

Cylchlythyr

Circular

Developing the HEFCW Corporate Strategy 2010-11 to 2012-13

Date: Monday, 8 March 2010
Reference: W10/08HE
To: Heads of higher education institutions in Wales
Principals of directly-funded further education institutions
in Wales
Responses by: Monday, 19 April 2010
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This circular attaches for consultation the draft HEFCW Corporate Strategy 2010-11 to 2012-13. The Strategy is based firmly on the Welsh Assembly Government's publication *For our Future, the 21st Century Higher Education Strategy and Plan for Wales*.

Included in this draft are proposed indicators for assessing progress against the delivery of *For our Future* objectives.

This circular invites views from higher education institutions and directly-funded further education institutions. Other interested parties are invited to respond through the website.

This document is available online, in large print, Braille, on CD and on audio CD and cassette. Should you or someone you know require this in an alternative format, please contact us on (029) 2068 2280 or email info@hefcw.ac.uk.



Introduction

1. This circular attaches for consultation the draft HEFCW Corporate Strategy 2010-11 to 2012-13.
2. The Strategy is based firmly on the Welsh Assembly Government's publication *For our Future, the 21st Century Higher Education Strategy and Plan for Wales*¹.
3. Included in this draft are proposed indicators for assessing progress against the delivery of *For our Future* objectives.
4. This circular invites views from higher education institutions and directly-funded further education institutions. Other interested parties are invited to respond through the website. Responses should be sent to Rachel O'Gorman rachel.ogorman@hefcw.ac.uk by Monday, 19 April 2010.

Background

5. *For our Future* is a new higher education strategy and plan for Wales. It builds upon and replaces the previous *Reaching Higher* strategy (2002). The two areas of social justice and supporting a buoyant economy form the basis of the Strategy. Targeting these two areas, the Assembly Government has set out a range of actions to advance the vision set out in the Strategy. HEFCW is seen as a key partner in delivery and is remitted to implement the plan.

Developing the Corporate Strategy

6. Our new Corporate Strategy is based firmly on the *For our Future* strategy, and under each of our strategic objectives we will be working towards particular *For our Future* expectations during the three year period of this Strategy. A draft is attached at **Annex A**.
7. It is a high level approach which will be supported by more detailed annual operational plans and the *For our Future* Action Plan, for which initial actions have already been identified.
8. This version of the Strategy, which will be developed further in the light of the consultation, also includes proposed indicators to be used for both the *For our Future* Action Plan and our Corporate Strategy. This responds to a request in the Strategy that HEFCW 'advise on an appropriate suite of indicators, targets, and milestones for the objectives set out in this Strategy'.
9. We have aimed to identify a small number of high level indicators, with additional measures under each of these which we will monitor at institutional and sector level. We will put funding behind the key indicators, where appropriate.

¹ <http://wales.gov.uk/docs/dcells/publications/091214hestategyen.pdf>

10. We recognise that some of these indicators are proxies for what we would like to measure; however, we think that these are reasonable proxies. Please note that they are *indicators* and the actual *target* figures have yet to be developed. We expect to develop these in consultation with Welsh Assembly Government officials and the higher education sector.
11. Some questions you may wish to consider in responding to this consultation are:
 - Is the strategy radical enough?
 - Are the seven strategic objectives the correct ones?
 - Are there any gaps?
 - Do the indicators, collectively, give a sufficient sense of whether or not the HE system is performing well enough?
 - Have we captured the broader expectations of increased collaboration, increased regionalism and the delivery of research more in accordance with Welsh priorities?

Involving our stakeholders

12. We are committed to making equality a core issue in developing and implementing policies and services, and evaluating and refining those approaches to advance the equality agenda. We have a legal responsibility to assess the impact of our policies on equality groups and to set out how we will monitor or address any possible negative impact. An equality impact assessment (EIA) will improve HEFCW's work by making sure we do not discriminate in our services, functions, policies and employment and ensuring, where possible, we do all we can to promote equality and good relations between different groups. It also helps us when drafting policies to carefully consider the likely impact of our work and take action to improve it and ensure that, as far as possible, we eliminate any negative consequences.
13. We recognise that the involvement of disabled people is critical to the success of our work and that the Disability Discrimination Act specifically requires us to go beyond merely consulting disabled stakeholders. If you are disabled or have experience working with disabled people in the sector and would like to be more actively involved in our policy making process – from providing feedback or contributing to equality impact assessments – please contact us at equality@hefcw.ac.uk to be added to our stakeholder database. Any information is stored safely and confidentially and will not be shared with institutions or third parties.

Consultation Responses

14. We invite responses from higher education institutions, directly-funded further education colleges and, through the website, other interested parties
15. Responses should be sent to Rachel O’Gorman, rachel.ogorman@hefcw.ac.uk by **Monday, 19 April 2010**.
16. Any queries should be addressed to Celia Hunt or Leanne Holborn (tel 029 2068 2224 or 029 2968 2259; e-mail celia.hunt@hefcw.ac.uk or leanne.holborn@hefcw.ac.uk)