

Corporate and Operational Plan 2007-08 to 2009-10: 4th 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 no longer applicable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 [CH]					●	Task no longer applicable.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 took 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 is part of the Skills and Employment Strategy.
<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] ◆					•	✓ Achieved. Final draft of <i>Enhancing Learning and Teaching through Technology: A Strategy for Higher Education in Wales</i> was submitted to the Assembly in March and published on 7 April 2008.
<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, published in July 08.

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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]				●		✓ Achieved. A circular informing the sector of the intended adjustments to the research funding method was issued in April 2008. This took the form of an information paper rather than a consultation document, as it was found that the issues involved were not of a nature which warranted consultation. They were however discussed with HEFCW's Research Sounding Group prior to publication of the circular.

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<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. For 07-08, 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. Expression of Interest lodged with WEFO December 2007, and second draft of EoI agreed. Business Plan now under preparation with WEFO. Aiming for Oct 08 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

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							2007. Final 9 SSA action plans signed off in Mrch 08. HEFCW has now signed agreements with all 25 SSCs.
<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] ◆				●		✓ Achieved. Detailed progress report submitted on 27 March 2008
<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] ◆					●	✓ Achieved. Following receipt of further advice from the Assembly in July 2007, we requested more detailed plans from institutions and engaged in dialogue with them to clarify and test assumptions. We reported, as requested, to the Assembly in early April.
<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]	●					✓ Achieved. Evidence was 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			●			✓ Achieved. Report submitted to the Minister December 2007.

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	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] ◆				●		✓ Achieved. Proposals which identify areas where HEFCW could reduce burden through unilateral action and other opportunities for reducing burden that require the Assembly to take the lead sent to the Head of Division in March 2008 and subsequently copied to the new members of the Assembly sponsor division in June 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					●	✓ On schedule. Evaluation of achievement of strategic outcomes for the Skillset Screen Academy undertaken February 2008. Full

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	of Wales College of Medicine, drawing on evidence from the 2008 RAE and QAA Institutional Review scheduled for 2007/08. [EB]						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 absence. [RH]					•	Making the Connections work largely 'mainstreamed', through emphasis 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]					•	✓ Achieved.
<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 07.
<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 implemented from 1 April 2008.

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<i>Making it Work:</i> <i>HEFCW</i>	Further organisational development work arising from EFQM. [SM]					●	✓ Achieved.
<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, a revised timetable has been agreed for submission of the revised scheme.
<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

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							pending decision on introducing 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.