

HEFCW Operational Plan 2014-15

Key to current status of task		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 2014-15	Q3	October to December
■	Issues with the delivery of the task – task will not be completed by the end of 2014-15	Q4	January to March
■	No longer applicable	BYE	By year end

★ Indicates 2014-15 remit letter task.

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		WIDENING ACCESS: to secure inclusion, progression and success in higher education					
1.	13★	Develop a more systematic approach to measuring institutions' progress in widening access, collectively and individually, supported by appropriate targets and measures including monitoring and reporting on widening access and participation activities.	BYE	JJ	✓	Grant funded WISERD to review potential for developing sector-wide evaluation methods. Grant funding enhanced by EHRC funded research. WISERD working papers published. WISERD has undertaken regional consultation seminars with and presented to HEFCW WA conference, (Dec 2014). Draft reports received and discussed. Final reports due end April 2015.	
2.	13★	Gather evidence on the proportion of "student fee" funds devoted to widening access and participation activity from scholarships and bursaries to school partnership and engagement activity, as well as student placement and employment preparation broadly consistent with fee plan activity.	BYE	JJ	✓	Circular W15/03HE published to gather evidence of fee plan investment used to support WA. Data and information based on 2012/13 fee plans which	

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						were the first of this phase of plans which had been monitored through the AMS process.	
3.	24★	Work with HEIs to continue to promote the needs of care leavers in HE, in the context of the Welsh Government's emerging strategy for improving the educational outcomes of Looked After Children, including building on UK Buttle framework arrangements.	BYE	JJ	✓	Achieved. Work has continued with HEIs. Care leaver circular drafted but holding back publication to align with WG's publication on educational attainment of looked after children, currently out for consultation.	
4.	24★	Develop and publish a position statement on part-time HE to inform HEFCW's response to the Diamond Review.	Q1	JJ	✓	Achieved. Statement published in June 2014 as W14/24HE.	
5.	24★	Work with the sector to advance the use, where possible, of Unique Learner Numbers through HEDIIPS' roadmap.	Q3	JJ	✓	Achieved. ULN has been advanced with the sector through WISERD regional seminars and the WA conference. In addition HEDIIP has built ULN into its UK work programme. Adoption of the ULN in HE is ongoing and will result in a blueprint for the adoption of the ULN in HE.	
6.	-	Invite submission of institutional fee plans for 2015/16 and take forward initial assessment and approval processes. Consider the fee plan process for 2016/17 in the light of the HE bill.	Q2 and BYE	CH/JJ	✓	Achieved. 2015/16 fee plans considered and approved on schedule by 31 July 2014. Timetable for Bill delayed to 2017/18 fee plans and process being considered through HE Bill Project Group.	

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7.	-	Publish HEFCW's Widening access strategic approach and monitor progress.	Q1 and BYE	JJ	✓	Achieved. Strategic approach published July 2014 as W14/32 HE and will be monitored annually by SETQC.	
8.	-	Work with the sector to improve our equalities evidence base by taking forward strategic equality plan objectives, publishing progress in the Annual Equality Report to meet our statutory responsibilities with regard to the 2010 Equality Act.	BYE	JJ/GW	✓	Achieved. Annual Equality Report published March 2014 for 2013-14 outlining progress against year 2 objectives in our Strategic Equality Plan.	
STUDENT EXPERIENCE: To secure excellent quality higher education and student experience, enhanced by the student voice							
9.	22a)★	Consider with key partners the detailed implications and consequences of introducing a specific Welsh-medium entry requirement for ITT and the impact that it might have on both the quality of applicants entering and Welsh medium teacher supply in terms of take-up of Welsh medium places should a statutory requirement be introduced.	BYE	CON	✓	Achieved. Collected data for 2013/14. Need to collect data for 2014/15 to inform any recommendation. Advice provided to WG in mid April by agreement.	
10.	22b)★	Facilitate with key partners the development and implementation of a pan-Wales Welsh language ITT competence certificate with the aim of making the award available to all prospective teachers who wish to teach through the medium of Welsh.	BYE	CON	✓	Achieved. Way forward agreed. Advice provided to WG in mid April by agreement.	
11.	24★	Undertake an evaluation of the outcome of the activities of the Coleg Cymraeg Cenedlaethol and continue ongoing funding and monitoring of Coleg activity, including the Welsh language scholarship schemes.	Q2 and BYE	CON	✓	Achieved. Evaluation completed. Monitoring for 2014-15 completed.	
12.	23★	Following the Review of ITT in Wales undertaken in 2013, work with Welsh Government officials, the ITT sector and Estyn to take forward the response to the recommendations, focussing in particular on collaborative working arrangements, quality assurance in ITT and proposals for review and accreditation.	BYE	CON	✓	Working with other parties as appropriate. This task will continue in 2015-16, as Furlong's recommendations only published in	

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						March.	
13.	24★	Review our strategy for enhancing learning and teaching through technology to reflect new and innovative forms of, taking account of the report of the On-line Digital Learning Working Group,	Q2	CON	✓	Achieved. Strategy re-published in July 2014 as W14/31HE.	
14.	24★	Develop arrangements to enhance postgraduate provision, including to inform the response to the Diamond Review.	BYE	CH/CON/AT	✓	Achieved. Data on PG provision has been provided to the Diamond Review Panel.	
15.	24★	Take forward policy in health education, as appropriate, exploiting the link with the skills agenda, attending meetings of the UKHEAC and the Medical and Dental Academic Board.	BYE	CH/CON/JCG	✓	Achieved. Meetings of UKHEAC attended in June 2014 and March 2015. WMDAAB meetings attended until its disbandment. Liaising with WEDS twice a year, also ensuring WEDS are represented on SETQC	
		SKILLS, EMPLOYABILITY AND ENTERPRISE: To secure graduates who are equipped for life and work, and universities that contribute to an upskilled workforce					
16.	24★	Work with the sector and WEFO to refresh GO Wales' contribution to the high level skills needs of Wales.	Q3	JCG	✓	Discussions with WEFO have led us to a position where the GO Wales future contribution to the high level skill needs of Wales will be via a student employability project focused around those HE students at most risk of NEET and a possible target graduate employability	

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						project. Draft business plan for the former with WEFO. Timetable largely driven by WEFO.	
17.	-	Review the Skills and Employability Action Plans, distilling good practice to share in a sector seminar.	BYE	JCG	✓	Achieved. Skills and Employability Action Plans have been reviewed and a sharing good practice event is planned for June 2015 at which Deputy Minister will give a key note speech.	
INNOVATION AND ENGAGEMENT: To secure the application and exploitation of knowledge to deliver social justice and a buoyant economy							
18.	Annex 1★	With partner bodies across the UK, support the work of the National Centre for Universities and Business to ensure the interests of Wales are fully represented	BYE	AT	✓	Achieved. Funding agreement drawn up for NCUB delivery in Wales. Update provided to October 2014 RIEC. Annual NCUB State of the Relationship report now published.	
19.	-	Fund and monitor progress of collaborative IEF projects that strengthen links with external partners within and external to Wales	BYE	AT	✓	Achieved. Monitoring reports received in September 2014. Feedback provided to shape delivery of projects in 2014/15. Final reports due in September 2015.	Issues relate to sustainability of these projects post HEFCW IEF. Project leads have been asked to address this in final reports and independent evaluations.
20.	24★	Ensure the sector is fully engaged with the delivery of <i>Innovation Wales</i> via membership of the Innovation Wales Council.	BYE	AT	✓	Achieved. HEFCW sat on the WG panel for the appointment of the Council chair.	

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						Council now established but composition does not allow for HEFCW to be a member. Engagement will continue via links with DEST colleagues, and RIEC. New SPED process included request for HEIs to include reference to their long term commitment to knowledge transfer and commercialisation activity as a condition of future WG support.	
21.	24★	Contribute to steering and monitoring the delivery of European Structural and Investment Funds, in order to maximise opportunities for the sector to access competitive research funds (including Horizon 2020) and to contribute to the higher level skills needs of Wales.	BYE	AT/TO	✓	Achieved. After delayed start ESIF programme underway. HEFCW member of PMC, which held inaugural meeting (Dec 2014); and then Feb 2015. WHEB Strategic Plan to 2018 endorsed (October RIEC). ESF Steering Group and WHEELO Group (February) focused on ESIF; WHEFDG meeting (March) considered issues relating to simplified costs regime. WG's ESIF and H2020 events promoted to sector. HEFCW represented and contributed at all of	

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						the above to ensure all opportunities being maximised. .	
		RESEARCH: To secure research of internationally excellent quality to deliver a buoyant economy and support social justice					
22.	24★	Work with Welsh Government to support the Sêr Cymru programme and proposed Spearhead programme: <ul style="list-style-type: none"> Continue to contribute funding for the delivery of Sêr Cymru Provide input into the first round of annual monitoring for Sêr Cymru Work with Welsh Government to develop plans for the delivery of Spearhead, noting the need for additional resources to deliver this. 	BYE Q3 Q2	AT/LT	✓	Achieved. Payments made on schedule. Achieved. Round one monitoring completed and report submitted to Council. Achieved.	
23.	-	Via UK-wide steering group, oversee arrangements for the completion of the assessment phase of the 2014 Research Excellence Framework (REF) and publish outcomes.	Q3	LT/AT	✓	Achieved. REF outcomes published in December 2014.	
24.	-	Review research funding method and allocate research funding for 2015/16 on the basis of the outcomes of the 2014 Research Excellence Framework (REF).	BYE	LT/AT	✓	Achieved. The revised funding method has been finalised. Allocations will be published in May.	
		RECONFIGURATION AND COLLABORATION: To secure a reconfigured higher education system with strong providers that, through collaborative partnership working, particularly regionally, offers more accessible higher education opportunities and a strong HE offering across Wales					
25.	-	Implement proposals, monitor the delivery of merger outcomes and evaluate, as appropriate, the outcomes of public investment in reconfiguration.	BYE	EB	✓	Monitoring of the implementation of mergers ongoing, including progress against the delivery of merger outcomes.	
26.	Annex 2★	Build on the existing regional planning and delivery framework and consider further how greater regional coherence of provision can be developed.	BYE	CH/JCG	✓	Achieved. Meetings have been held with all HEIs and regions	

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						to discuss future arrangements. Council agreed an approach to future regional work at its meeting in January 2015 which will be subject to consultation in 2015-16.	
		GOVERNANCE: To secure continual improvement in the quality of governance and long term sustainability of the higher education system					
27.	-	Consult on new strategic engagement process, to be implemented from 2014/15.	Q1/Q3	EB	✓	Achieved. Process implemented in 2014/15, following consultation, with Strategic Planning and Engagement Documents received December 2014.	
28.	5★	Develop measures that demonstrate the whole system impact of the reforms, (including income derived from students who normally live outside of Wales), that is easily accessible, can be understood by the public and that allows comparisons between changes in funding regimes.	BYE	BEO/HF	✓	Work is ongoing. A model has been set up and institutions are being consulted in Jan/Feb. a report will be published in May.	
29.	18★	The resource allocation methods adopted by the sector and how these have been amended since the introduction of the new tuition fee and student support arrangements in 2012 I expect the Council to undertake an assessment of the actual cost of degree provision compared with the fees charged, across the range of provision	BYE	BEO/EB	✓	Achieved. Discussions held with sector Finance Directors on cost of provision and resource allocation with submissions on resource allocation methods received from institutions in March 2015. Report finalised April 2015.	
30.	7★	Develop an approach, supported by appropriate measures, which provides a comprehensive assessment of the contribution to Wales of Welsh higher education in all of its different dimensions. These measures should be applicable to all institutions, including those delivering courses through franchised arrangements, and to the sector as a whole and will inform the next Corporate Plan.	BYE	CH/ER	✓	The publication ' <i>Higher Education Nation: Universities for Wales</i> which sets out the contribution to Wales of Welsh	Work on corporate strategy measures will continue into 2015-16, as

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						HE, together with some of the challenges, was published in January 2015. Work continues on the development of the new corporate strategy measures.	agreed with WG, given the extension of the corporate strategy period to 2016-17.
31	16	Explore with the sector models of deeper partnership working.	BYE	DMB	✓	Achieved. Initial discussions held with between officers and the sector which were then followed up by the sector in their December meeting with the Minister.	
		ORGANISATIONAL EFFECTIVENESS: Be a well-run and cost-effective organisation which will work productively in partnership with the Welsh Government and higher education providers, individually and collectively.					
32.	-	Prepare an operational plan for 2014-15, taking account of the guidance in the remit letter, and submit for Ministerial approval, providing regular progress updates	Q1 and BYE	CH	✓	Draft Operational plan revised and resubmitted 11/12/14, following discussions at QMM on 24/11/14, and was approved on 25/03/15. A progress update was made to Council at its January 2015 meeting. HEFCW received confirmation that its Operational Plan had been noted by the Minister in March 2015. This document provides a final update on those actions.	
33.	17★	I expect HEFCW to provide support to the HE Fees and Funding review.	Ongoing	DMB	✓	Achieved. CEO attends Panel	

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						meetings as an 'official observer'. Officers engage as appropriate with the secretariat in respect of preparation of materials for the Panel.	
34.	20★	Plan for the Council's increased regulatory role and work with WG officials to ensure successful delivery of the new regulatory framework.	BYE	DMB/CH/BEO	✓	Achieved. Implementation timetable has been extended by one year but planning work continues with WG and through HE Bill Project Board.	