

Stakeholder Survey Action Plan

Key:

CHEW	Chairs of Higher Education Wales
CM	Communications Manager
DFCS	Director of Finance and Corporate Services
HEW	Higher Education Wales
HoT	Head of Team
HR	Human Resources
HSLF	Head of Strategy, Learning and Funding
MB	Management Board
NAW	National Assembly for Wales
RCF	Reconfiguration and Collaboration Fund
SDF	Strategic Development Fund
VFM	Value for Money
WAG	Welsh Assembly Government

Heading: **1. Defining and understanding our role**
 Responsibility: **Phil Gummett**

	Desired Outcome(s)	Broad action	Detailed actions	Timescale
1.1	<p>1. HEFCW to have formulated and agreed on a definition of its role.</p> <p>2. HEFCW staff are aware of, and are able to convey, the role of HEFCW.</p> <p>3. HEFCW staff are aware of, and are able to convey the role of Council members.</p>	<p>HEFCW to review the definition of its role in relation to WAG and in the context of its current mission statement.</p> <p>Following definition and consultation, HEFCW to disseminate role to staff.</p>	<p>In light of the outcome of the Jones review of higher education in Wales, HEFCW to define and disseminate its role as part of Council's next full update of corporate plan.</p> <p>WAG, HEW and CHEW to be consulted when defining role.</p>	<p>Start on process in coming months.</p> <p>Complete process after end of Jones process, with a target date of March 2010.</p>
1.2	<p>1. WAG and NAW understand, and are able to convey, the role of HEFCW.</p> <p>2. HE sector in Wales; directly-funded FEIs; and partner organisations in Wales are aware of, and able to convey, the role of HEFCW.</p>	<p>Following definition, HEFCW to disseminate role to WAG officials and Assembly Members.</p> <p>Following definition, HEFCW to disseminate role to HE and FE sectors in Wales and to partner organisations in Wales.</p>	<p>HEFCW to define and disseminate its role as part of next full update of corporate plan.</p>	<p>Start on process in coming months.</p> <p>Complete process after end of Jones process, with a target date of March 2010.</p>

	Desired Outcome(s)	Broad action	Detailed actions	Timescale
1.3	<p>1. To establish and understand parameters for HEFCW's relationship with WAG.</p> <p>2. HEIs in Wales to be clear about HEFCW's powers, boundaries and parameters of engagement.</p> <p>3. HEIs understand HEFCW's relationship with WAG.</p> <p>4. UK partners understand the devolved and UK roles of HEFCW.</p>	<p>Define and disseminate HEFCW's relationship with WAG.</p> <p>Following definition, HEFCW to disseminate role to HEIs in Wales and to UK partners.</p> <p>Consider vision for HE in Wales and pass this information on to HEIs after end of Jones process.</p>	<p>HEFCW to define and disseminate its role as part of next full update of corporate plan, within the parameters of the Management Statement.</p> <p>HEFCW to define and disseminate its role as part of next full update of corporate plan.</p> <p>HEFCW, with WAG, to identify partners that need to be influenced, and understand and agree with WAG who should take action to inform these partners.</p> <p>Through: Website Annual report Corporate plan Newsletter (CM)</p>	<p>Start on process in coming months.</p> <p>Complete process after end of Jones process, with a target date of March 2010.</p>

Heading: **2. Improving communications**
 Responsibility: **Emma Raczka (Communications Manager)**

	Desired Outcome	Broad action	Detailed actions	Timescale
	Written communications – writing and targeting			
2.1	<p>Improved communications channels, ensuring that HEFCW documents are shorter, better-focused, easier to understand and less open to misinterpretation.</p> <p>– circulars and consultations</p>	<p>Improve clarity of written publications.</p>	<p>Improve our use of language in written communications and in discussions:</p> <p>Informal training or formal workshops for staff who request or need it</p> <p>CM to propose a re-definition of circulars and agree with MB.</p> <p>Heads of team (HoT) to encourage staff to discuss changes to routine circulars at drafting stage before being signed off by HoT.</p> <p>CM to be available to give advice and support for staff producing external publications, such as circulars (with sufficient</p>	<p>As per workplan</p> <p>Unless specified, all actions for 2009</p>

	Desired Outcome	Broad action	Detailed actions	Timescale
	Newsletters –	Redesign and re-launch HEFCW newsletter, with more up-to-date and additional material.	notice). Ongoing reminder and updating of HEFCW Style Guide; CM to work with staff to produce executive summaries, where appropriate. CM to develop HEFCW newsletter, making it professionally designed and better planned, more interesting and better targeted stories.	Preparatory work started October 2008
2.2	Improved communications channels – the website: Information on HEFCW website is better-focused, easier to understand, and less open to misinterpretation. The website itself is easier and quicker to navigate, with information found more quickly.	Simplify access to content of website.	Implement a project plan for redesigning the look of and information on HEFCW's website. Carry out a website survey to find out what users want from HEFCW website.	Project started September 2008 In train – results coming in

	Desired Outcome	Broad action	Detailed actions	Timescale
2.3	<p>Better targeted communications</p> <p>– circulars</p> <p>- newsletters</p>	<p>Better target circulars and newsletters and make them more accessible within HEIs and to other audiences.</p>	<p>Encourage heads of HEIs to diffuse the circulars through their institution:</p> <p>a) ask heads of HEIs how circulars are distributed internally; and</p> <p>b) be explicit about our audience on the circular cover sheet, on emails and on the website.</p> <p>Target groups – HEFCW staff to cc specific institutional contacts into emailed circulars and make this clear on circular cover sheets.</p> <p>Update and increase size of mailing list.</p> <p>Increase use of sector groups eg clerks, finance directors etc. Staff to let CM know of any email addresses to be added to mailing list.</p>	<p>As per workplan</p> <p>Unless specified, all actions for 2009</p>

	Desired Outcome	Broad action	Detailed actions	Timescale
			<p>Keep track of mailing lists, and keep them up-to-date.</p> <p>Investigate use of tracking software.</p> <p>Target governors of HEIs by emailing clerks and asking them to forward HEFCW communications; also send newsletters directly to chairs of governors.</p>	
2.4	Improve value, clarity and relevance of annual report.	Create annual report that is sharper, clearer and more analytical, within legislative requirements.	<p>CM and DFCS to consider feasibility of producing a summary annual report and accounts for wider distribution.</p> <p>Provide a more detailed analysis of HEFCW work in relation to HE sector in Wales through the Chairman's and CEO's introduction, giving HEIs and public a perspective not found elsewhere.</p> <p>Publish annual report more</p>	<p>As per workplan</p> <p>Unless specified, all actions for 2009</p>

	Desired Outcome	Broad action	Detailed actions	Timescale
			quickly after period covered. Distribute more widely, using new mailing lists created above.	
2.5	Improve clarity of corporate plan.	Create corporate plan that's clearer.	CM and HSLF to review use of language and jargon. Create a better designed Corporate Plan. Reduce in size. Distribute more widely. Separate corporate plan from operational plan.	As per workplan Unless specified, all actions for 2009
	Sharing information			
2.6	The wider HE community (ie not just VCs and principals) to have easy access to and understanding of HEFCW policies.	Communicate policies (policy areas) through the website and HEFCW newsletter	Where we think it is helpful, produce explanatory guides to HE in Wales – online. [Eg Who We Are; <i>Reaching Wider</i> , etc.]. However, these should be linked to the production of corporate plan, on which the guides could be based, and should be reflected on the policy sections of the HEFCW website.	HEFCW website project started September 2008

	Desired Outcome	Broad action	Detailed actions	Timescale
			CM, with staff, to review usage of, and reasons behind, current publications.	
2.7	HEFCW published material is easier to find.	Redesign HEFCW website to promote HEFCW and its information.	<p>Carry out a website survey to find out what users want from HEFCW website.</p> <p>Project plan for redesigning the look of and information found on HEFCW's website, including launch of new website.</p> <p>Ensure staff keep website up-to-date with regular reminders from Communications Manager and administrators.</p> <p>Preparation of website update to form part of preparation of policy papers, circulars etc.</p>	<p>Ongoing</p> <p>Started September 2008</p> <p>Ongoing</p>
2.8	HEFCW website is always updated within five working days of changes to policies, updates to documents etc	All staff to keep website up-to-date.	<p>Develop web user guidelines following construction of new site.</p> <p>Build in 'updating the web' considerations to all internal and</p>	<p>Summer 2009</p> <p>As per</p>

	Desired Outcome	Broad action	Detailed actions	Timescale
			sector-facing policies and documents. CM to attend Council meetings regularly. Considering how to update the website to be part of policy preparation, with staff reminded through publicity and communications sections of MB, Council papers, through circulars template guidance, etc.	workplan Unless specified, all actions for 2009
2.9	HEFCW website is used as a tool for two-way interaction with and between HEIs in Wales.	Consider whether HEFCW needs a phase 2 of project plan for adding features to the new HEFCW website.	Keep up-to-date with web developments in other HE funding councils. Following redesign of HEFCW website, <i>consider</i> creating Digital 'marketing' strategy – web 2.0.	Ongoing 2010
	Improving our public profile			
2.10	Increased attendance at the HEFCW annual public meeting (APM).	Publicise APM, review its purpose and content and make it more 'public'.	Detailed review of and planning for 2009 APM, including a conversation with WAG about our role and responsibilities in this area.	As per workplan Unless specified, all

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			Consider feasibility and costs of using Video Conferencing; recording APM for dissemination; inviting questions through the website before the meeting – making links between website and APM.	actions for 2009
2.11	Information on the HEFCW website can be found easily through Google searches.	Redesign HEFCW website to pick up searched-for terms more easily.	Discuss methods for improving Google status with ICT team colleagues.	2009
2.12	HEIs understand how HEFCW's bilingual policy works in practice	Identify and set out in a service statement how HEFCW <i>operates</i> bilingually (not just <i>treating</i> languages on basis of equality)	Produce a summary of the policy.	2009
2.13	HEIs to be aware of the timescales involved and standard of service to expect from HEFCW	Produce customer relations statement and timescale for eg responses to HEIs and other partners and timescale for our consultations.	To review existing statement about responding to letters and emails, in discussion and keeping with Welsh Assembly Government guidelines for standards of service in public bodies.	2009

Heading: **3. Interaction with HEIs**
 Responsibility: **David Blaney / Richard Hirst**

Desired Outcome	Broad action	Detailed actions	Notes
Knowledge and understanding			
3.1	HEFCW staff gain a greater understanding of the workings of HEIs and 'issues' they face.	'Keep up' with changing pressures upon HEIs.	<p>Engaging in more structured dialogue/engagement with institutions.</p> <p>Ensuring use of institutional representatives on HEFCW committees and working groups, where possible.</p> <p>Encourage job shadowing.</p> <p>Paper going to Council in January 2009.</p> <p>As per workplan</p> <p>Unless specified, all actions for 2009</p>
3.2	HEIs understand HEFCW's objectives for the sector and the reasons behind its requests for information.	Be more explicit about our objectives for the sector and make linkages between these requests and our objectives for the sector.	<p>Engage in more dialogue with sector by meeting formally with HEW staff three times a year.</p> <p>Define HEFCW's 'priorities' – not just from corporate plan. Need to make it more accessible / widely known.</p> <p>Revisit and refine the process post-outcome of</p> <p>As per workplan</p> <p>Unless specified, all actions for 2009</p>

Desired Outcome		Broad action	Detailed actions	Notes
			the Jones review.	
Interaction with HEIs – stakeholder relationships				
3.3	To identify extent of interaction with HEIs.	Understand better the contact with HEIs, including establishing at what levels we are engaging with HEIs, to identify gaps and to reduce overlap.	To produce a database of contact with HEIs. Strategy to improve our interaction with HEIs, including a review of visits to institutions.	2009
3.4	1. External partners to be clear about how and who to contact in HEFCW. 2. HEFCW staff better able to forward queries to colleagues.	Design organisational chart with clear areas of responsibility.	HR – produce revised and easy to update and accessible (ie no jargon!) org chart with areas of responsibility. HR to update Who's Who on website. HR / CM to consider whether above lists can be merged.	Ongoing
3.5	HEFCW website is used as a tool	Consider whether HEFCW needs a	Consider whether the	See actions 2.*

Desired Outcome		Broad action	Detailed actions	Notes
	for two-way interaction with and between HEIs in Wales.	phase 2 of project plan for adding features to the new HEFCW's website.	<p>HEFCW website should be used as a vehicle for uploading and submitting information to HEFCW.</p> <p>Keep up-to-date with web developments in other HE funding councils.</p> <p>Following redesign of HEFCW website, consider creating a Digital 'marketing' strategy – web 2.0.</p>	
Feedback:				
3.6	<p>1. Where appropriate, feedback from HEFCW is faster and more frequent, enabling HEIs to be better able to act on it.</p> <p>2. HEIs understand what was done with information they provided following a request.</p>	<p>Produce clearer, better-focused and more constructive feedback, including reporting on the outcomes of circulars.</p> <p>Ensure greater transparency in feedback to HEIs.</p>	<p>Consider how to provide more frequent general feedback and dissemination of outcomes through newsletter, website etc, as appropriate.</p> <p>Consider whether letters always the best way to offer feedback, and whether we should use other channels</p>	<p>As per workplan</p> <p>Unless specified, all actions for 2009</p>

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			<p>such as general feedback / meetings / seminars / conferences or focus more on face-to-face feedback or institutional visits.</p> <p>To review the analysis and feedback on strategic plans, taking account of timing and the need to be strategic.</p> <p>Be clear about what RCF and SDF bids we have (or have not) funded in the past, and why.</p> <p>Make links to VFM report response.</p>	<p>Paper to Council in January 2009</p>
Reducing bureaucracy				
3.7	Reduction of bureaucracy, including number of requests to HEIs.	<p>Consider how / where to reduce bureaucracy</p> <p>Align planning requests and feedback.</p>	<p>Review and map number and timing and nature of requests for plans for funding.</p> <p>Review how we monitor delivery against plans.</p>	2009

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			Provide a high-level 'planning calendar' for HEIs. (HSLF)	