

Corporate and Operational Plan 2007-08 to 2009-10: 4<sup>th</sup> quarter (end year) progress report

**Key:**

	= ✓ task achieved <i>or</i> on schedule
	= potential issues with delivery of task
	= task not achieved, delayed or deferred, <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 no longer applicable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 [CH]					●	Task no longer applicable.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]					●	✓ Achieved. Guidance published in September and November. Proposals submitted in early January by all partnerships.
<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] ◆					●	✓ Ongoing. Update provided as part of December 2007 advice to Minister on widening access policies [see <i>below</i> ]. Three institutions have been awarded the Quality Mark (Cardiff University, Swansea University and NEWI) and at least three others are close to submitting applications. Guidance has been drafted and discussed with Widening Access Committee. It will be developed in consultation with the sector with the aim of launching it at the planned conference on working with care leavers in November 2008.

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<i>Reaching Wider</i>	Implement programme of action to improve retention in HE. [CH]					●	✓ Ongoing. Programme of action drafted and discussed with Widening Access Committee. Implementation of some actions has already commenced, including via the institutional Student Tracking and Monitoring seminar in December 2007.
<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] ◆			●			✓ Achieved. Following consideration by Widening Access Committee and by Council, advice submitted December 2007.
<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] ◆					●	Ongoing. Consultants have been appointed to undertake the initial review to inform the new Quality Working Group.
<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] ◆					●	✓ Achieved. Guidance published April 2007 which included specific reference to the UK Professional Standards Framework. Strategies submitted by all funded institutions.

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<i>Deal for Students</i>	Commission an independent evaluation of the effectiveness of the strategy adopted by HEFCW for recognising and rewarding teaching excellence. [CO]					•	✓ Achieved. Evaluation commissioned and consultants appointed as part of the initial review of QAA IR process (see above).
<i>Deal for Students</i>	Commission the QAA to undertake a developmental review of directly-funded HE in FE provision. [CO]					•	✓ Achieved. QAA has developed, in consultation with providers and HEFCW, a handbook for the reviews, which will take place in June 2008.
<i>Deal for Students</i>	Contribute to the Funding Council-commissioned evaluation of the HE Academy. [CO]					•	✓ Achieved. HEFCW represented on Evaluation Steering Group. Oakleigh Consulting report on the evaluation completed and published 31 January 2008.
<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] ◆					•	✓ Achieved. HEFCW submitted its response to the Webb Review in April 2007 (Council received at its May meeting). Webb Report published December 2007. The Assembly's response will be part of the Skills and Employment Strategy, out to consultation until 10 April 2008.
<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] ◆				•		Ongoing. Final draft of <i>Enhancing Learning and Teaching through Technology: A Strategy for Higher Education in Wales</i> to be discussed at March 2008 Council meeting.
<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] ◆			•			✓ Achieved. Initial response to Leitch made to the Assembly in February 2007. Formal advice submitted 1 October 2007. The Assembly's response now set out in its Skills and Employment Strategy, out to consultation until 10 April.

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<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] ◆					●	✓ Achieved. A programme of activities has been implemented in Wales. Progress is monitored through a series of liaison meetings with HEA officers, including quarterly progress reports to Learning and Teaching Committee. The Academy has prepared an action plan in response to the recent evaluation [see above], which includes increased working more closely with institutions at all levels.
<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] ◆					●	✓ Achieved. Discussions continue with Assembly officials on the use of future funding support.
<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]				●		This will be achieved by the end of March 2008. An initial paper was considered by the Research Sounding Group in early February, and a further paper will be submitted to the March meeting of Council. The outcome will be an information paper to the sector, rather than a consultation exercise, as it has been established that the issues involved are not of a nature which require consultation.

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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. ✓ Q4 activity achieved. The assessment was submitted to the Assembly in July 2007, ahead of the original deadline, so that it would be available to inform the CSR exercise.
<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] ♦					•	✓ Achieved. HEFCW has continued to contribute to the management of the 2008 RAE through its membership of the RAE Steering Group. We published a consultation paper on successor arrangements to the RAE in November 2007, in partnership with the other UK HE funding bodies.
<i>Benefiting Economy and Society</i>	Launch second three-year third mission funding cycle. [TC]					•	✓ Achieved. Payments commenced December 2007, concluding March 2008.
<i>Benefiting Economy and Society</i>	Successfully conclude new arrangements with WEFO under the Convergence Fund for GO Wales Phase V (with Phase III being HEFCW funded interim programme for 2007, Phase IV then commencing in January 2008 and running currently). [RC]					•	Council agreed (19 September 2007) supplementary funding for GO Wales through 2008 until EU funds secured. Expressions of interest lodged with WEFO December 2007 and currently under discussion with WEFO. Still on course for July commencement.
<i>Benefiting Economy and Society</i>	Deliver HE contributions to ensure HE properly played into new Sector Skills Agreements. [AT]					•	✓ Achieved. All 6 Tranche III SSAs signed off and launched in October 2007.

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<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. Provide a progress report to the Assembly on actions taken and planned by the end of March 2008. [RC] ◆				●		Good progress made with sector and WAG Champion, and preparations well in hand for March 2008 submission of report to WAG.
<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] ◆					●	Ongoing. Since receipt of further advice from the Assembly in July 2007, we have received more detailed plans from institutions. Currently engaged in dialogue to clarify and test assumptions with the aim of reporting to the Assembly by the end of March 2008, as requested.
<i>Initial Teacher Training</i>	Work closely with Estyn in their development and implementation of the new cycle of ITT inspection in Wales. [AA]					●	✓ Achieved. Termly liaison meetings with Estyn officers have input into future arrangements. Interim arrangements for the period 2008-10 have been agreed in principle. Estyn arrangements beyond this still developing.
<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] ◆			●			✓ Achieved. Report submitted to the Minister December 2007.

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<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] ◆					●	Proposals developed which identify a) areas where HEFCW could reduce burden through unilateral action; b) other opportunities for reducing burden that would require WAG to take lead. Proposals to be put forward to Assembly in March 2008.
<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]					●	✓ Achieved. Targets and deliverables confirmed for partnerships approved in 2007-08: Functional administrative collaboration in South West Wales and the Low Carbon Research Institute.
<i>Making it Work: HE sector</i>	Monitor ongoing reconfiguration and collaboration projects against targets and deliverables. [EB]					●	✓ On schedule. Monitoring of projects ongoing against agreed targets.
<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]					●	On-going for current projects. Agreed at last meeting that as the fund has been operating for approximately two years, an internal review will now begin with conclusions reported to Council.
<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]					●	✓ On schedule. Evaluation of achievement of strategic outcomes for the Skillset Screen Academy undertaken February 2008. Full summative evaluation of merger of Cardiff University and University of Wales College of Medicine due following publication of results of 2008 RAE.
<i>Making it Work: HE sector</i>	Further implementation work with the sector on <i>Making the Connections</i> , including measures to reduce sickness					●	Making the Connections work largely 'mainstreamed', through emphasis

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	absence. [RH]						on, for example, reconfiguration and collaboration, shared services (nationally, eg procurement, and regionally eg in the SW Wales partnership).
<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]					•	Task moved to 2008/09, with Council's agreement, in the light of overlap with new HEFCE/HEFCW joint work on baseline disability provision in 2007/08.
<i>Making it Work: HE sector</i>	Undertake initial evaluation of the Welsh Medium Scholarship and Fellowship scheme. [EB]					•	✓ On schedule. Initial evaluation of Welsh Medium Scholarship and Fellowship Schemes commissioned. To report end March 2008.
<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.
<i>Making it Work: HE sector</i>	Implement the sector wide Energy and Water Targeting and Monitoring Project. [CC]					•	Contract awarded in November.
<i>Making it Work: HE sector</i>	Continue to monitor Institutions' Procurement Fitness Health Check action plans and report progress to the Assembly. [KW]					•	On going action
<i>Making it Work: HEFCW</i>	Introduce a revised organisational structure. [PG]					•	✓ Revised organisational structure will be implemented from 1 April 2008.
<i>Making it Work: HEFCW</i>	Further organisational development work arising from EFQM. [SM]					•	✓ Achieved.

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<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]					●	Efficiencies of 1% overall and 3% on procurement remain the targets expected of the sector.
<i>Making it Work:</i> <i>HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2007. [SM]			●			✓ Achieved.
<i>Making it Work:</i> <i>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:</i> <i>HEFCW</i>	Conduct an equal pay audit. [SM]					●	✓ Achieved.
<i>Making it Work:</i> <i>HEFCW</i>	Prepare a draft HEFCW Gender Equality Scheme by April 2007. [VB]	●					✓ Achieved.
<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]					●	Ongoing. Following discussions with the Welsh language Board, we will be preparing a revised Scheme, taking account of our evaluation of past performance, for submission in the early Summer.
<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]					●	✓ Achieved
<i>Making it Work:</i> <i>HEFCW</i>	Implement purchase order processing module. [NW]					●	POP module planning at advanced stage; implementation delayed pending decision on introducing

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							exchangeWales procurement systems managed by Value Wales; both systems would best be implemented at the same time (during 2008-09).
<i>Making it Work: HEFCW</i>	Introduce Welsh procurement card. [KW]					•	Pilot underway with full implementation in September 2008
<i>Making it Work: HEFCW</i>	Introduce revised records management policies and procedures. [DH/NH]					•	✓ Achieved.

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## Year 2: 2008-09 [ → OP 08-09 = activity c/f to draft Operational Plan 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] → <b>OP 08-09</b>					●	
<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] → <b>OP 08-09</b>					●	
<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] → <b>OP 08-09</b>					●	
<i>Deal for Students</i>	Implement the e-learning strategy.[CH] → <b>OP 08-09</b>					●	
<i>Deal for Students</i>	Continue to work with the sector to implement the Welsh medium strategic framework and development plan.[AA] → <b>OP 08-09</b>					●	
<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]					●	
<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] → <b>OP 08-09</b>			●			
<i>Research Excellence</i>	Publish analysis of Welsh sector's performance in 2008 RAE by March 2009. [LT] → <b>OP 08-09</b>				●		
<i>Research Excellence</i>	Implement revised research funding method in March 2009 for 2009/10 allocations. [DB] → <b>OP 08-09</b>	●			●		

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<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] → <b>OP 08-09</b>					•	
<i>Benefiting Economy and Society</i>	With HEW, formally review effectiveness of WHEB and WIC. [RC] → <b>OP 08-09</b>					•	
<i>Benefiting Economy and Society</i>	Respond to the emerging findings of jointly commissioned research into the impact of HEIs on regional economies. [TC] → <b>OP 08-09</b>					•	
<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] → <b>OP 08-09</b>					•	
<i>Initial Teacher Training</i>	Seek ITT strategies from the new, post-Furlong schools of education. [AA] → <b>OP 08-09</b>					•	
<i>Making it Work: HE sector</i>	Monitor ongoing reconfiguration and collaboration projects against targets and deliverables. [EB] → <b>OP 08-09</b>	•					
<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] → <b>OP 08-09</b>			•			
<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] → <b>OP 08-09</b>					•	

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<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] → <b>OP 08-09</b>					●	
<i>Making it Work: HE sector</i>	Continue to monitor Institutions' Procurement Fitness Health Check action plans and report progress to the Assembly. [KW] → <b>OP 08-09</b>					●	
<i>Making it Work: HE sector</i>	Review arrangements for central support of equal opportunities in HE in Wales. [VB] → <b>OP 08-09</b>					●	
<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] → <b>OP 08-09</b>					●	
<i>Making it Work: HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2008. [SM] → <b>OP 08-09</b>					●	
<i>Making it Work: HEFCW</i>	Embed lessons from EFQM. [SM] → <b>OP 08-09</b>					●	
<i>Making it Work: HEFCW</i>	Conduct a follow-up external stakeholder survey late 2008 / early 2009. [DH] [outcomes of first survey due March 2008; conduct next survey 2009-10]			●			
<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] → <b>OP 08-09</b>	●					
<i>Making it Work: HEFCW</i>	Implement the revised HEFCW Welsh Language Scheme. [AA] → <b>OP 08-09</b>					●	
<i>Making it Work: HEFCW</i>	Consider preparation of single equality scheme, bringing together current equality schemes and policies. [CH] → <b>OP 08-09</b>	●					

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## 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]					●	
<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]	●					

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<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]					●	
<i>Making it Work: HEFCW</i>	Seek continued liP accreditation. [SM]					●	
<i>Making it Work: HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2009. [SM]					●	
<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>	Implement the revised HEFCW Welsh Language Scheme. [AA]	●					