Council at its meeting on 29 June.
<i>Research Excellence</i>	In the light of the review of research policy, and on-going work to adopt a more strategic approach to using both <i>Reaching Higher</i> and core funding, provide advice to the Assembly on what further steps might need to be taken to support preparation for the next Research Assessment Exercise, and to strengthen research capacity more broadly, by January 2007. ◆				•		✓ Achieved. Advice submitted on further allocation on <i>RH</i> funding in support of preparations for the 2008 RAE. Advice accepted and £5m allocated.
<i>Research Excellence</i>	Review outcomes of the special review of research degree provision in Wales, commissioned from the QAA against its revised Code of Practice.					•	✓ Achieved. Report presented to Council in Dec 06. No further action required.

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<i>Research Excellence</i>	Complete monitoring of developments supported through the Research Capacity Development Fund and commission external evaluation					•	✓ Achieved. Report presented to Council in October 2006. Outcomes will be taken into account in review of research policy. No further action required.
<i>Research Excellence</i>	Continue to play a full role in UK-wide arrangements for the 2008 RAE, throughout the year					•	Officers continue to play a full role as members of the RAE steering board.
<i>Benefiting Economy and Society</i>	Work with Sector Skills Councils and other key stakeholders to develop an evidence base concerning the contribution which foundation degrees might make towards fulfilling higher level skills needs in Wales, including research into the market for foundation degrees from both students and employers. This work to inform advice to the Assembly on strengthening the sector's role in support of the skills agenda to be provided by December 2006. ◆			•			Initial advice on strengthening the sector's role in support of the skills agenda submitted to the Assembly in January 2007. Assembly has agreed a revised submission date for Foundation Degrees advice of March 2007. Work has commenced. Report now will take account of Leitch Review of Skills, Webb Review of FE in Wales, and the FE and Training Bill.
<i>Benefiting Economy and Society</i>	Review the outcomes and achievements of the Council's first three year third mission funding cycle and adjust funding methodology in readiness for next three year 3M funding cycle commencing in 2007/08.					•	Consultation on new funding cycle concluded 31 October 2006 Officers preparing outcome allocations to share with sector.
<i>Benefiting Economy and Society</i>	Implement advice provided to the Assembly in Autumn 2005 (including Minister's response) on steps to strengthen still further the economic development role of the HE sector including a key role in delivering the Assembly's new Science Policy. ◆					•	Being taken forward via 3M C'tee, which has been reconstituted in light of Assembly merger process. Awaiting clarification on how Science Policy is to be implemented (including funding to be made available for its implementation).
<i>Benefiting Economy and Society</i>	In the context of the ASPB merger process ensure that HEFCW is represented on appropriate pan-Wales groups and networks to ensure that the HE sector is properly played into the delivery of key assembly economic and social agenda.					•	Council represented on a number of key Assembly Strategy groups. Chief Executive monitoring DELLS Organisational Development Project.

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<i>Benefiting Economy and Society</i>	Continue to work with the Sector Skills Development Agency and emerging sector skills councils and other appropriate partners to maximise HEIs' contributions to meeting the needs of existing Welsh-based business and attracting new business investment in Wales.					•	In due course Council will need to consider <i>Leitch Review of Skills</i> (December 2006) which recommends major changes to SSDA/SSC structures.
<i>Benefiting Economy and Society</i>	Review the outcomes and achievements of the GO Wales ESF-funded programme which concludes in 2006 and disseminate the findings of research into the first destinations of Welsh graduates.					•	Additional GO Wales funds (£800k) for 2007 agreed by Council October 2006. Negotiations for Phase III ongoing with WEFO. GO Wales evaluation in progress. Welsh graduates report (IES) published August 2006.
<i>Initial Teacher Training</i>	Work with the sector to produce a plan for the reconfiguration of ITT provision, incorporating expected reductions in ITT numbers, for submission to the Assembly in November 2006. ◆			•			✓ Achieved. Recommendations submitted to the Minister 30 November 2006.
<i>Making it Work: HE sector</i>	Complete discussions with the HE sector on managing the finance implications of the demand-led nature of student finance from academic year 2006/07 and, should it not prove possible to agree a satisfactory control mechanism, develop arrangements to recover the wider cost of overshooting agreed student recruitment targets. Provide advice to the Assembly on these matters by April 2006. ◆	•					✓ Discussions completed early summer 2006 and final WAG position reported to the sector.
<i>Making it Work: HE sector</i>	Refine the analysis undertaken during 2005-06 on comparative funding levels for HE between Wales and other parts of the UK, and submit an updated report to the Assembly by September 2006. ◆		•				✓ Achieved. Analysis published on HEFCW's website.
<i>Making it Work: HE sector</i>	In the light of feedback from the Assembly on proposals put forward in 2005-06, work with the Assembly and the HE sector further to refine the strategic use of <i>Reaching Higher</i> and core funding, and report to the Assembly by October 2006. ◆			•			✓ Advice submitted to Minister in Summer 2006. Response awaited.

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<i>Making it Work: HE sector</i>	Complete work to provide preliminary advice on subjects of broader importance in a Welsh context, including on what action, if any, should be taken to safeguard or promote the teaching of those subjects, and report to the Assembly by October 2006 ♦ [this task also included under 'Deal for Students']			•			Report received from consultants. Advice letter sent to Minister. Response awaited.
<i>Making it Work: HE sector</i>	Complete the process of agreeing plans for the 2006/07 Supplementary Income Stream, and also of agreeing fee plans for the period 2007/08 to 2011/12, and report their final content to the Assembly Government by October 2006. ♦			•			Delayed task. All but one SIS plan agreed. Nearly all Fee plans approved. Will report as soon as process is completed.
<i>Making it Work: HE sector</i>	Produce a report on HE institutions' latest estates strategies and condition surveys by October 2006			•			Delayed task. Report being submitted to March 2007 Council meeting.
<i>Making it Work: HE sector</i>	Review of institutional race equality policies to encourage development and dissemination of good practice by December 2006.			•			Review underway to a revised timetable. Draft reports were received by December 2006 but further work will be undertaken prior to submission of the final reports and dissemination seminar.
<i>Making it Work: HE sector</i>	Review progress being made by the sector towards the <i>Reaching Higher</i> targets for 2010 and make recommendations for additional action that should now be taken for any areas where progress is less than those targets required. Report to the Assembly on these matters by February 2007. ♦				•		In hand. Assembly have agreed to delay submission of this report to end of March 2007 in order to take into account very latest HESA data.
<i>Making it Work: HE sector</i>	Monitor and evaluate ongoing reconfiguration and collaboration projects; evaluate the merger of Cardiff University and University of Wales College of Medicine; and 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.					•	Monitoring and evaluation on-going. Cardiff University / UWCM merger evaluation completed February 2007.

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<i>Making it Work: HE sector</i>	Take forward implementation of value for money action plans under the <i>Making the Connections</i> agenda. In particular, monitor implementation of procurement fitness health check recommendations.					•	All institutions have implemented their procurement fitness health check action plans. Monitoring of the action plans are on going. Institutions report progress on a formal basis every six months. Most other aspects of the vfm plans are being delivered through the <i>Reaching Higher</i> targets. Work in hand with the sector on monitoring and improvement of sickness absence.
<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], including continued participation in the cross-cutting work being undertaken by the Assembly on equal pay issues. ◆					•	In hand. Initial evidence provided to WAG. Further evidence to be presented in summer 2007, once implementation project completed.
<i>Making it Work: HE sector</i>	Review approach to accountability/assurance work in institutions					•	The existing institutional assurance approach will remain in place for the remainder of the triennial cycle. We will continue to monitor HERRG related developments in England and explore with WAG options for developing a risk based common accountability framework for the HE sector in Wales.
<i>Making it Work: HEFCW</i>	Complete an accommodation options appraisal by May 2006	•					✓ Achieved.
<i>Making it Work: HEFCW</i>	Develop an Environmental Management System against Stage 2 of the Assembly's 'Green Dragon Environmental Standard' by October 2006			•			Delayed task. The Environmental Management System is now in place, with the exception of the measurement procedures which are currently being developed and will be in place before 1 April 2007.

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<i>Making it Work: HEFCW</i>	In the light of the detailed standards, associated guidance and good practice advice to be issued by the Assembly in the autumn of 2006, we will review our services against the core standards for 'customer service' and 'public engagement' set out in <i>Delivering the Connections</i> . ♦				•		No advice or guidance received. The Assembly's consultation on core standards for customer service and public service not yet concluded.
<i>Making it Work: HEFCW</i>	Conduct Staff Satisfaction Survey in autumn 2006			•			✓ Survey conducted 11-29 September 2006.
<i>Making it Work: HEFCW</i>	Prepare a Disability Equality Scheme by December 2006			•			✓ Achieved. Disability Equality Scheme published on HEFCW website December 2006.
<i>Making it Work: HEFCW</i>	Conduct a baseline external stakeholder survey.				•		Delayed task. Specification produced and consultants being approached to bid to conduct survey on behalf of HEFCW. Work likely to be conducted during April / May.
<i>Making it Work: HEFCW</i>	Steps towards European Foundation for Quality Management (EFQM)					•	✓ EFQM Self Assessment conducted between Sept - December 2006.
<i>Making it Work: HEFCW</i>	In the light of forthcoming guidance from the Assembly on arrangements for formal reporting of value for money gains, further refine the targets and key actions included in our Value for Money Action Plan under <i>Making the Connections</i> , reflecting as far as possible the targets for the sector already agreed under <i>Reaching Higher</i> . ♦					•	✓ Institutions will report their value for money procurement savings for 2005-06 in March 2007, to enable the Council to report progress to the Assembly by April 2007. Other aspects of vfm targets will also be reported.
<i>Making it Work: HEFCW</i>	Develop a fully-fledged business continuity plan					•	✓ Completed. Business Continuity Plan developed on schedule and now being managed through Office-Shadow system

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<i>Reaching Wider</i>	Integration of HE provision within Credit and Qualifications Framework for Wales (CQFW), taking account of the European Credit Transfer System (ECTS) developments					•	
<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					•	
<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					•	
<i>Deal for Students</i>	Seek new three-year learning and teaching strategies and provide feedback					•	
<i>Deal for Students</i>	Commission an independent evaluation of the effectiveness of the strategy adopted by HEFCW for recognising and rewarding teaching excellence					•	
<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.					•	
<i>Research Excellence</i>	Complete the review of research policy by July 2007.		•				

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<i>Research Excellence</i>	Consult on proposals for a revised research funding method, to be ready for implementation in 2009/10, 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.					•	
<i>Benefiting Economy and Society</i>	Launch second three year third mission funding cycle					•	
<i>Benefiting Economy and Society</i>	Evaluate effectiveness of links between HEIs and the Sector Skills Councils					•	
<i>Initial Teacher Training</i>	Continue to take forward, as remitted by the Assembly, the outcome of the Furlong review of ITT.					•	
<i>Initial Teacher Training</i>	Work closely with Estyn in their development and implementation of the new cycle of ITT inspection in Wales.					•	
<i>Initial Teacher Training</i>	Seek new institution/school ITT strategies.					•	
<i>Making it Work: HE sector</i>	Monitor and evaluate ongoing reconfiguration and collaboration projects against targets and deliverables, and 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.					•	
<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.		•				

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<i>Making it Work: HE sector</i>	Further implementation work with the sector on Making the Connections					•	
<i>Making it Work: HE sector</i>	Implement outcomes of energy targeting and monitoring pilot scheme					•	
<i>Making it Work: HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2008			•			
<i>Making it Work: HEFCW</i>	Embed EFQM into organisation as tool for continuous improvement					•	
<i>Making it Work: HEFCW</i>	Implement outcome of accommodation review					•	
<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>					•	
<i>Making it Work: HEFCW</i>	Prepare HEFCW Gender Equality Scheme by April 2007	•					

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<i>Reaching Wider</i>	Seek new widening access strategies, taking account of the outcome of the review of widening access policies conducted during 2006-07					•	
<i>Reaching Wider</i>	Review arrangements for central support of equal opportunities in HE in Wales					•	
<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					•	
<i>Research Excellence</i>	Publish analysis of Welsh sector's performance in 2008 RAE by March 2009.				•		
<i>Research Excellence</i>	Implement revised research funding method in March 2009 for 2009/10 allocations.					•	
<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.	•					
<i>Benefiting Economy and Society</i>	Possibly action relating to engagement with the new Brussels presence [ <i>to be determined when posts filled, Spring 2006</i> ]					•	
<i>Benefiting Economy and Society</i>	Respond to the emerging findings of jointly commissioned research into the impact of HEIs on regional economies					•	

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<i>Initial Teacher Training</i>	Continue to take forward, as remitted by the Assembly, the outcome of the Furlong review of ITT.					•	
<i>Making it Work: HE sector</i>	Monitor and evaluate ongoing reconfiguration and collaboration projects against targets and deliverables					•	
<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					•	
<i>Making it Work: HE sector</i>	Undertake 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 Quality Assurance Agency Institutional Review scheduled for 2007/08.					•	
<i>Making it Work: HE sector</i>	Monitor progress against Making the Connections targets (2008 represents the first point for measuring achievement of targets)					•	
<i>Making it Work: HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2007			•			
<i>Making it Work: HEFCW</i>	Further organisational development work arising from EFQM					•	
<i>Making it Work: HEFCW</i>	Conduct a follow-up external stakeholder survey					•	
<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>					•	