

HEFCW Operational Plan 2011-12

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 2011-12	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■	No longer applicable	BYE	By year end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 2011-12 remit letter task - *Reference numbers in italics refer to items carried over from 2010-11*

Ref	Remit Letter para/ Old Ref	Activity	Due Date	By whom	Current Status	Progress Update	Issues and Remedial Action
WIDENING ACCESS							
197		Implement our Strategic Approach to Widening Access, reporting annually to SETQC, including <ul style="list-style-type: none"> Develop and consult on a HEFCW Child Poverty Strategy in response to WG's Children's and Families Measure 	BYE	JJ			
198	15★	<ul style="list-style-type: none"> Identify and share effective practice in retention, including through publication of the HE Academy's guidance in April 2011 and monitoring retention and completion rates 	Q3	JJ			
199	15	<ul style="list-style-type: none"> Seek new institutional three-year widening access strategies, including undertaking analysis and providing feedback. 	Q3	JJ/CON			
200	15	<ul style="list-style-type: none"> Seek new three year strategies from the three regional Reaching Wider Partnerships, ensuring alignment with regional strategies. 	Q3	JJ/ROG			
201	16	<ul style="list-style-type: none"> Promote CQFW and the Learner Record Service Unique Learner Number and consider the implications for HE including part-time provision and widening access 	BYE	JJ/CON			
c/f 202	166	<ul style="list-style-type: none"> Reviewing systematic progression pathways from post-16 and the workplace including through regional strategies. 	BYE	JJ/EB			
c/f 203	17★ 166	<ul style="list-style-type: none"> Promote the dissemination of good practice in UHOVI through a sector event in May 2011 	BYE	JJ			
204	16★	Monitor the evidence base for and report on part-time, employer focussed provision, and opportunities for progression from FE – Report to be submitted to the Minister.	BYE	JJ/AT			
STUDENT EXPERIENCE							
205	21★	Implement our Strategic Approach to the Student Experience, reporting annually on progress to SETQC, including: <ul style="list-style-type: none"> Work with NUS Wales to establish good practice in the funding of students' unions and student representation on decision-making bodies to improve the student experience 	BYE	CON			
206	19, 21	<ul style="list-style-type: none"> Seek new institutional three-year learning and teaching strategies, including undertaking analysis and providing feedback. 	Q3	CON/JJ			

HEFCW Operational Plan 2011-12

Ref	Remit Letter para/ Old Ref	Activity	Due Date	By whom	Current Status	Progress Update	Issues and Remedial Action
207	19, 21	<ul style="list-style-type: none"> Work with partners to develop an action plan to underpin and strengthen the Wales Initiative for Student Engagement (WISE) and keep the WISE statement under review. 	Q3	CON			
208	19, 21	<ul style="list-style-type: none"> Agree a further phase of the 'Have your Say' project with NUS Wales 	Q2	CON			
209	20★	<ul style="list-style-type: none"> Work with NUS Wales and institutions to ensure joint agreement of a student charter. 	BYE	CON			
210	21	<ul style="list-style-type: none"> Fund participation of Wales in National Teaching Fellowship Scheme from 2011/12 	Q3	CON			
211	18★	<ul style="list-style-type: none"> Secure the launch of the Coleg Cymraeg Cenedlaethol, prior to it commencing to operate in September 2011 	Q2	AA			
212	21	<ul style="list-style-type: none"> A major sector conference on Graduates for our Future, delivered by HE Academy in April 2012 and taking forward the next sector theme. 	BYE	CON/GL			
213	14★	Continue engagement with UW in respect of quality and governance assurance, reporting on the IR outcomes by June 2011	BYE	CH/BEO			
214		Continue to monitor progress on ITT reconfiguration	BYE	AA			
SKILLS							
215	25★	Continue work to enhance graduate employability, including through institutions' publication of an employability statement.	Q1	CON			
216	24, 25 25 26/27	<p>To produce more people with high level skills, including STEM, and enhance graduate employability:</p> <ul style="list-style-type: none"> further develop and improve HEI/SSC links which deliver better business links with HE; Continue funding and steerage of the England and Wales STEM Programme; Engage with the National Science Academy through its steering and hub groups; Fund and steer the promotion of MFL through the CILT Cymru steering group; Deliver current phase of GO Wales and agree next phase with HEIs and WEFO; and Support delivery of HE aspects of Careers Wales Review. Report progress to RIEC 	BYE	AT			
			BYE	RC/EM			
			BYE	RC			
			BYE	RC/EM			
			Q3	JCG			
			BYE	TC			
KNOWLEDGE TRANSFER							
217	5	Initiate new Innovation & Engagement funding arrangements for 2011/12 – 2013/14	Q3	TC			
218	3, 12, 24	Engage with Department for Business, Enterprise, Technology and Science and assist the delivery of the HE elements of the Economic Renewal Programme	Q2	TC/TO/ LT/AT			

HEFCW Operational Plan 2011-12

Ref	Remit Letter para/ Old Ref	Activity	Due Date	By whom	Current Status	Progress Update	Issues and Remedial Action
219	10, 23	Work to ensure that Welsh HE is excellent and competitive on the world stage by: <ul style="list-style-type: none"> Supporting the establishment and delivery of the WG international HE strategy; Funding and steering the work of WIC/WHEB, and the UK international and Europe Unit; and Supporting the work of WG departments seeking to develop international HE/business links (especially with India, China and USA) 	BYE	TO			
RESEARCH							
220	22/23	Deliver REF 2014 arrangements during 2011/12	BYE	RC/LT			
221	23	Further develop our Research strategy to increase quality and volume of industry led and internationally recognised research in Welsh HE, reporting to RIEC	BYE	LT/AT			
222	22/23	Monitor QR decisions and their impact through 2011/12	BYE	LT			
223	22/23	With WG, take forward recommendations arising from RIEC sub-group report alongside Minister's R&D advisory group report	Q2	AT			
224		Ensure implementation in Wales of RCUK research concordats	Q3	AT			
225	23	Actively participate in CSAW's development of new WG science policy	Q3	RC			
RECONFIGURATION AND COLLABORATION							
226	10, 11★	Take forward the HEFCW target on institutional income and our statement on the future shape of the sector, using levers available.	BYE	DMB			
227	14★	Seek revised regional strategies by October 2011.	Q3	CH/EB			
228		Implement the final year of the Matched Funding Scheme, ensuring improved sector performance in securing external funding	BYE	EB			
c/f 229	181	Undertake scheduled evaluations of RCF and SDF-funded activity, including in relation to the Strategic Alliance between the Royal Welsh College of Music and Drama and the University of Glamorgan, with consultants appointed by September 2011.	Q2	EB/CH			
230		Provide advice to Minister, requested on 22 March 2011, on sector structure [not for disclosure until Minister discloses]	Q1	DB/PG			
GOVERNANCE							
231	14★	Require institutions, in financial forecasts, to exemplify actions taken and financial impact in respect of Front Line Services Review	BYE	DH/BEO			
232	14★	Work with WAG in development of policies arising from HE Governance Review and determine actions for HEFCW for their implementation .	BYE	DH/BEO			
INTERNAL HEFCW ACTIONS							
233	1★	Prepare operational plan in April on basis of HEFCW Corporate Strategy and remit letter, submit to the Minister by the end of May 2011, and provide regular progress updates.	Q1	CH/LH			

HEFCW Operational Plan 2011-12

Ref	Remit Letter para/ Old Ref	Activity	Due Date	By whom	Current Status	Progress Update	Issues and Remedial Action
234	7★	Work with the sector in order to ensure robust monitoring and reporting arrangements for fee plans, building on existing widening access work - Report to be submitted to the Minister.	BYE	RC/EM			
235	6★	Work with WG/SLC to agree cost effective and timely arrangements for paying fee support grant to institutions in Wales and rest of UK	Q3	RAH			
236	8, 9★	Keep in place the mechanisms recently established to prevent over recruitment - Report to be submitted to the Minister by February 2012	Q3	CH/LH			
237	12★	Establish new Public Investment Fund from 2012/13, with initial proposals to Council in July 2011, prior to consultation as appropriate.	Q2	CH/LH			
238	14★	Undertake an organisational review in the light of running cost reductions.	BYE	PG			
239		Provide advice to DfES on future approaches to funding in light of new fees arrangements	Q1	DB			
c/f 240	188	Continue to encourage HE institutions to reduce their environmental impacts and report on environmental issues through their Environmental Managements Systems, including:					
241		<ul style="list-style-type: none"> requiring submission of action plans from HEIs ; 	BYE	CC			
242		<ul style="list-style-type: none"> taking forward action to address carbon emission reduction, including introduction of Carbon Management Strategy. 	BYE	CC			