

## Operational Plan 2009-10

Key to current status		Key to Due Date	
✓	Completed	Q1	April to June
■	On course for completion by due date	Q2	July to September
■	Potential issues leading with the delivery of the task – task will not be delivered by due date but will be completed by the end of 2009-10	Q3	October to December
■	Issues with the delivery of the task – task will not be completed by the end of 2009-10	Q4	January to March
■	No longer applicable	BYE	By year end

◆ Indicates 2009-10 remit letter task

Ref	Remit Letter para/ Old Ref	HEFCW Strategic Aim	Activity (* indicates specific output in Corporate Plan)	Due Date	By whom	Current Status	Progress Update	Issues and Remedial Action
071	002-R 18	<i>Reaching wider</i>	To establish plans for our contribution to the One Wales Commitment of widening access for all ages in FE and HE, taking account of the proposed refresh of the <i>Reaching Higher</i> (RH) strategy, including the <i>Reaching Wider</i> initiative.(R007b)	BYE	RC	■	There was a major focus on WA policy options at SETQ on 26 June, the outcomes of which will make a major contribution to Council consideration of how best to move WA policy forward in discussions around the emerging Action Plan/Manifesto for Change (AP/MfC). November event planned with HEA to sound sector on possible WA developments.	
072	005-R	<i>Reaching wider</i>	To identify specific actions and set up pilot projects to develop opportunities for flexible provision, improve quality and reduce barriers to study. (R011)	BYE	RC/CH	✓	Achieved – see No. 094	
073	34	<i>Reaching wider</i>	On receipt of further WAG guidance following the publication of the Jones review, to review the	BYE	JJ	■	Further to Jones, and Minister's June Statement to	

			Reaching Wider Initiative in terms of its contribution to the achievement of Welsh Assembly Government policies and targets, and take initial proposals and recommendations to Council and DCELLS, by March 2010, on measures which might refresh widening access policy, including the Reaching Wider initiative. ♦				Plenary, arrangements being made to consult RW Chairs and interested parties (i.e. HEW, HEA) and outcomes will be fed into deliberations under emerging AP/MfC.	
074	34	<i>Reaching wider</i>	In rolling forward widening access strategies and Reaching Wider proposals for a further year, and taking account of the Jones and HEA reviews, research and report to DCELLS on additional levers which might deliver measures to improve widening access delivery by March 2010 ♦	BYE	JJ		See 73 above.	
075		<i>Reaching wider</i> <i>Reaching wider</i>	Take forward work undertaken previously to encourage all Welsh institutions to work with the Frank Buttle Trust towards gaining the Quality Mark for Care Leavers and with other organisations to bring forward initial proposals which raise the profile of HE's commitment to looked after children and care leavers by March 2010.	BYE	JJ		Eight HEIs have now achieved the Buttle QM, and discussions are in hand with the remainder over their progress. Guidance Circular produced in June 2009. RW Partnerships already active with care leavers and their 'stakeholders', plus WAG colleagues, to improve their treatment and profile, and policy thinking will be picked up in emerging AP/MfC.	
076	34	<i>Reaching wider</i>	Following the Jones review, investigate with the sector and report initial recommendations to DCELLS on measures that might raise the level of the student retention across Wales, including how the Council might ensure the sector develops identifiable and effective pathways to HE from vocational and other non-traditional routes (including WBL) by March 2010. ♦	BYE	JJ		Being taken forward under Council's consideration of its more strategic use of funding. It will also feature in SETQ's major focus on skills and employability (October), especially WBL developments, and both the preparations for that meeting, and the discussion itself will inform work on the	

							emerging Action Plan/MfC.	
077	34	<i>Reaching wider</i>	Following the Assembly's response to the Jones review, present initial advice to DCELLS on options to address the challenges and opportunities presented by demographic change. ◆	BYE	JJ/ HF/ CON		Raised in SETQ on 26 June 2009 and will be considered in the issues paper being developed from that meeting to inform early work on the review of WA policy,	
078	34	<i>Reaching wider</i>	Support the consideration by DCELLS officials to address the key issues surrounding the access to HE for refugees and asylum seekers, with a view to reaching conclusions by December 2009.	BYE	JJ		WAG's Refugee Inclusion Strategy Action Plan yet to be shared with officers. Consideration being given to resuming participation in DCELLS advisory group (seat given up to sector rep), and seeking further guidance on the HE role (including in respect of developments in Scotland).	In addition the CELLS Minister has requested that the issue of HE fees for young asylum seekers be reviewed, taking into account the policy recently introduced in Scotland. Noted point which post-dates the remit letter – we would appreciate separate formal notification.
079	34	<i>Reaching wider</i>	Present recommendations to DCELLS on approaches which deliver opportunities for greater synergy between Council policies and WAG's Adult Community Learning (ACL) policy by November 2009. ◆	Q2	JJ		Officers in negotiations with HE Policy branch colleagues (including their attendance at WAC on 22 October 2008 to open discussions) seeking appropriate alignment between WAG's emerging ACL policy and our early thinking on WA developments post-Jones. Discussions continue.	
080	34	<i>Reaching wider</i>	By December 2009, provide advice to DCELLS on steps to address the issue of hidden course costs and to ensure that HEIs clearly communicate these to prospective students. ◆	Q3	CH		On schedule	Point of clarification: will HEFCW advise DCELLS on the costs and how best to communicate their findings to students or will HEFCW also be

								communicating this information to students? HEFCW will not be communicating this to students but will involve NUS Wales in the project work
081	35	<i>Reaching wider</i>	Building on the Council's earlier work, contribute, from a HE perspective, to the planned WAG consultation on a Vulnerable Children Strategy (with a particular focus on children in care) by March 2010. ◆	BYE	JJ		Awaiting publication of WAG's Vulnerable Children Strategy.	
082		<i>The 'deal for students'</i>	Establish new Learning and Teaching Committee with broader remit and terms of reference from April 2009.	Q1	CON	✓	First meeting of new committee (now entitled Student Experience, Teaching and Quality Committee (SETQC) met in April 2009	
083		<i>The 'deal for students'</i>	Following work with QAA and the sector, commence implementation of new quality assurance process for Wales from autumn 2009.	Q3	CON		On schedule. QAA consultation on IR Handbook completed 26 June.	How will this be measured? Introduction by QAA of new process.
084		<i>The 'deal for students'</i>	Building on the previous HEFCW strategy for recognising and rewarding teaching excellence, work with the sector to develop the approach to quality enhancement and issue a circular in August 2009.	Q2	CH		On schedule. Draft document to be discussed at Quality Working Group in July 2009.	
085		<i>The 'deal for students'</i>	Continue, in partnership with the sector, to support the Welsh Medium Strategic Framework and National Development Plan, in line with Assembly Government priorities while awaiting the outcomes of the Coleg Ffederal Planning Board.	BYE	AA		On schedule. HEFCW working closely with Welsh Medium HE sector group and Centre for Welsh Medium HE to take this forward,	
086	36	<i>The 'deal for</i>	Work in partnership with the sector to take forward such developments as may follow from the	BYE	AA		On schedule	Awaiting WAG guidance on this

		<i>students'</i>	Assembly Government's response to the report of the Chair of the Coleg Ffederal Planning Board, including continuing HEFCW's role in funding Welsh medium provision. ♦					matter.
087		<i>The 'deal for students'</i>	Work with the HE Academy, JISC and others to implement the strategy for technology-enhanced learning including through an event to encourage dissemination of outcomes in April 2009.	Q1	CON	✓	Highly successful and well attended conference held on 3 April to disseminate the outcomes and share good practice.	
088		<i>The 'deal for students'</i>	Monitor progress against the Technology-Enhanced Learning Strategy in light of the "Gwella" project to be received from the HE Academy by January 2009, progress to be reported to LTC by June 2009.	Q3	CON		Focus of June SETQC meeting on widening access. Gwella will be reported to October meeting.	
089		<i>The 'deal for students'</i>	Ensure Welsh HE is properly played into UK HE initiatives in support of European/international developments (through a review of Europe Unit with other funding councils, including its relationship with the International Unit – which may lead to new 'joint' management arrangements from 2009/10).	BYE	TO		Officers awaiting call to first steering group meeting for review of these two Units: consultants in process of being appointed by HEFCE. Review outcomes expected in early 2010.	
090		<i>The 'deal for students'</i>	Ensure needs/remit for overseas recruitment continue to be met, based on continued close working with WIC, HEW, UK International Unit as required.	BYE	TO		Welsh performance against RH targets currently exceeded (latest figures for 2007/08 published in April/May; separate WIC figures show increase of 19% for Wales over past year).	
091	46	<i>The 'deal for students'</i>	Taking soundings from the sector, to play HEFCW's views into the evaluation of PMI2, and offering informed comment to DCELLS by January 2010 ♦	BYE	TO		BIS taking forward evaluation of PMI2 through consultants in the first instance. Officers awaiting guidance from DCELLS on WAG participation in this exercise before determining nature of advice to be offered.	
092	46	<i>The 'deal</i>	Gather additional information from HEW and the	Q3			Data gathering in hand, but	

		<i>for students'</i>	sector on how Erasmus Mundus might be developed further in Wales, reporting that analysis with appropriate conclusions to DCELLS by December 2009. ◆		TO		analysis to be taken forward in the light of conclusions reached when officers meet with DCELLS and other WAG colleagues on Europe matters generally in August 2009 (see 93 below)	
093	46	<i>The 'deal for students'</i>	To join meetings with DCELLS officers to support and enable them to prepare an overarching strategy for international HE in Wales for submission to Ministers by March 2010. ◆	BYE	TO		DCELLS now arranged meeting of interested parties including HEFCW for 18 August 2009 to begin discussions on how best to advance this agenda.	
094	22	<i>The 'deal for students'</i>	Work with WAG officials in developing Foundation degree policy and for delivering level 4/5 skills provision. ◆	BYE	CH/RC		HEFCW representation on WAG Foundation Degree group	Awaiting WAG guidance on this matter.
095	41	<i>The 'deal for students'</i>	Consider mechanisms for enhancing engagement with NUS Cymru, including through a new programme of support for student representation in quality to commence August 2009. ◆	Q2	CON		On schedule. Council have decided to offer Observer status to the NUS Cymru president.	There are many forms of engagement. We have identified particularly the new programme of support as the measurable output.
096	017-R	<i>Research excellence</i>	Develop plans to respond to the Research Assessment Exercise in order to meet the demands for researchers and technologists. (R010)	BYE	LT		With other UK funding councils, currently about to consult on proposals for post-RAE arrangements (REF) in Autumn 2009. In the light of agreed outcomes for first REF in 2013, officers will bring forward proposals for the further development of QR formula to promote the support of researchers and technologists across the sector.	
097		<i>Research excellence</i>	Work with the other UK higher education funding bodies to refine arrangements for a revised,	BYE	LT		Consultation on REF proposals taking place	

			metrics-based approach to research assessment (Research Excellence Framework). Specifically, consult on operational arrangements and subsequently determine the implementation timetable for Wales.				across UK in Autumn 2009. Outcomes to be published in early 2010 and first REF expected in 2013.	
098		<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.	BYE	LT		HEI plans to be sought in July 2009. Analysis and conclusions to go to October RIEC.	
099		<i>Research excellence</i>	Establish the new Research, Innovation and Engagement Committee of Council and develop a forward programme of business and effective working arrangements.	BYE	LT		Committee formally constituted and has met twice: 21 April and 7 July. Further meeting scheduled for October 2009 and January 2010.	
100		<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 work with the sector and in partnership with DCELLS to increase the proportion.	Q2	LT	✓	Analysis of HESA data undertaken and presented to Council in May. Officers working closely with KD&T colleagues in DCELLS to take forward the recommendations of their study with a view to increasing Welsh take-up of RC funds towards the 4.5% RH target.	
101		<i>Research excellence</i>	Take stock of the state of the research base in Wales in the light of the outcomes of the 2008 RAE and identify any additional measures which can be taken to further strengthen the position, subject to the availability of resources.	BYE	LT		RIEC considered RAE 2008 outcomes in April with a particular focus on the state of the Welsh research base. Further engagement planned for October RIEC, including taking account of emerging themes under the post-Jones Action Plan/Manifesto for Change, due in the Autumn.	
102	9 18	<i>Research excellence</i>	Investigate with the sector the scope for the establishment of further national Research Centres based on collaborative proposals from HEIs with a	Q3	CH/ RC		One NRC currently being launched (WIVC) and officers in discussion with DCELLS	

			strong research profile, and make recommendations to DCELLS by January 2010. ◆				colleagues over other prospective candidates. Any emerging proposals to be presented to RIEC in January 2010.	
103	7 18	<i>Research excellence</i>	Support proposals emerging from DCELLS (especially through our membership of its National Science Academy (NSA) steering group) for the development of a NSA in the HE sector, with a particular emphasis on the STEM graduate supply chain, by December 2009. ◆	Q3	LT		Council represented on NSA steering group which has completed consideration of earlier scoping study outcomes. DE&T colleagues presenting provisional proposals to Ministers in July 2009.	
104	021	<i>Benefiting the economy and society</i>	With Higher Education Wales (HEW), formally review effectiveness of Welsh HE in Brussels (WHEB) and Wales International Consortium (WIC).	BYE	TO		WIC review completed July 2008: officers in discussion with HEW over WHEB review, which is now likely to commence in early 2010. Once review outcomes available, officers will begin negotiations with HEW over future viability and roles for both WHEB and WIC.	
105	026	<i>Benefiting the economy and society</i>	Deliver HE commercialisation activities in partnership with DE&T and DCELLS, particularly through strategic use of WAG's A4B and HEFCW's 3MF monies.	BYE	TC		Officers have contributed to the recommendations of the A4B IP and Commercialisation T and F Group, which are now in the process of being implemented. RIEC (7 July) endorsed consultation on proposed 3M funding arrangements for next cycle (2010/11 to 2012/13).	
106	029-R 39	<i>Benefiting the economy and society</i>	Promote joint working across Wales on socio-economic regeneration, commercialisation, research, and sector skills (R012) through Council's new RIE Committee throughout 2009/10 ◆	BYE	TC		Full programme of work for new RIEC, and meeting dates through to 2010, agreed with RIEC Chair and shared with Council. Also	

							being progressed through Council's involvement in 'Impact of HEIs on Regional Economies' research venture.	
107	20	<i>Benefiting the economy and society</i>	Assess progress with new GO Wales programme, including its role in assisting new or redundant graduates through the recession, evaluate earlier phases, and advise DCELLS on how graduate employability might be further enhanced by December 2009 taking in account and emerging agendas arising from the review of Careers Wales. ◆	Q3	JCG		HEIs now fully engaged with new programme and complying with new processes and procedures (as agreed with WEFO). Performance picking up as we move through the Second Quarter, and company interaction holding up despite the Recession. Pilot phase of Graduate Academy underway, and contract let for Freelancers element (project inception meeting on 20 July). Discussions underway with DCELLS colleagues on further possible employability-related enhancements, which will lead to more formal advice in December. Still awaiting sight of CW review outcomes from WAG.	
108		<i>Benefiting the economy and society</i>	Evaluate effectiveness of links between HEIs and the Sector Skills Councils.	BYE	AT		Evaluation tender under preparation with Procurement, aiming for an Autumn start to the study. Report due end January 2010, going to RIEC in March	
109	21	<i>Benefiting the economy and</i>	Work closely with SSC and related stakeholder groups (including WESB) to produce proposals from the sector which improve partnerships between HEIs and employers which lift skills levels	Q3	AT		Continued good progress with developing and improving HE links to SSCs, principally through HE-SSC	

		<i>society</i>	and commercialisation opportunities, in order to make recommendations to DCELLS by January 2010. ◆				Communications Group. WESB annual report taken to SETQ (June) and RIEC (July). October SETQ to focus extensively on skills and employability (with a strong emphasis on SSC engagement) in the light of Jones report and emerging Action Plan/MfC.	
110		<i>Benefiting the economy and society</i>	To support HEIs in developing their contribution to the Education for Sustainable Development and Global Citizenship agenda. To develop a detailed series of recommendations for additional work in consultation with the HEA and the sector which will support Welsh HEIs in further embedding the values and principles of ESDGC- Dec 2009	Q3	CC		On schedule	
111	7	<i>Benefiting the economy and society</i>	To explore ways in which the supply of STEM graduates in Wales can be increased through: i) Participation in the England and Wales STEM steering group; and ii) Managing WHEIs active participation in the HEFCE STEM programme run by the University of Birmingham Reporting on progress to DCELLS by December 2009. ◆	BYE	EM		England and Wales National STEM programme has now taken over from the steering group. HEFCE announced successful Birmingham bid in March, and delivery details agreed in HEFCE in June. Officers meeting Birmingham PVC on 15 July to agree arrangements for Swansea-led Welsh regional group starting in AY 2009/10. Separately, NSA proposals (103 above) will also revolve around measures to address STEM deficiencies in the education system.	
112	21	<i>Benefiting the economy and society</i>	Consulting with the sector in the context of the WAG's Transformation Strategy, and develop solutions which offer opportunities to better cater for the needs of learners and employers through improved skills levels. Initial recommendations to	BYE	AT		See 109 above	

			be presented to DCELLS by March 2010 ♦					
113	19	<i>Benefiting the economy and society</i>	To keep under review the effectiveness of the Council's Economic Support Initiative, advising DCELLS as appropriate on any further actions required to alleviate the pressures resulting from the current economic downturn. ♦	BYE	CH/EB		ESI recommendations being finalised. It is expected that initial monitoring reports will be received by year end. There will be an evaluation at the end of the initiative in 2011.	
114		<i>Benefiting the economy and society</i>	Encourage institutions in their role as employers, to respond to the downturn. ♦	BYE	RC/CH		On schedule	
115	18	<i>Benefiting the economy and society</i>	To make recommendations to DCELLS on measures to extend the opportunity for PT delivery, including through the workplace, by March 2010. ♦	BYE	EM		On schedule	
116	31	<i>Initial Teacher Training</i>	Continue to work, in liaison with WAG officials, with the ITT providers to implement plans for the reconfiguration of ITT, in line with the timetable agreed with the Assembly. ♦	BYE	AA		On schedule	
117		<i>Initial Teacher Training</i>	Seek new ITT strategies from the three new ITT centres, which are consistent with their plans for ITT reconfiguration. HEFCW to issue circular published in July 2009 with strategies to be received from new IIT centres by November 2009.	Q2	AA		Circular published in July 09.	
118		<i>Initial Teacher Training</i>	Subject to consultation, implement new funding arrangements for ITT strategies and ITT partnership from 2009/10.	Q2	AA	✓	Arrangements published as part of the circular.	
119		<i>Initial Teacher Training</i>	Subject to the outcomes of a WAG consultation, develop arrangements for administering the Employment-Based Teacher Training Scheme, including the Graduate Teacher Programme.	BYE	CH/AA		On schedule	Awaiting advice from WAG.

120		<i>Initial Teacher Training</i>	Subject to advice from WAG officials, take forward arrangements with the sector for developing a common Welsh medium teaching certificate.	BYE	AA		On schedule		
121	32	<i>Initial Teacher Training</i>	In the light of the DCELLS review of teacher professional development, consider mechanisms for the accreditation of teacher professional development and alignment with the work of HEIs. ◆	BYE	CH/AA		On schedule	Awaiting advice from WAG	
122	33	<i>Initial Teacher Training</i>	Taking account of WERN progress develop proposals with WAG officials and sector on building research in learning delivery and performance in Wales by end of July 2009. Following on from this, work with institutions to agree a proposed way forward by December 2009 with initiation by the end of March 2010. ◆	BYE	CH/AA		On schedule		
123	035-R 25	<i>Making it work: The higher education sector in Wales</i>	Develop a framework to evaluate the effectiveness of current expenditure in securing outcomes, underpinned by consistent management information on outputs and delivery.(R016) ◆	BYE	RH		To be developed in the light of Manifesto for Change.		
124	036-R 25	<i>Making it work: The higher education sector in Wales</i>	Proposing and taking forward specific action to ensure the most efficient deployment of resources to HEIs to meet priority outcomes for Wales, including a paper to July Council regarding the strategic use of core funding(R017) ◆	BYE	LH/CH		On schedule. Council paper prepared for July 2009 to be followed by a consultation with the sector.		
125	039-R 23	<i>Making it work: The higher education sector in Wales</i>	Working with DCELLS to develop a framework for the funding of a sustainable HE sector (R015), including planning for the effective use of monies resulting from the Jones review ◆	BYE	PG		On schedule		
126	041	<i>Making it work: The higher</i>	Work with WAG to develop a concordat between appropriate agencies in Wales to reduce regulatory burden.	BYE	BEO		Awaiting response from WAG to our proposals. Arrangements being made to	Clarify ways to progress this action with WAG at next	

		<i>education sector in Wales</i>					discuss with the Charity Commission in Wales how we work together to minimise any overlap in our information requests from the sector.	quarterly review meeting.
127	045	<i>Making it work: The higher education sector in Wales</i>	Review arrangements for the Strategic Development and Reconfiguration and Collaboration Fund and publish new guidance circular by September 2009.	Q2	CH/EB		On schedule	Deadline altered in light of DCELLS response to WAO report on Reconfiguration.
128	053-R 13 14	<i>Making it work: The higher education sector in Wales</i>	Provide a response to the Minister on the potential contribution to be made by HEIs and HEFCW in delivering the emerging strategic agenda, as part of the Minister's consideration of Reaching Higher. (R008)	BYE	PG		On schedule	
129	054	<i>Making it work: The higher education sector in Wales</i>	Work with the HE sector to review existing space management systems and metrics and make specific recommendations for improvements by March 2010.	BYE	CC		On schedule	
130	058	<i>Making it work: The higher education sector in Wales</i>	Implement new approach to institutional risk assurance by October 2009	Q2	BEO		Proposals approved by Audit & Risk committee in June 09.	
131		<i>Making it work: The higher education sector in Wales</i>	Monitor ongoing reconfiguration and collaboration projects against targets and deliverables, reporting to Council at each meeting and to the Reconfiguration and Collaboration Committee in November/December 2009.	Q3	EB		On schedule	
132	11	<i>Making it work: The higher</i>	Liaise with the sector to develop submissions to the Reconfiguration and Collaboration Fund, with targets and deliverables to be confirmed for each	BYE	CH/EB		On schedule	

		<i>education sector in Wales</i>	proposal prior to the release of funding, encouraging institutional engagement with the Transforming Education and Training agenda. ◆					
133		<i>Making it work: The higher education sector in Wales</i>	Support and assist in driving forward the University of the Heads of the Valleys project. ◆	BYE	PG/ DB/ CH/ EB		On schedule – awaiting confirmation from WAG of funding to take forward Minister's 23 June announcement. CEO a member of HOV Educational programme board.	
134	11 29 30	<i>Making it work: The higher education sector in Wales</i>	Subject to Ministerial approval, take forward the recommendations of the Wales Audit Office review of collaboration between HEIs by September 2009, including broadening the criteria to encourage collaboration between HEIs and institutions in other sectors, other facets of delivery, and WAG priorities such as the transformation agenda ◆	BYE	CH/ EB		On schedule – a revised circular will be issued.	
135		<i>Making it work: The higher education sector in Wales</i>	Undertake a full summative evaluation in relation to: the integration of Merthyr College and the University of Glamorgan by September 2009; the impact of the Wales Institute of Cognitive Neuroscience, by March 2010, and the merger of Cardiff University and the University of Wales College of Medicine by December 2009.	Q3	EB		On schedule	Merthyr/Glamorgan evaluation led by DCELLS
136		<i>Making it work: The higher education sector in Wales</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, reporting at each Council meeting and to the Reconfiguration and Collaboration Committee in June/July 2009 and December 2009/January 2010.	Q3	CH/ EB		On schedule	
137	28	<i>Making it work: The higher</i>	Work with the sector to improve procurement, including- <ul style="list-style-type: none"> <li>Monitoring of Sustainable Procurement</li> </ul>	BYE	KW		On schedule	

		<i>education sector in Wales</i>	<p>Assessment Framework action plans and Sustainable Risk Assessment template statistics, to ensure that Assembly Government targets are met</p> <ul style="list-style-type: none"> <li>• Implementation of Business Procurement Taskforce recommendations arising from “Barriers to procurement opportunities research project” when published</li> <li>• Meeting “Making the Connections” procurement efficiencies target</li> <li>• Extending the use of e-technology to improve the procurement process and to ensure prompt payment, including the use of purchasing cards. ◆</li> </ul>					
138		<i>Making it work: The higher education sector in Wales</i>	<p>Establish new Reconfiguration and Collaboration Committee remitted to consider RCF and SDF proposals. Recommendations of first meeting, including confirmation of the revised Terms of Reference, reflecting a more pro-active role, to be submitted to May Council.</p>	Q2	EB	✓	Achieved	
139		<i>Making it work: The higher education sector in Wales</i>	<p>Publish new guidance on reconfiguration and strategic development fund proposals by September 2009.</p>	Q3	EB		On schedule	
140	25	<i>Making it work: The higher education sector in Wales</i>	<p>Following the implementation of the strategic use of core funding for research, consider extending this, including to widening access policy areas and capital funding, and taking account of regional dimension of HE provision to secure efficiency and value for money in funding allocations. Initial paper to Council for consideration in July 2009. ◆</p>	Q2	CH		On schedule	<p>Clarification required on this objective. Does this mean consider how the strategic use of core funding can be extended to support widening access, capital funding and the regional dimension of HE? Yes.</p>

141	28	<i>Making it work: The higher education sector in Wales</i>	In consultation with WAG and HEW, implement arrangements for a match funding scheme for donations to higher education institutions in Wales by August 2009. ◆	Q2	CH/EB		On schedule	
142		<i>Making it work: The higher education sector in Wales</i>	Through the Wales and the Leadership Foundation group, help steer the development of the Wales-wide Leadership and Management Project for HE in Wales (scoping stage to be completed April 2009; implementation throughout 2009-10).	BYE	BEO		Proposed project plan currently being revised to take account of comments and views from HEFCW and HEW following their review of the initial proposals.	
143		<i>Making it work: The higher education sector in Wales</i>	Agree the Governor toolkit with CHEW and HEW, and disseminate it.	Q2	BEO		Proposals disseminated in the Strategic Engagement circular published in June. Toolkit to be published by the end of September.	
144		<i>Making it work: The higher education sector in Wales</i>	Implement revised arrangements for advice and support of equality and diversity work in HE in Wales by Sept 2009.	Q2	BEO		Arrangements in place. Consultation to be issued this quarter to confirm that the advice and support is focused on the priority areas for the sector.	
145	28	<i>Making it work: The higher education sector in Wales</i>	Prepare a report on existing collaboration around asset management services provided by Welsh HEIs both within and external to HE. ◆	BYE	CC		On schedule	
146	24	<i>Making it work: The higher education sector in Wales</i>	Working with the sector (and particularly HEW) to explore opportunities to support activities by increasing income from other sources. ◆	BYE	DB		On schedule – Match Funding Scheme for Voluntary Giving going forward. HEFCW officers working with sector to develop collaborative proposals for European funding.	
147	21	<i>Making it work: The</i>	To consider, and advise DCELLS, on how HEFCW might extend its relationship with wider stakeholder	BYE	RC		On schedule	

		<i>higher education sector in Wales</i>	groups and employers, by February 2010. ♦				
148	063	<i>Making it work: HEFCW</i>	Implement pay settlement for 2009-10 by July 09 subject to satisfactory conclusion of all due process.	Q1	NW		Awaiting decision from WAG on pay & grading proposals. If approved, staff ballot to be arranged. If proposals rejected by WAG, Management Board to review options.
149	068	<i>Making it work: HEFCW</i>	Review new organisational structure to ensure it is delivering improved effectiveness, putting a paper to July Council meeting.	Q1	NW	✓	Paper presented to Council in July.
150	070 45	<i>Making it work: HEFCW</i>	Respond to WAG's governance review of HEFCW and produce an action plan once received ♦	BYE	BEO		To be considered after the conclusion of the Governance review.
151	1 38	<i>Making it work: HEFCW</i>	Draft Corporate Plan 2009-10 – 2011-12 and Operational Plan 2009-10 to be developed and submitted to WAG officials by early June 2009. ♦	Q2	CH/ LH	✓	Achieved
152		<i>Making it work: HEFCW</i>	In light of further guidance, including WAG response to Jones' review of Higher Education and the Governance Review of HEFCW, develop significantly revised Corporate Plan for 2010-11 - 2012-13 and associated Operational Plan.	BYE	CH/ LH		On schedule- awaiting DECELLS guidance on detailed schedule of work post-Jones.
153	38	<i>Making it work: HEFCW</i>	Further develop in consultation with WAG officials, the performance monitoring framework to secure a close alignment with the DCELLS performance management process♦	Q2	CH/ LH		In progress – continued consultation with WAG
154		<i>Making it work: HEFCW</i>	Seek continued liP accreditation – May 2009.	Q1	NW	✓	liP successfully renewed until 2012.
155		<i>Making it work: HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2009.	Q2	NW		Survey due to be issued in September.

156		<i>Making it work: HEFCW</i>	Prepare and implement the updated HEFCW Welsh Language Scheme 2009-12. To Council July 2009.	Q2	BEO		Existing Welsh Language Scheme remains in place until the new scheme is approved. The updating of the scheme was delayed as a consequence of the departure of HEFCW's Welsh Language Officer. Discussions have been held with the Welsh Language Board to consider HEFCW's proposals for the updated scheme which will be prepared for Council approval by October.	
157		<i>Making it work: HEFCW</i>	Undertake annual review of HEFCW's Sustainable procurement action plan to ensure on-going progress and achievement of Assembly Government targets. February 2010◆	BYE	KW		On schedule	
158		<i>Making it work: HEFCW</i>	Investigate options for more effective use of existing office accommodation – by March 2010.	BYE	NW		Planned for final quarter of year.	
159		<i>Making it work: HEFCW</i>	Maintain ISO 27001 accreditation and compliance with WAG regarding information security/assurance and records – external reviews in Oct 2009 and March 2009.	BYE	BEO		Arrangements in place for October review visit. Work in progress to implement the minor recommendations arising following the March 09 review by October.	
160		<i>Making it work: HEFCW</i>	Redevelop the website to be a more effective communications tool- by September 2009.	Q2	BEO		Content migration work in progress to be completed by 31 July. Testing and quality review to be completed in August with new site to be launched by the end of August.	
161		<i>Making it work: HEFCW</i>	Revise the Publication Scheme to reflect the layout of the ICO Model Publication Scheme – by Oct 2009.	Q3	BEO		Will be included in the updated website.	

162		<i>Making it work: HEFCW</i>	Conduct a business continuity exercise to test a major plan – Dec 2009.	Q3	BEO		Test to be completed in October/November.	
163		<i>Making it work: HEFCW</i>	Upgrade the video conferencing equipment and further promote use of VC – by Dec 2009.	Q3	BEO		Plans in place for installation in October	
164		<i>Making it work: HEFCW</i>	Implement the action plan in response to the results of the stakeholder survey – by October 2009.	Q3	BEO		In progress.	
165		<i>Making it work: HEFCW</i>	Decide timing of the second stakeholder survey – October 2009.	Q3	BEO		To be considered in October.	

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