

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■	No longer applicable	BYE	By year end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	<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			
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			
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			

074	18	<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			
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			
076	18	<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			
077	18	<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			
078		<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			
079		<i>Reaching wider</i>	To 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			

080		<i>Reaching wider</i>	To advise DCELLS on the identification of the hidden costs of study and their communication to prospective students by December 2009.	BYE	CH			
081	35	<i>Reaching wider</i>	Building on the Council's earlier work, to contribute 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			
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			
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			
084		<i>The 'deal for students'</i>	Work with the sector to develop approach to quality enhancement building on the previous HEFCW strategy for recognising and rewarding teaching excellence, circular to be published in August 2009.	Q2	CH			
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			
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			
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			

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.	Q2	CON			
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).		TO			
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			
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			
092	46	<i>The 'deal for students'</i>	To 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			
093		<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			
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			
095	41	<i>The 'deal for</i>	Consider mechanisms for enhancing engagement with NUS Cymru, including through a new	Q2				

		<i>students'</i>	programme of support for student representation in quality to commence August 2009. ♦		CON			
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			
097		<i>Research excellence</i>	Work with the other UK higher education funding bodies to refine arrangements for a revised, metrics-based approach to research assessment (Research Excellence Framework). Specifically, consult on operational arrangements and subsequently determine the implementation timetable for Wales.	BYE	LT			
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			
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			
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			
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			
102	9 18	<i>Research excellence</i>	To 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			

			strong research profile, and make recommendations to DCELLS by January 2010. ♦					
103	7 18	<i>Research excellence</i>	To 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. ♦		LT			
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			
105	026	<i>Benefiting the economy and society</i>	To 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			
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			
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			
108		<i>Benefiting the economy and society</i>	Evaluate effectiveness of links between HEIs and the Sector Skills Councils.	BYE	AT			

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			
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	BYE	CC			
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			
112	21	<i>Benefiting the economy and society</i>	Consulting the sector in the context of the WAG's Transformation Strategy, to develop solutions which offer opportunities to better cater for the needs of learners and employers through improved skills levels, presenting initial recommendations to DCELLS by March 2010 ◆	BYE	AT			
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			
114		<i>Benefiting</i>	Encourage institutions in their role as employers, to	BYE	RC/			

		<i>the economy and society</i>	respond to the downturn. ◆		CH			
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			
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			
117		<i>Initial Teacher Training</i>	Seek new ITT strategies from the three new centres of teacher education, which are consistent with their plans for ITT reconfiguration, circular to be published in May 2009.	Q2	AA			
118		<i>Initial Teacher Training</i>	Subject to consultation, implement new arrangements for funding ITT strategies and for a new ITT partnership funding arrangements from 2009/10.	Q2	AA			
119		<i>Initial Teacher Training</i>	Subject to the outcomes of a WAG consultation, develop arrangements for administering the Graduate Teacher Programme.	BYE	CH/ AA			
120		<i>Initial Teacher Training</i>	Subject to advice from WAG officials, take forward arrangements with the sector for developing a Welsh medium teaching certificate.	BYE	AA			
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			
122	33	<i>Initial</i>	Taking account of WERN progress, develop	Q2				

		<i>Teacher Training</i>	proposals with WAG officials and sector on building research in learning delivery and performance in Wales by end of July 2009 ◆		CH/AA			
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			
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			
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 liberated from the Jones review ◆	BYE	PG			
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			
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 July 2009.	Q2	CH/EB			
128	053-R 13 14	<i>Making it work: The higher education sector in</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			

		<i>Wales</i>					
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		
130	058	<i>Making it work: The higher education sector in Wales</i>	Implement new approach to institutional risk assurance – Oct 2009	Q2	BEO		
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		
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		
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		
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 July 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		

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			
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			
137	28	<i>Making it work: The higher education sector in Wales</i>	Work with the sector to improve procurement, including- <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			
138		<i>Making it work: The higher education</i>	Establish new Reconfiguration and Collaboration Committee remitted to consider by RCF and SDF proposals. Recommendations of first meeting, including confirmation of the revised Terms of	Q2	EB			

		<i>sector in Wales</i>	Reference, reflecting a more pro-active role, 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 July 2009.	Q2	EB			
140	25	<i>Making it work: The higher education sector in Wales</i>	Following the implementation of 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			
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			
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			
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			
144		<i>Making it work: The higher education sector in</i>	Implement revised arrangements for advice and support of equality and diversity work in HE in Wales by Sept 2009.	Q2	BEO			

		<i>Wales</i>					
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		
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 the activities by increasing income from other sources. ♦	BYE	DB		
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	BEO		
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		
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		
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		
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		
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		

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			
154		<i>Making it work: HEFCW</i>	Seek continued liP accreditation – May 2009.	Q1	NW			
155		<i>Making it work: HEFCW</i>	Conduct a Staff Satisfaction Survey in autumn 2009.	Q2	NW			
156		<i>Making it work: HEFCW</i>	Prepare and implement the updated HEFCW Welsh Language Scheme 2009-12. To Council July 2009.	Q2	BEO			
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			
158		<i>Making it work: HEFCW</i>	Investigate options for more effective use of existing office accommodation – by March 2010.	BYE	NW			
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			
160		<i>Making it work: HEFCW</i>	Redevelop the website to be a more effective communications tool- by September 2009.	Q2	BEO			
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			
162		<i>Making it work: HEFCW</i>	Conduct a business continuity exercise to test a major plan – Dec 2009.	Q3	BEO			
163		<i>Making it work: HEFCW</i>	Upgrade the video conferencing equipment and further promote use of VC – by Dec 2009.	Q3	BEO			

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			
165		<i>Making it work: HEFCW</i>	Decide timing of the second stakeholder survey – October 2009.	Q3	BEO			

