

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	No longer applicable	BYE	By year end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	CH		On schedule. There was a major focus on WA policy options at SETQC June meeting, with further discussion in October, which informed the preparation of widening access advice to the Minister on remit letter matters, to be submitted in January 2010. Widening Access policy is being reviewed in the light of For our Future, including through work commissioned from the HE Academy on sector widening access strategies; a strategic dialogue meeting with the sector in November; and a meeting with Chairs of the Reaching Wider partnerships. Also under	

							consideration as part of taking forward the regional dimension to the planning and delivery of higher education.	
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	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 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. ◆	BYE	JJ		On schedule. Further to Jones, the Minister's June Statement and For our Future, Reaching Wider is being reviewed, including through a sector dialogue meeting in November and a meeting with RW Chairs (see 071 above).	
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 073 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		On schedule. Nine HEIs have now achieved the Buttle QM, and the remaining institutions have submitted applications. 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. HEFCW represented on	

							WAG LAC Stakeholders' Group.	
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		On schedule. To be included in remit advice on widening access (see 071 above). We remitted the HEA to deliver a retention-related event in 2009/10 to further support the sector to improve retention and to share effective practice with and between other devolved administrations. of the UK.	
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		On schedule. Being taken forward as set out in the remit letter advice (see 071 above),	
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		On schedule. HEFCW officers are working with Assembly Government officials to respond to HE-related recommendations in the <i>Refugee and Inclusion Strategy</i> . We are preparing a circular to raise the profile of the strategy in the HE sector and to share emerging UK-wide practice. This matter is included in remit letter advice to be submitted in January 2010 (see 071 above).	
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. ◆	Q3	JJ		Part of remit letter advice to be submitted in January 2010. We continue to work with Assembly Government officials in the development and implementation of the	WAG ACL Strategy scheduled for publication in January 2010

							ACL strategy to ensure that higher education is enabled to play its full part. The 17 agreed ACL proposals include representation from all HEIs and we will strongly encourage HEIs, in their widening access strategies to continue to take account of emerging ACL developments in their regional planning and to play their full part. HE will contribute to the planned February 2010 ACL conference.	
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		Advice prepared. Widening Access remit letter advice to be submitted in January 2010.	
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		No longer applicable.	WAG has decided not to publish a Vulnerable Children Strategy but WAG officials will take forward related priorities in other ways.
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	✓	Achieved. First meeting of new committee (now entitled Student Experience, Teaching and Quality Committee (SETQC) held 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	✓	Achieved. QAA consultation on IR Handbook completed 26 June and the handbook was published in October 2009.	

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	✓	Draft document discussed at Quality Working Group in July 2009 and the Group agreed to delay to the QAA/HEA Seminar in October and October SETQC. Following this, final draft document submitted to Council in December to be published following equality impact assessment in early January.	
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 students'</i>	Work in partnership with the sector to take forward such developments as may follow from the 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. ◆	BYE	AA		On schedule. Following publication of For our Future officers now planning how to take this forward.	
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	✓	Achieved. 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	✓	Achieved. Focus of June SETQC meeting on widening access. Gwella progress reported to October SETQC 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	BYE	TO		UK-wide Review completed in December and recommendations being taken forward by UK funding	

			the International Unit – which may lead to new 'joint' management arrangements from 2009/10).				councils. Business Plan under development for new Joint Unit expected by Spring 2010 (further funding agreed by HEFCE and HEFCW, subject to satisfactory Business Plan).	
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 continue to hold up well, although market increasingly volatile. Strong links with WIC continue to underpin all this work; officers involved in recent and proposed India visits and other international linkages, especially through WAG activity.	
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		Officers have engaged in regular discussions with WAG through 2009 to deliver advice and comment. WIC workshops to take place in early 2010 to promote good practice and engage academics. PMI2 concludes in 2011, and funding opportunities now winding down. DCELLS content with Council's support and no further contribution expected.	
092	46	<i>The 'deal for students'</i>	Gather additional information from HEW and the sector on how Erasmus Mundus might be developed further in Wales, reporting that analysis with appropriate conclusions to DCELLS by December 2009. ◆	Q3	TO	✓	Achieved. Wales largely outperforming rest of UK on Erasmus Mundus. Supporting data shared with WAG towards end of 2009, and continuing Council work to support Welsh HE performance supported by WHEB and WIC activity.	

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 meetings of interested parties eventually held in October and December. As a result, WAG to form HE International Board with appropriate representation to oversee development of HE international strategy in early 2010,	
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		On schedule. HEFCW representation on WAG Foundation Degree group, although events now overtaken by success of HEW all-Wales FD proposal for Convergence Funding which was agreed with WEFO in September 2009. HEFCW on HEW steering group, and FD programme scheduled to begin recruitment in January 2010.	Awaiting WAG reaction to HEW-led developments.
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	✓	Achieved. Council offered Observer status to the NUS Cymru President. New NUS programme 'Have your Say' commenced August and launched by Minister on 12 October.	
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, consultation on proposals for post-RAE arrangements (REF) issued in September 2009 and analysis underway. UK Outcomes expected by Spring 2010. Officers will bring forward proposals to	

							Council (through RIEC) for any 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, approach to research assessment (Research Excellence Framework). Specifically, consult on operational arrangements and subsequently determine the implementation timetable for Wales.	BYE	LT		Consultation on REF proposals launched across UK in September 2009. UK outcomes likely by Spring 2010 and first REF currently scheduled for 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	✓	Achieved. HEI plans received, analysed and used to underpin R visits to key R HEIs during 2009.	
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	✓	Achieved. Committee formally constituted and has met three times in 2009. Forward programme agreed with incoming Chair in late December.	
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 worked closely with KD&T colleagues in DCELLS to deliver 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 a detailed analysis of the state of the Welsh research base at 20 October. Further discussion planned following final UK analysis of REF consultation responses and in the light of	

							wider Council funding decisions for future years.	
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 strong research profile, and make recommendations to DCELLS by January 2010. ♦	BYE	CH/ RC		On schedule. Discussions have taken place with WAG KD&T colleagues over definitions for these Centres. Two NRCs now launched (WIVC and WISERD). Draft advice 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	RC		NSA steering group proposals presented to Ministers in 2009 with a strong focus on schools activity. Further direction awaited from new Ministers, but HE unlikely to feature prominently. HEFCW continue on steering group.	
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 satisfactorily completed. New Head of WHEB to be appointed in January, following which HEW will begin the review (with HEFCW participation).	
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 continue to contribute fully to the work of the A4B panels. The strategic relationship between 3MF and A4B was explored in the consultation on proposed 3M funding arrangements for next 3 year cycle, responses to which are being analysed in January 2010.	
106	029-R 39	<i>Benefiting the economy</i>	Promote joint working across Wales on socio-economic regeneration, commercialisation, research, and sector skills (R012) through Council's	BYE	TC		These issues have been a regular feature of RIEC agendas, and were also	

		<i>and society</i>	new RIE Committee throughout 2009/10 ♦				progressed through Council's involvement in 'Impact of HEIs on Regional Economies' research venture, with Council kept informed of developments.	
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 into account emerging agendas arising from the review of Careers Wales. ♦	Q3	JCG	✓	New programme in full swing and YearEnd performance review in progress. Pilot phase of Graduate Academy very successful and plans in place for its extension during 2010/11. Freelancers pilot programme successfully held and plans underway to roll it out across Wales in 2010/11. Agreement reached with JobCentre+ about unemployed graduates' ability to retain benefits while being eligible for Graduate Academy enrolment.	
108		<i>Benefiting the economy and society</i>	Evaluate effectiveness of links between HEIs and the Sector Skills Councils.	BYE	AT		Evaluation contract to be awarded in January 2010 for immediate start. Report likely by April 2010, going to RIEC and/or SETQ in early Summer.	
109	21	<i>Benefiting the economy and society</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 and commercialisation opportunities, in order to make recommendations to DCELLS by January 2010. ♦	Q3	AT	✓	Good progress made and to be taken forward under FoF. Active engagements underway with Alliance and HE groupings to give effect to FoF requirements. HE-SSC Communications Group and WAG Stakeholder group key players in this, alongside developing contacts with	

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	✓	WESB. Proposals were submitted to Clare Fowler as part of the input for the new ESDGC Action Plan in the summer. Now working with the HEA , the sector and others to maintain momentum pending the next action plan. We will be discussing these actions which stem from the July conference at the next meeting in February	
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	✓	HEFCE-led England and Wales STEM programme belatedly underway under auspices of Univ of Birmingham, and Welsh 'region' led by Swansea U now part of the package. Council has been kept updated and officers attended first regional meeting of Welsh participants in October (first in UK) with Birmingham colleagues. Welsh arrangements arguably ahead of the game and Executive Committee meets for first time in January. Expectations high for 2010 roll-out across England and Wales of some exciting new programmes. December report delayed to pick up outcomes of first Executive Committee and rescheduled for end of January.	

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 be presented to DCELLS by March 2010 ♦	BYE	AT		See 109 above	
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		On schedule. Four projects approved for ESI funding. Initial monitoring reports due by April 2010. 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. Reconfiguration progressing positively in the three new ITT Centres.	
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 ITT centres by November 2009.	Q3	AA	✓	Circular published in July 09. Strategies submitted following useful meetings with each of the ITT centres.	
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</i>	Subject to the outcomes of a WAG consultation,	BYE			On schedule. WAG officials	

		<i>Teacher Training</i>	develop arrangements for administering the Employment-Based Teacher Training Scheme, including the Graduate Teacher Programme.		CH/AA		have published proposals for consultation, which were shared as a draft for comment with HEFCW officers.	
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. Remit letter received from WAG and initial meeting held with the sector in November.	
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. A meeting has been arranged with WAG officials in February 2010.	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. Confirmation of WAG support for sector proposal expected in January 2010 Officers will now work with WAG officials and sector representatives to take this forward.	
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	DB		To be developed in the light of For our Future.	
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 agreed proposals for consultation in July 2009, recommendations prepared in the light of the consultation agreed by Council in December 2009.	
125	039-R 23	<i>Making it work: The higher education</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	

		<i>sector in Wales</i>						
126	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	BEO		Arrangements being made to discuss with the Charity Commission in Wales how we work together to minimise any overlap in our information requests from the sector. Invitation accepted for HEFCW to be a sponsor and member of the Better Regulation Group, a UK wide successor body to the Higher Education Regulation Review Group in England. Details of the remit of this new body provided to sponsor department in Dec 09.	Awaiting response from WAG to our proposals.
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	✓	Achieved. New arrangements published in new circular in September 2009.	
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</i>	Implement new approach to institutional risk assurance by October 2009	Q3	BEO	✓	Achieved - Proposals approved by Audit & Risk committee in June 09.	

		<i>education sector in Wales</i>					
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	✓	Achieved. Reports have been made to each Council meeting. RCC meeting took place on 30 November 2009.
132	11	<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, encouraging institutional engagement with the Transforming Education and Training agenda. ♦	BYE	CH/EB		On schedule. RCC November meeting considered four RCF proposals.
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. CEO a member of HOV Educational programme board. SDF support approved for UHoVI start-up costs.
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	✓	Achieved. New criteria published September 2009..
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		Merthyr/Glamorgan evaluation led by DCELLS and awaiting implementation. Tender for Cardiff University/UWCM evaluation to be published January.
136		<i>Making it work: The</i>	Continue to develop, in collaboration with the sector and other bodies as appropriate, proposals for	Q3	CH/	✓	Achieved. Reports have been made to each Council

		<i>higher education sector in Wales</i>	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.		EB		meeting and two SDF proposals considered at RCC November meeting.	
137	28	<i>Making it work: The higher education sector in Wales</i>	<p>Work with the sector to improve procurement, including-</p> <ul style="list-style-type: none"> Monitoring of Sustainable Procurement Assessment Framework action plans and Sustainable Risk Assessment template statistics, to ensure that Assembly Government targets are met Implementation of Business Procurement Taskforce recommendations arising from "Barriers to procurement opportunities research project" when published Meeting "Making the Connections" procurement efficiencies target Extending the use of e-technology to improve the procurement process and to ensure prompt payment, including the use of purchasing cards. ◆ 	BYE	KW		Work on going, Sustainable Procurement Year 2 returns received Dec 2009. Sector efficiencies information due Jan 2010.	
138		<i>Making it work: The higher education sector in Wales</i>	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.	Q2	EB	✓	Achieved. First RCC meeting took place March 2009 and recommendations reported to May Council.	
139		<i>Making it work: The higher education sector in Wales</i>	Publish new guidance on reconfiguration and strategic development fund proposals by September 2009.	Q3	EB	✓	Achieved.	

140	25	<i>Making it work: The higher education sector in Wales</i>	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. ♦	Q2	CH	✓	Achieved. Council agreed proposals for consultation in July 2009 meeting. Consultation circular to be published in September (see also 124 above).	
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	✓	Achieved. New Scheme commenced August 2009	
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.	Q3	BEO	✓	Achieved. Proposals disseminated in the Strategic Engagement circular published in June. Toolkit to be published by the end of October. Toolkit is ready to be sent out and will be published on the website in early January	
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		Consultation is completed. Outcomes confirmed that, broadly speaking, our advice and support continues to focus on the priority areas most pertinent to the sector. Formal results of the consultation are scheduled to be published on our website in early 2010 and fed to Council in January 2010.	

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		The need for this work is being questioned with WAG in the light of the release of For our Future and the associated responses and work required .
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 has commenced. HEFCW officers working with sector to develop collaborative proposals for European funding.
147	21	<i>Making it work: The higher education sector in Wales</i>	To consider, and advise DCELLS, on how HEFCW might extend its relationship with wider stakeholder groups and employers, by February 2010. ◆	BYE	RC		On schedule
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		WAG approval of pay & grading proposals received Dec 09. Works Council negotiations commenced, to be followed by staff ballot.
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	BYE	CH/ LH		On schedule. Draft corporate strategy headings, taken from For our Future,

			significantly revised Corporate Plan for 2010-11 - 2012-13 and associated Operational Plan.				agreed at December Council meeting.	
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	✓	Achieved. This document comprises the monitoring report within the framework.	
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	✓	Achieved. Survey issued and completed in September.	
156		<i>Making it work: HEFCW</i>	Prepare and implement the updated HEFCW Welsh Language Scheme 2009-12. To Council July 2009.	Q3	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 December. HEFCW officers and Management Board have discussed and prepared a revised plan. This will be finalised in early 2010. The Welsh Language Board will be asked for initial informal feedback before we ask for Council's approval.	Date of implementation has been changed from Q3.
157		<i>Making it</i>	Undertake annual review of HEFCW's Sustainable	BYE	KW		On schedule, due to take	

		<i>work: HEFCW</i>	procurement action plan to ensure on-going progress and achievement of Assembly Government targets. February 2010◆				place Jan 2010	
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 2010.	BYE	BEO	✓	Review visit completed successfully with only minor observations arising.	
160		<i>Making it work: HEFCW</i>	Redevelop the website to be a more effective communications tool- by September 2009.	Q2	BEO	✓	Achieved	
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	✓	Now 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 completed in September.	
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 January.	
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.	Progressing. Actions need to be revisited in early 2010, following the publication of For our Future.
165		<i>Making it work: HEFCW</i>	Decide timing of the second stakeholder survey – October 2009.	Q3	BEO		To be considered in October.	Timing of For our Future impacts on the current stakeholder survey action plan. Premature to decide on when to hold next survey until action plan can take account of and progress actions based on For our

								Future.
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