

## Quarterly Monitoring Meeting – April 2009

## Performance Report - Progress against Operational Plan 2008-09

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 2008-09	Q3	October to December
■	Issues with the delivery of the task – task will not be completed by the end of 2008-09	Q4	January to March
■	No longer applicable	BYE	By year end

Ref	Remit Letter para	HEFCW Strategic Aim	Activity (* indicates specific output in Corporate Plan)	Due Date	Current Status	Progress Update	Issues and Remedial Action
001-R	21-22	n/a	Submit Corporate and Operational Plan (R001)	Q2	✓		
002-R	8	<i>Reaching wider</i>	To establish plans for our contribution to the One Wales Commitment of widening participation 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	■	The October 08 Widening Access (WA) Committee discussed possible WA-implications of a refreshed RH, and its views will shape HEFCW evidence to Jones Group when sought.	Contribution made informally by officers to Jones review. Outcome awaited.
003		<i>Reaching wider</i>	Take steps to encourage all Welsh 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.	BYE	✓	6 HEIs have now achieved the award. Care leavers conference successfully delivered. LAC circular published in May. Continue to work with Scotland (sharing best practice) and sector.	
004		<i>Reaching wider</i>	Work with the sector to implement a programme of action to improve retention in HE.	BYE	✓	Oct 08 WA Committee agreed updated programme of action to improve	

						retention. Following WAC October 08, this is now part of Council's continuing consideration of its strategic use of core funding, where support for retention remains an issue.	
005-R	11	<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		We continue to oversee the establishment and implementation of a range of projects by the sector via the Reaching Wider initiative.	HEFCW have requested clarification (via e-mail) on the specifics of this output, and in particular, whether it refers to One Wales Foundation Degree Pilots.
006		<i>Reaching wider</i>	Monitor and provide advice to the Minister on the statistical trends and other qualitative information relating to student demand for HE in Wales, including assessing the impact on HE of new patterns of migration and the widening access implications of any changes to student demand, in order to establish plans for our contribution to the One Wales commitment.	BYE	✓	Initial advice provided tot eh Minister in 2007 confirming it was too early to identify trends but that monitoring would continue. The new LTC will monitor trends annually.	
007		<i>Reaching Wider</i>	Implement, in conjunction with HEFCE, a range of measures for demand stimulation in Subjects of Broader Importance to Wales.	BYE	✓	Revised approach agreed by Council in Oct 08, including additional funds, adding Modern Foreign Languages (MFL), and becoming part of HEFCE national STEM (Science, Technology, Engineering and Maths) programme. Active watching brief with Islamic Studies in concert with HEFCE.	
008		<i>The 'deal for students'</i>	Initial independent review of Quality Assurance Agency (QAA) Institutional Review process in Wales to aid the development of new arrangements for the next cycle to be completed by July 2008.	Q2	✓	Consultants submitted report July 2008	
009		<i>The 'deal for students'</i>	Work with the HE Academy, Joint Information Systems Committee (JISC) and others to implement the new strategy for technology-	BYE	✓	Positive reports have been received from HEA on the implementation. A	

			enhanced learning.			successful implementation conference was held on 2 April 2009.	
010		<i>The 'deal for students'</i>	Within an overarching quality enhancement framework, work with the QAA and the sector to develop a new quality assurance process for Wales for implementation from 2009/10. The quality enhancement framework should encompass the respective roles of the QAA and the HE Academy and take into account the previous HEFCW strategy for recognising and rewarding teaching excellence – to be completed by November 2008.	Q3	✓	The specification for the new quality assurance process was completed by the end of November, and submitted to the QAA by early December. The Quality working Group considered this work and advised against an overarching quality enhancement framework. The quality assurance process has therefore been developed and completed and proposals related to quality enhancement are being considered separately at the next meeting of the Group in late April 2009.	
011-R	11	<i>The 'deal for students'</i>	Work closely with the HE sector to take forward required actions in the light of the Assembly Government's Skills and Employment strategy (STFWF) post-Leitch and the Independent Review of the Mission and Purpose of Further Education in Wales (Webb Review).(R013)	BYE	✓	Having contributed fully to final STFWF strategy, constructive engagement underway with DCELL colleagues while we await further guidance following Jones review final report. STFWF agenda drawn to attention of Council's new RIEC at its first meeting in April 09..	
012-R	7	<i>The 'deal for students'</i>	Work with the sector to embed the Welsh medium strategic framework and national development plan in support of the Assembly Government's commitment to a Welsh Medium Higher Education Network.(R003)	BYE	✓	Ongoing. Work also being undertaken to support the Coleg Ffederal Planning Board, established by the Minister. Work to embed the development plan has continued alongside the CFfPB and much has been	

						achieved.	
013-R	8	<i>The 'deal for students'</i>	Establish plans for HE contribution to a national Welsh medium strategy (R007a)	BYE		HE represented on Steering Group by Director of CWMHE. Actions arising will be influenced by the outcomes of the Coleg Ffederal Board Report. See above	Although HEFCW was not involved in the early stages, we had an opportunity to comment on a draft in February 2009 but there has been no further action because WAG has not yet completed and published the strategy.
014		<i>Research excellence</i>	With the other UK higher education funding bodies, publish the outcomes of the 2008 Research Assessment Exercise (RAE) by the end of December 2008.	Q3	✓	Published on 18 December.	
015		<i>Research excellence</i>	Publish analysis of Welsh sector's performance in 2008 RAE by March 2009 and implement revised research funding method in March 2009 for 2009/10 allocations.	BYE	✓	Arrangements in hand, including special briefing of Council in January 09 on RAE outcomes. Published on 26 March 09 (W09/07HE)	
016		<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 work with the sector to increase that income.	Q1	✓	Paper to Council in May 08 on current levels of Research income. Awaiting publication of Jones report before undertaking further work.	
017-R	11	<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		Research funding method adjusted to encourage HEIs to respond to any requirements for such staff (including rewarding stronger Research HEIs who are thereby enabled to build upon current levels of activity.	Will consider further post-Jones report.
018-R	7,14	<i>Research excellence</i>	Play an appropriate role in the establishment of a National Science Academy. (R005)(R0014c)	BYE	✓	Ongoing discussions with WAG colleagues to determine requirements and options. Council represented on new WAG steering group,	

019-R	7,14	<i>Research excellence</i>	Play an appropriate role in the establishment of new National Research Centres. (R005) (R0014c)	BYE	✓	set up to oversee this exercise, which met for the first time on 1 April 2009.	
						Wales Institute for Visual Computing now approved as the first One Wales National Research Centre and further possible centres have been identified.	
020		<i>Benefiting the economy and society</i>	Successfully conclude new arrangements with WEFO under the Convergence Fund for GO Wales Phase IV (with Phases III and IV being HEFCW funded interim programmes for 2007 and early 2008).	Q1	✓	Agreement reached with WEFO in late 2008 and new, enlarged GO Wales programme commenced on 1 Jan for an initial 3 years.	
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		WIC review outcomes agreed by Council in Sept 08 and action underway. .	WHEB review under consideration by HEW, who will involve HEFCW officers when appropriate
022		<i>Benefiting the economy and society</i>	Continue to work with the HE sector to take forward the relevant requirements in the Education for Sustainable Development and Global Citizenship (ESDGC).	BYE	✓	SQW have been appointed to implement the Best Practice Study on ESDGC and will be reporting at the end of February 09. HEIs are undertaking a self audit of ESDGC within the curriculum. This will be analysed by the HEA and will provide a benchmark against which future progress can be measured.	
023		<i>Benefiting the economy and society</i>	Continue to take forward policy on graduate employability through GO Wales, taking appropriate advantage of EU funding 2007-13.	BYE	✓	Agreement reached with WEFO in late 2008 and new enlarged GO Wales programme commenced on 1 Jan 2009 for an initial 3 years. Programme includes new actions to further	

						develop graduate employability.	
024		<i>Benefiting the economy and society</i>	Work with HEW to support collaborative HEI proposals to take best advantage of EU Convergence and Competitiveness Funds.	BYE	✓	Officers part of HEW ESF PVC group and good progress made: 6 sector-wide projects now at business plan stage of negotiations with WEFO (led by sector). Mid-09 starts possible. As well as engagement with HEW's ESF PVC Group, officers informally assisting WEFO to ensure timely and appropriate HE bids for EU funding support.	
025-R	19	<i>Benefiting the economy and society</i>	Develop plans for the HE sector to make full use of the new Structural Funds programmes to support the knowledge economy through development of higher level skills, knowledge transfer, research and development and innovation (R019)	BYE	✓	See above	
026		<i>Benefiting the economy and society</i>	Take forward Gibson recommendations on HE commercialisation activities in concert with DE&T and DCELLS.	BYE		.	Officers continue to work closely with DCELLS and DE&T colleagues in progressing A4B, and have been active members of DE&T group which is close to final decisions on implementing Gibson recommendations
027		<i>Benefiting the economy and society</i>	Following the creation of the UK Commission for Employment and Skills and particularly the Wales Employment and Skills Board, work closely with the Sector Skills Councils to improve and increase their links with HE and their contribution to WAG agendas.	BYE	✓	HEFCW represented on Wales Employment and Skills Board (WESB) task and finish group for Sector Skill Council (SSC) relicensing and performance assessment, and also on WAG SSC stakeholders group which provides	

						evidence for the relicensing process. HEFCW's own HE-SSC Communications group re-launched; matters now well in hand	
028-R	7	<i>Benefiting the economy and society</i>	To ensure that extra funding (e.g. European Funding) is tied to approaches in higher education, develop proposals for joint working and for the further development of inter-university agreements and for co-working between departments. (R006)	BYE	✓	Good progress continues under A4B, 3MF and with HEW, drawing on officers' good links with WEOs and ILOs	
029-R	11	<i>Benefiting the economy and society</i>	Participate in joint working on socio-economic regeneration, commercialisation, research, and sector skills (R012)	BYE		See 026 above – but all the above activities under “Benefiting the Economy and Society” deliver aspects of this requirement.	
030-R	8	<i>Benefiting the economy and society</i>	To establish plans for our contribution to the One Wales commitment of “Placing Wales in the World.” (R007d)	BYE	✓	Fundamental aspect of all work currently underway in Research Business and Community (RBC) team, and part of core business. Further clarification sought from DCELLS regarding what more they expect beyond existing core work which reinforces and underpins the place of Welsh HE internationally.	
031-R	11	<i>Benefiting the economy and society</i>	To develop a coherent interface with employers and to identify specific actions to create stronger partnerships between HEIs and employers. (R009)	BYE	✓	Good progress via 3MF collaborative projects (eg food industry skills project) and under HE SSC liaison group (chaired by HEFCW). Business representation on new REIC secured and SSC work continues to emphasise and require better HEI/business links and	

						partnerships. Good progress emerging through A4B and 3MF-supported projects.	
032		<i>Initial teacher training (ITT)</i>	Work with the Initial Teacher Training (ITT) providers to implement plans for the reconfiguration of ITT, in line with the timetable agreed with the Assembly.	BYE	✓	Ongoing. A timetable has been agreed with the Assembly and thus far arrangements are on schedule. The first tranche of transitional funding has been paid to institutions for the implementation of their plans.	
033		<i>Initial teacher training (ITT)</i>	Seek ITT strategies from the three new schools/centres of education, which are consistent with plans for ITT reconfiguration.	BYE	✓	Circular setting out expectations for the strategies. Together with a consultation on some new aspects was published in February 2009 (W09/5HE).	
034-R	14	<i>Initial teacher training (ITT)</i>	Set intake targets for ITT to reflect the Assembly Government's overall national targets and sector plans for ITT reconfiguration. (R014d)	BYE	✓	Circulars published February 2009 (W09/03HE and W09/04HE)	

035-R	19	<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			This relates to informing, and responding to, the Jones Task and Finish Group with which we continue to engage as appropriate.
036-R	19	<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 (R017)	BYE			See above

037-R	19	<i>Making it work: The higher education sector in Wales</i>	Actively exploring the opportunities to, for example, improve efficiency in asset management and maximise funding streams through philanthropy, capital investment and other sources (R018)	BYE			See above
039-R	19	<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)	BYE			See above
040-R	9	<i>Making it work: The higher education sector in Wales</i>	Work with the Committee of University Chairs (CUC), Chairs of HE in Wales (CHEW), HEW and the Leadership Foundation to hold a seminar for governors and implement a programme of governor development/networking activities, contributing to improved diversity in senior management posts and Governing bodies of HEIs (no ref. number)	BYE	✓	The CUC is working with the Equality Challenge Unit (ECU), with the support of the funding bodies, on a project which will, amongst other things, develop tools to help governing bodies discharge their equality and diversity responsibilities. More generally, HEFCW, jointly with the other funding bodies, supported by CUC and the Leadership Foundation to produce guidance material on effective governing bodies. This was launched at a seminar for governors and senior managers.	
041		<i>Making it work: The higher education sector in Wales</i>	Work with WAG to develop a concordat between appropriate agencies in Wales to reduce regulatory burden.	BYE			Options discussed at quarterly review meeting and action lies with Assembly Governments officials.

042		<i>Making it work: The higher education sector in Wales</i>	Continue to seek ways to use core funding more strategically implementing new funding mechanisms to ensure an appropriate balance of funding between HEFCW priority areas.	BYE	✓	Recurrent Grant announcement (W09/08HE) included additional strategic funding to support research.	
043		<i>Making it work: The higher education sector in Wales</i>	Continue to monitor and report to the Assembly on progress against <i>Reaching Higher</i> target outcomes to 2010.	BYE	✓	Ongoing. Progress is calculated annually for each target and provided to the Assembly.	
044		<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 (SDF) and making appropriate arrangements for the monitoring of progress and outcomes of each funded project.	BYE	✓	Recent SDF proposals have been considered by both Council members and SDF panel members. The first meeting of the new Reconfiguration and Collaboration Committee was held on 27 March 2009.	
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 the end of 2008.	BYE		Ongoing. Review has been undertaken but new arrangements have been delayed by broader changes to committee structure.	The publication of the circular has been delayed by the changes to the HEFCW Committee Structure. Draft circular considered by new Reconfiguration and Collaboration Committee at its meeting 27 March.
046		<i>Making it work: The higher education sector in Wales</i>	Monitor ongoing reconfiguration and collaboration projects against targets and deliverables.	BYE	✓	All scheduled monitoring has been completed.	
047		<i>Making it work: The higher education</i>	Monitor progress against <i>Making the Connections</i> targets (2008 represents the first point for measuring achievement of targets).	BYE	✓	Institutions have submitted their 2007/08 procurement returns and the savings information has been	

		<i>sector in Wales</i>				reported to WAG.	
048		<i>Making it work: The higher education sector in Wales</i>	Continue to monitor Institutions' Procurement Fitness Health Check action plans and report progress to the Assembly.	BYE	✓	At the end of the Two Year monitoring. Planning to mainstream general procurement progress into the annual strategic planning process during 2009. Informal reporting currently taking place until annual strategic planning process is formalised with the sector. For institutions that need to make further progress with their action plans, six monthly reporting will continue. The Assembly have discharged the formal reporting of progress against the procurement fitness health check action plans.	
049-R	14	<i>Making it work: The higher education sector in Wales</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. (R014b)	BYE	✓	The first meeting of the Reconfiguration and Collaboration Committee considered five proposals including one merger proposal.	
050-R	14	<i>Making it Work: HE Sector in Wales</i>	Identify opportunities for HEFCW to promote and facilitate collaboration across HE (R014b)	BYE	✓	See above	
051		<i>Making it work: The higher education sector in Wales</i>	Review arrangements for central support of equality and diversity work, in HE in Wales.	BYE	✓	Review went to Council in January and central support arrangements confirmed	
052-R	7	<i>Making it work: The higher</i>	Support the development of NEWI to full university status. (R002)	BYE	✓	Following the HEFCW investment of some £5m, NEWI has secured full	

		<i>education sector in Wales</i>				university status as the Glyndŵr University.	
053-R	11	<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			This relates to informing, and responding to, the Jones Task and Finish Group with which we continue to engage as appropriate.
054		<i>Making it work: The higher education sector in Wales</i>	Work with the HE sector to ensure that appropriate systems of space management and metrics are in place.	BYE		Welsh HE Space Managers Group formed. Now working to agree appropriate indicators and required monitoring to improve and support space management. This will culminate in the publication of a circular indicating proposed requirements.	The publication of the circular has been postponed to reflect changes to strategic planning processes and awaiting work being undertaken by HEFCE.
055-R	9	<i>Making it work: The higher education sector in Wales</i>	Work with the HE Sector to ensure they meet Assembly Government sustainable procurement targets. The sector to utilise the Assembly Government's Sustainable Procurement Assessment Framework (SPAF) to produce initial action plans. The sector to apply the Assembly Government Sustainability Risk Assessment (SRA) templates for goods and services to all procurement activity over Official Journal for the European Union procurement thresholds (OJEU). (no ref number)	BYE	✓	Communication of targets to the sector took place in June 2008. All institutions have completed their first SPAF assessment, however some action plans are still outstanding. All information received to date has been supplied to WAG. Outstanding action plans are currently being progressed with individual institutions.	
056-R	9	<i>Making It Work: the higher education sector In Wales</i>	Monitor the HE Sector's Sustainable Procurement Action Plans, to ensure Assembly Government targets are met (no ref number)	BYE	✓	See above – on-going	
057		<i>Making it work: The</i>	Following consultation, introduce a revised Financial Memorandum and Audit Code of Practice	Q2	✓	Consultation completed July 08	

		<i>higher education sector in Wales</i>	in August 2008.			Council approval Oct 08 Revised documents issued Nov 08	
058		<i>Making it work: The higher education sector in Wales</i>	Following consultation, agree a revised approach to institutional risk assurance by March 2009.	BYE		.	Taken forward as part of a wider consultation on strategic engagement
059		<i>Making it work: 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.	BYE	✓	Ongoing. Evaluation completed and liaison commenced with Welsh Language Board regarding updated scheme.	
060		<i>Making it work: HEFCW</i>	Implement purchase order processing module	BYE	✓	Planning in progress for implementation in January 2009.	
061		<i>Making it work: HEFCW</i>	HEFCW wide implementation of the Welsh Purchasing Card.	BYE	✓	HEFCW wide implementation now taking place, new card holders and existing card holders have been issued with full scheme procedures. All staff email sent by Head of Resources to communicate that the full scheme is in place.	
062-R	9	<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.	BYE	✓	Annual review took place in January 2009 with improved score being recorded. Next interim review to take place in August 2009.	
063		<i>Making it work: HEFCW</i>	Review reward mechanisms in time for 2009-10.	BYE			Review completed internally and proposals with WAG for approval.
064		<i>Making it work: HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2008.	Q3	✓	Results of survey discussed with teams in November. Action plan formulated by MB in December.	

065		<i>Making it work: HEFCW</i>	Embed lessons from European Framework for Quality Management (EFQM).	BYE	✓	Completed.	
066		<i>Making it work: HEFCW</i>	Produce an action plan in response to the results of the stakeholder survey.	BYE	✓	Complete – presented to Council in December 08	
067		<i>Making it work: HEFCW</i>	Consider preparation of single equality scheme, bringing together current equality schemes and policies.	BYE	✓	Scheme approved and published. Associated action plans being monitored.	
068		<i>Making it work: HEFCW</i>	Review new organisational structure to ensure it is delivering improved effectiveness.	BYE			Work in progress. Paper to be presented to MB in May.
069		<i>Making it work: HEFCW</i>	Secure Green Dragon Accreditation for our environmental management system.	BYE	✓	Accreditation achieved Jan 2009.	
070		<i>Making it work: HEFCW</i>	Respond to WAG's quinquennial review of HEFCW.	BYE			Review announced for May/June 2009. Preparatory discussions have take place with Assembly Government officials.
080-R	14	<i>Making it Work: HE Sector in Wales</i>	Foster opportunities for HEFCW to work across the Welsh Assembly Government in the delivery of higher level skills, research and knowledge transfer (R014a)	BYE	✓	Taken forward as part of the actions in Benefiting the Economy and Society	