

Operational Plan 2019-20



Noddir gan
Lywodraeth Cymru
Sponsored by
Welsh Government

Operational Plan 2019-20

Sustainable, accessible, internationally excellent higher education

Introduction

We continue apace with our growth as a regulator, following full implementation of the Higher Education (Wales) Act 2015. Our role continues to evolve, particularly around fee planning and quality assessment. From April 2018 we took on responsibility for administering specific designation on behalf of Welsh Ministers, and from academic year 2018/19 we began to provide funding to support degree apprenticeships in Wales. We have been pleased to be able to continue to put our role as funder into good use by looking after the PGT Masters Interim Support package for a single cohort of postgraduate taught students, prior to implementation by the Student Loans Company

As the Diamond reforms are implemented, we find ourselves in a position where there is more recurrent funding to distribute to higher education providers, which for academic year 2019/20 has meant we have been able to allocate an additional £7.2m for teaching and research recurrent funding compared to the previous year. We find ourselves in the strong position of being able to start planning to fund a number of exciting new initiatives, including to strengthen the research base; to reinstate a fund to support innovation and engagement activities in higher education; to provide capital funding to improve higher education estates efficiencies; and collaborative projects to improve and support student well-being and health. Over the next twelve months we will implement further changes as the Diamond reforms continue to be taken further forward.

As we work towards a strong future for regulated higher education in Wales, we continue to use our expertise as a good basis for discussion with Welsh Government about how best to build a reformed post-compulsory education and training (PCET) system for Wales. We continue to support the concept of a single intermediary body with responsibility for PCET.

The tasks in this year's operational plan include priorities identified by the Welsh Government in its annual remit letter to us. Excellent progress was made against last year's operational plan, with 151 activities completed from a total of 153 (one activity was deferred to the early part of 2019-20, and another became no longer applicable during the year). We will continue through 2019-20 to build on our success in responding intelligently to challenges and delivering government policies for the benefit of world-class higher education in Wales.

Dr David Blaney
Chief Executive

HEFCW Operational Plan 2019-20

	Current status of task:
	✓ Achieved or significant progress made with task
	Potential issues with the delivery of the task
	Issues with the delivery of the task
	No longer applicable

Date
Q1: April to June 2019
Q2: July to September 2019
Q3: October to December 2019
BYE: By year end (31 March 2020)

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
We fund higher education in Wales						
Fund research, teaching (with an initial emphasis on expensive subjects and part-time provision) and other activities, including widening access, in universities and further education institutions in support of meeting Welsh Government higher	<i>Council to prioritise funding for its Expensive Subjects Premium and to start planning for its expansion and enhancement for both FT and PT study.</i>	10	Support the cost of teaching subjects above the maximum fee level for FT UG study, support PT UG study, and to bring funding for both into alignment.	BYE	HF	
	<i>Council to have regard to Lord Murphy's recommendations about funding for the Royal Welsh College of Music and Drama.</i>	11	Ensure Conservatoire provision in Wales is funded appropriately.	BYE	HF	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
education policy priorities	<i>QR funding to remain a priority for the Council, and the contributions made to the current Sêr Cymru programmes to continue as planned.</i>	27	Secure internationally excellent quality research	BYE	OJ	
	<i>Doctoral research scholarships: Council to begin preparatory work to enable this for future years.</i>	28	Secure internationally excellent quality research	BYE	OJ	
	<i>Council to encourage universities to continue to develop their educational research.</i>	32	Build greater capacity for educational research in Wales	BYE	AT	
	Allocate funding from the Global Challenges Research Fund and monitor outcomes.		Secure internationally excellent quality research	Q4	OJ	
	Allocation of funding to Welsh Crucible.		Secure internationally excellent quality research	Q3	OJ	
	Allocate UK Research Partnership Investment Fund		Secure internationally excellent quality research	BYE	OJ	
	Support institutions to work with Jisc on learner analytics		Enhance the use of learner analytics to improve the student experience, including addressing retention and wellbeing.	BYE	CON	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
	Fund the European Social Fund (ESF) funded GO Wales: Achieve through Work Experience (AtWE) Programme.		Improve the access to employment of certain categories of young students most at risk of being 'not in employment, education or training' (NEET) when they leave higher education. (GO Wales statistics)	BYE	EM	
	Allocate postgraduate research funding in support of postgraduate research (PGR) activity in Wales.		Secure internationally excellent quality research (REF, PG numbers)	Q1	OJ	
	Provide funding for part-time credits delivered at HEFCW funded institutions, including associated access and retention, Welsh medium and disability premia as well as per capita funding.		Increase access to higher education. (% change in PT students)	Q2	HF	
	Provide targeted fee waiver support for eligible part-time students unable to access part-time tuition fee loans.			BYE	EM	
Fund higher education provision in further education institutions	Monitor progress of funding initiative to enhance HE-FE collaboration in innovation and engagement activity.		Enhance collaboration between higher and further education. (Outcomes of initiative)	BYE	OJ	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
	Continued funding of directly funded further education institutions.		Support HE in FE provision.	BYE	HF	
Implement HEFCW actions arising from the Welsh Government's response to the Review of the Higher Education Funding and Student Finance (the Diamond Review)	<i>PG Masters: Council to work with WG officials to consider how the Minister might provide additional grant support for Welsh domiciled students aged 60 and over that want to study PG Masters courses in Wales during AY 2019/20.</i>	13	Extend support for students in line with the Diamond recommendations.	BYE	AT	
	<i>PG: Work with WG on options for the Minister to provide additional support to Welsh institutions so that they can continue to incentivise the recruitment of the most talented Welsh students in line with the three national thematic sectors set out in the WG Economic Action Plan.</i>	14	Extend support for students in line with the Diamond recommendations.	BYE	AT	
	Prepare proposals for managing the phasing in of additional payments to reflect the cost of teaching more expensive subjects (full and part-time).		Support the cost of teaching subjects above the maximum fee level for FT UG study, support PT UG study, and to bring funding for both into alignment.	BYE	HF	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
Review our funding methods to take account of the Diamond Review	<i>PTUG and PG courses in Wales: Council to work with WG officials to ensure that there is a methodology within HEFCW's funding formula for 2019/20 that recognises the increased numbers in these areas and its impact on institutions.</i>	12	Increase access to higher education for individuals to up-skill and improve their employment prospects. (Part-time recruitment)	BYE	AT	
	Model allocation and consult on the reinstatement of innovation and engagement funding; publish guidance on submission of strategies		Respond to WG Diamond and Reid reviews and build capacity within institutions to underpin innovation and engagement activity.	BYE	OJ	
Develop arrangements for the assessment of the quality of research in partnership with other funding bodies, to inform future funding.	Approve Codes of Practice and request submission intentions in relation to REF 2021.		Secure internationally excellent quality research. (Research Income and REF)	Q3	OJ	
	Work with the other UK HE funding bodies and the department for Business, Energy and Industrial Strategy through the three formal liaison bodies formed in the context of establishment of UKRI.		Secure internationally excellent quality research. (Research Income and REF)	BYE	OJ	
Fund the development and delivery of Degree level Apprenticeships,	Allocate funding to HEFCW-funded institutions to develop and deliver qualifications in		Increase access to higher education for individuals to up-skill and improve their	BYE	EM	

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subject to our remit, and funding, from Welsh Government.	priority subject areas and monitor arrangements		employment prospects. (<i>Apprenticeship data</i>)			
Monitor the use and impact of our funding.	Monitor and evaluate the delivery of merger project outcomes.		Maximise the delivery of policy priorities with the funding available (outcomes of monitoring and evaluation)	BYE	EB	
	Monitor the delivery of plans submitted to the HE in FE and Civic Mission funding programmes.		Ensure Welsh Government priorities are met (Outcomes of initiatives).	Q3	OJ	
We regulate higher education providers in Wales						
Approve or reject fee and access plans and monitor the outcomes of plans as they relate to equality of opportunity and promotion of higher education.	<i>Council to work with the sector to consider how it publishes information on fee income.</i>	15	Increase openness and transparency around the use of fee income.	BYE	EB	
	<i>Council to continue its monitoring of fee levels across the sector for PG and PT provision.</i>	15	Protect students from disproportionate and unwarranted fee increases.	BYE	HF	
	Analyse and approve, or otherwise, 2020/21 fee and access plans.		Promote widening access into higher education. (Fee and Access Plan monitoring)	Q2	EB	
	Monitor compliance with and evaluate the effectiveness of fee and access plans.			BYE	EB	

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Monitor fee levels of regulated courses.	Work with the Student Loans Company in relation to tuition fee information.		Ensure that only students that are undertaking courses provided by or on behalf of a regulated institution can access the right level of student support. (Fee and access plan monitoring)	BYE	HF	
Develop our quality assessment framework in consultation with regulated institutions to ensure that provision where quality is inadequate, or likely to become inadequate, is dealt with	<i>Professional accreditation of degree courses: Council to consider if monitoring arrangements could be strengthened. Provide a report to the Minister.</i>	36;39	Secure internationally excellent learning and teaching.	BYE	CON	
	<i>Grade inflation: Council to look into this further and consider how best to work with the other UK countries. Provide a report to the Minister.</i>	37;39	Secure internationally excellent learning and teaching.	BYE	CON	
	<i>Contract cheating and essay mills: Council to ensure that quality assurance activities take account of these matters to ensure the academic integrity of higher education provision in Wales. Provide a report to the Minister.</i>	38;39	Secure internationally excellent learning and teaching.	BYE	CON	
	Consider information relating to the quality of education provided by an institution and		Secure internationally excellent learning and	Q2	CON	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
	on an institution's behalf on application of a fee and access plan.		teaching. (NSS, Quality Reviews)			
	HEFCW is represented on the group replacing the UK Student Information Advisory Group (and relevant sub-groups), UK Standing Committee for Quality Assessment, Teaching Excellence Framework (TEF) Project Board.			BYE	CON	
	Follow up on outcomes of the National Student Survey (NSS) where they are unsatisfactory.			Q3	CON	
Monitor the financial sustainability of HE providers, and the organisation and management of their financial affairs, with particular reference to the requirements of our Financial Management Code	Review of HE providers' financial forecasts and supporting commentaries.		Support a sustainable higher education sector in Wales (financial health measure)	BYE	EB	
	Review of HE providers' financial performance for 2018/19, set also against their forecasts for the year and for future years.			BYE	EB	
	Institutional assurance review visits held with a sub-set of providers (on a three-year cyclical basis), annual review of assurance returns and			BYE	EB	

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	annual all-Wales meeting held with universities' internal auditors					
	Review the format and content of governor training events and the governor toolkit information.		Strengthen governance of HE in Wales.	BYE	EB	
	Work with stakeholders to develop a Governance Code for Welsh HE providers to supplement the CUC Code including guidance and examples of best practice.			BYE	EB	
Publicise information about our regulatory role to interested parties	Attend governor events and deliver presentations about our regulatory role where appropriate.		Ensure that interested parties can access information readily and are appropriately informed.	BYE	EB	
Regulate HE providers in proportion to risk in line with our statutory duties.	Assess institutional risks via the Institutional Risk Review (IRR) process.		Support the sustainability of the higher education sector in Wales (IRR rating)	BYE	EB	
	Keep statement of intervention under review.		Ensure that HEFCW's intervention procedures take account of any lessons learned from the discharge of HEFCW's regulatory functions.	BYE	EB	
Work in partnership with other regulators to	Work with other regulators such as the Office of the Independent Adjudicator,		To inform our practice, share and benefit from expertise	BYE	EB	

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minimise burden and duplication.	Estyn, Office for Students and the Charity Commission.		and ensure burden and duplication is minimised.			
	Develop and monitor memoranda of understanding with other regulators.			BYE	EB	
Meet our responsibilities as the monitoring authority for relevant higher education bodies' implementation of the statutory Prevent duty	Monitor higher education providers' compliance with the Prevent duty, including HEFCW's complaints procedure.		Fulfil our duties as monitoring authority for the Prevent duty for relevant higher education providers in Wales. (Reporting to Home Office)	BYE	EB	
	Report to the Home Secretary on higher education providers' compliance with the Prevent duty.			BYE	EB	
Meet our responsibilities for initial teacher training	Work closely with Welsh Government and the Education Workforce Council as initial teacher education reforms are taken forward.		Ensure effective transition of ITT accreditation to the Education Workforce Council.	BYE	CON	
Build the student voice explicitly into regulatory processes and requirements	Work with students and institutions to strengthen the contribution of the student voice in regulatory process.		Enable the student voice to be heard effectively.	BYE	CON	
Deal with complaints made to HEFCW against higher education providers in Wales in	Develop a website application for the submission of complaints.		Ensure complaints regarding the charging of excess fees are satisfactorily addressed, including through HEFCW's	Q2	EB	

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accordance with our procedures			intervention processes where appropriate. (Complaints data)			
Report to Welsh Ministers on our statutory responsibilities	Annually report to Welsh Government on our regulatory duties.		Provide assurances to Welsh Ministers that HEFCW is discharging its regulatory functions appropriately. (Report submission)	BYE	EB	
Implement the operational arrangements for 'specific designation'	Assess applications for specific designation in accordance with published process and timescale		Provide assurances to Welsh Government that providers with specific designation meet its requirements.	BYE	EB	
We influence higher education with evidence based advice and strong partnership working						
Work with all stakeholders, providing advice and guidance to maximise delivery of Welsh Government policy priorities including for widening access, the student experience, skills and employability and research, innovation and engagement, and provision through the medium of Welsh	<i>Develop a more coordinated and coherent approach between WG officials and HEFCW when dealing with R&I funding bodies outside Wales.</i>	29	Secure internationally excellent quality research. (Research Income and REF)	BYE	OJ	
	<i>Council to give thought to active measures that can be taken collectively to increase representation on UK R&I funding bodies.</i>					
	<i>Council to use its available levers with universities to promote further university-school engagement by</i>	31	Secure internationally excellent quality research (Research Income and REF)	BYE	AT	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
	<i>supporting research capacity building and collaborations with schools in educational research, to meet the needs of schools and education stakeholders in the context of applied educational research</i>					
	<i>Entrepreneurship: Council to encourage institutions to build on existing activity to develop still further an entrepreneurial culture within the sector, and to contribute to this agenda within the school sector.</i>	25	Develop still further an entrepreneurial culture within the sector.	BYE	AT	
	<i>Council to work with Regional Skills Partnerships to identify opportunities for HE which directly reflect the needs of the regions aligned to business clusters, regional infrastructure opportunities and high value priority sectors.</i>	26	Develop the capacity of the sector to meet the skills needs of Wales.	BYE	EM	
	<i>Cymraeg 2050: Council to work with the Coleg Cymraeg Cenedlaethol to agree Welsh-medium targets for individual institutions.</i>	41	Develop the capacity of the HE sector to contribute towards meeting the goals of Cymraeg 2020.	BYE	CON	

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	<i>HEFCW to work with the sector to capture, challenge and promote the role of universities with regard to place- based adult, community and life-long education.</i>	44	Develop the contribution of the HE sector in respect of adult, community and life-long learning.	BYE	AT	
	<i>Provide confirmation to the Minister early in 2019/20 that all Welsh universities have received full accreditation as Real Living Wage employers.</i>	47	Embed the payment of the living wage in HE.	Q2	EB	
	<i>Climate change: Council and the sector to consider what steps it can take to adapt and become resilient to these impacts.</i>	50	Develop the contribution of HE to addressing climate change challenges.	BYE	EB	
	<i>Council to take steps to ensure action is prioritised to address gender pay inequality in the sector</i>	46	Improve equal pay in HE.	BYE	JJ	
	<i>Talented Women for a Successful Wales report: Council to continue to pro-actively support and encourage Welsh HEIs in responding to the report's recommendations and the</i>	30	Support higher education to advance equality of opportunity for staff, students and applicants, including going beyond statutory duties	BYE	AT	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
	<i>Women in STEM Board and sub-groups on their work and efforts to improve gender equality in STEM in Wales and assist with the transparency of reporting progress and achievements.</i>					
	Work with other funders on the presentation of public information.		Secure internationally excellent learning and teaching.	BYE	CON	
	Liaise with Health Education and Improvement Wales.		Strengthen effective working relationships regarding health provision.	BYE	CON	
	HEFCW to sit on the Credit and Qualifications Framework for Wales (CQFW) steering group as a partner.		Ensure that providers remain engaged with the CQFW, to enhance the opportunities for flexible provision.	BYE	CON	
	Provide input to Welsh Government's SMART Expertise programme via membership of assessment panel		Increase knowledge exchange and commercialisation activity. (HEBCIS)	BYE	OJ	
	Fulfil our obligations as a signatory to the Concordat for Research Integrity by requiring confirmation of compliance within Annual Assurance Statements		Secure internationally excellent quality research. (Research Income and REF)	BYE	OJ	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
	Fulfil our obligations as a signatory to the Concordat for the Career Development of Researchers including the allocation of funding to Vitae in partnership with UK funders.			BYE	OJ	
	Fulfil our obligations as a signatory to the Concordat on Open Research Data.			BYE	OJ	
	Fulfil our obligations as a signatory to the Concordat for Engaging the Public with Research, including funding the National Coordinating Centre for Public Engagement in partnership with UK funders.			Q2	OJ	
	HEFCW represented on Welsh European Funding Office ESIF Programme Monitoring Committee		Maximise the sector's EU and international influence and grant capture through partnership with key organisations and structures in Wales, the UK, and Global Wales partner countries.	BYE	DMB	
	HEFCW is governance member of Welsh Higher Education Brussels Board.			BYE	OJ	
	HEFCW is represented on UUKi's International Strategic Advisory Board.			BYE	CON	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
	HEFCW monitors delivery of Global Wales II (ETF) grant, and is represented on Global Wales steering group			BYE	EB	
Promote the benefits of higher education to economy and society and the competitiveness of the Welsh HE system, including the value of Welsh HE providers to their local communities and economy	Showcase institutions' approaches on supporting student well-being and health via a publication and event.		Demonstrate the value that institutions place on improving the well-being of communities and nations	Q1	DH	
Collect and analyse data, and synthesise evidence to provide an authoritative voice on higher education	Launch of HEFCW Vision for Research and Innovation		Secure internationally excellent quality research. (Research Income and REF)	Q2	OJ	
	Engage with the HESA Data Futures programme.		Ensure high quality, timely data are available about Welsh higher education providers in future.	BYE	HF	
	Input into the HESA Graduate Outcomes steering group		Increase access to higher education for individuals to up-skill and improve their employment prospects.(DLHE)	BYE	EM	
	Provide annual report to Council on the performance of higher education providers		Assess the performance of HE providers on a pan-Wales	BYE	DH	

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	against HEFCW's <i>National measures for HE performance.</i>		basis including in key Welsh Government priority areas.			
Monitor and advise on the implications of leaving the European Union on HE institutions	<i>Council, together with the sector, to maximise their efforts to explore whether or not further measures are required to ensure Welsh institutions continue to be attractive to international students.</i>	22	Champion internationally excellent higher education.	BYE	DMB	
	Contribute to the Welsh Government's higher education Brexit group.		Inform consideration of actions to be taken in light of Brexit.	BYE	DMB	
Promote and catalyse collaboration and the sharing of good practice between providers and with other stakeholders to best meet the needs of Wales	Meet regularly with Welsh Government officials, regional skills partnerships staff, employer representatives and higher education representatives from regional skills partnerships.		Higher education providers collaborate to meet the skill needs of Wales (RSP data)	BYE	EM	
	<i>Council to continue to prioritise safeguarding and wellbeing activity for students and staff and to keep in touch with my officials as this work progresses.</i> <i>Publish HEFCW's approach to well-being and health, and the student mental health</i>	33	Support higher education to advance equality of opportunity for staff, students and applicants, including going beyond statutory duties (monitoring of equality and diversity data)	BYE	JJ	

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	<i>action plan, to ensure we continue to prioritise safeguarding, suicide-safer universities and well-being.</i>					
	<i>Working with Welsh Government, publish guidance on tackling violence against women, domestic abuse and sexual violence to contribute to pursuance of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015.</i>	34		BYE	JJ	
	Undertake review of strategic equality plans.			BYE	JJ	
Work with HE providers to secure delivery in line with statutory responsibilities	Support Advance HE in its work on equality and diversity.		Support higher education to advance equality of opportunity for staff, students and applicants, including going beyond statutory duties (equality and diversity data)	BYE	JJ	
	Share best practice in equality and diversity from across higher education in Wales including on gender pay.			BYE	JJ	
	HEFCW is represented on the panel of the green gown awards and sustainable laboratories.		Promote a HE system that is environmentally sustainable. (Estates Management Statistics)	BYE	EB	

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	Analysis of estates in relation to peer groups.			BYE	EB	
	HEFCW to work with the sector and HEPCW on annual procurement efficiencies reporting and the sector's PFHC progress.		Demonstrate via annual reporting the value for money achieved/ effective use of public funds to HEFCW, WG and other key stakeholders.	BYE	EB	
	HEFCW to work with institutions on its procurement activities with an emphasis on efficiency, social responsibility and impact, and greater student/ graduate/ employer opportunities.		Demonstrate to HEFCW and Welsh Government that higher education providers are meeting or working towards Welsh Government Procurement Code of Practice and Procurement policy.	BYE	EB	
We work in partnership with students						
Work with NUS Wales, the sector and other stakeholders to drive the agenda of students as partners	Engage with NUS Wales via regular liaison and catch up meetings.		Ensure that HEFCW works with NUS Wales regarding matters affecting the student body, and can develop policy steers as appropriate.	BYE	CON	
	HEFCW Chief Executive to meet with NUS Wales President and Director annually.			BYE	DMB	
	Continue to support work on students as partners.		Encourage providers to focus on partnership with students in order that the student voice enhances higher education.	BYE	CON	

Corporate Strategy Objectives	Activities 2019-20	Remit Letter 19-20 para	In order to (measured by)	Date	Lead	Update and outcome
Encourage providers to respond to the diversity of the student experience	All regulated institutions are required to develop a student charter. Guidance to be updated.		Set out the mutual expectations of students and institutions (all institutions to have updated student charter).	BYE	CON	
Embed the student voice in our sector guidance and policies	Student representatives are members of HEFCW's quality assessment committee and student opportunity and achievement committee.		Ensure that the student voice informs HEFCW's work.	BYE	CON	
Encourage the publishing of reliable and timely information about higher education	<i>Council to consider whether the current arrangements require strengthening to provide greater clarity for students and improved accessibility to the information provided by institutions about the courses offered, the outcomes and destinations of their students and about which of their courses lead to professional qualifications.</i>	16	Encourage the publishing of reliable information about higher education.	BYE	CON	
	Work with institutions to ensure they are aware of their responsibilities under the Competition and Markets Authority and cost of study guidance.		Ensure that students are provided with information at the times they need it.	BYE	CON	

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Monitor and manage unintended impacts of the changes to the fees and funding regime on student finances	Monitor the price of a basket of goods and report on an annual basis.		Ensure that there are no disproportionate increases that may deter future students	Q2	HF	
Operate a proportionate and robust regulatory system that minimises risk to students and institutions	Triennial quality assurance visits involve discussions with student representatives.		Secure internationally excellent learning and teaching (NSS, Quality Reviews)	BYE	CON	
	Council visits to meet governing bodies of regulated institutions include Student Governors.			BYE	DH	
We operate effectively as an organisation						
Work with Welsh Government, HE providers and other partners to take forward the implementation of the Welsh Government's response to the Independent Review of the Regulation and Oversight of Post-Compulsory Education and Training in Wales (the Hazelkorn Review)	<i>PCET reforms: Continue to engage with officials in the Welsh Government as this work progresses. Focus of the Council's preparations to be on developing and strengthening still further the relationships between higher and further education and apprenticeship providers, working towards greater alignment between the systems and enabling a smooth transition</i>	6	Work collaboratively to help Welsh Government realise their ambitions for tertiary education, research and training.	BYE	DMB	

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Develop an annual operating plan for Welsh Government approval based on our corporate strategy and informed by our annual remit letter	<i>Council to report to the Minister by the end of May 2020 on progress against the specific activities identified in the 2019-20 remit letter.</i>	51	Provide Council and Welsh Government with assurance that HEFCW delivers against activities.	BYE	DH	
	Monitor performance against the Corporate Strategy and Operational Plan.			BYE	DH	
Work proactively in partnership with key stakeholders, including the Welsh Government	<i>Council to consider, in conjunction with the sector, a protocol or framework for handling communications between HEFCW, the sector and WG.</i>	20	Work proactively with key stakeholders, including Welsh Government.	BYE	DMB	
	Close officer dialogue with relevant Welsh Government officials during 2019-20.		Ensure that HEFCW policies are appropriately developed.	BYE	DMB	
	Consult on policy development with relevant stakeholders including events where appropriate.			BYE	All	
	Commission an independent survey on the views of external stakeholders and partners about the services provided by HEFCW and our relationships with other organisations.			Q2	DH	

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Keep under review our processes in order to minimise burden and maximise effectiveness	Consult on and amend the alignment of IRR, strategic engagement and Fee Plan processes.		Contribute to HEFCW's understanding of higher education providers and provision in Wales	Q2	EB	
	Commission an independent review of the Council's governance arrangements.		Continue to improve as an organisation.	Q3	DH	
Continue to be an employer of choice	Continue to clear the outstanding actions from the responses to the 2018 staff survey and carry out the next staff attitude survey during 2019-20.		Obtain feedback from staff on HEFCW as an organisation in order to consider how to develop and improve the way we operate.	BYE	NW	
Implement our Strategic Equality Plan and ensure that equality is embedded in all our processes	Deliver our current Strategic Equality Plan objectives, publish our annual equality report, implement our equality delivery plan and develop a new Strategic Equality Plan 2020-2025.		Deliver and go beyond our statutory duties (equality and diversity and Welsh language monitoring)	BYE	JJ	
Implement our Welsh language standards, working closely with the Office of the Welsh Language Commissioner	Publish a report on the first year of implementation of the Welsh Language Standards by September 2019.		Deliver and go beyond our statutory duties (equality and diversity and Welsh language monitoring)	Q2	DH	
Implement our Well-being objectives	Deliver our Well-being objectives.			BYE	JJ	

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	Review our Well-being objectives and publish our annual report.		Contribute to the well-being of future generations in Wales. (annual report published)	BYE	JJ	
Be financially responsible and sustainable.	Maintain accreditation of the ISO 27001:2013 Information Security Management standard.		Provide assurances to Council, Welsh Government, partners and stakeholders of the appropriateness of our information security controls.	BYE	AH	
	Pursue annual procurement efficiencies/value for money reporting		Demonstrate the value for money achieved and effective use of public funds from HEFCW procurement activity.	BYE	EB	
Continue to improve as an organisation.	Working with other regulators to identify best practice.		To inform our practice, share and benefit from good practice.	BYE	JJ	

Key to HEFCW staff		
David Blaney (DMB) Chief Executive	Bethan Owen (BEO) Deputy Chief Executive	Alyson Thomas (AT) Director of Policy and Funding
Ewen Brierley (EB) Director of Regulation and Analysis	Nick Williams (NW) Director of Corporate Services	Olivia Jones (OJ) Head of Research, Innovation and Engagement
Head of Sustainability and Assurance (<i>appointment due</i>)	Cliona O'Neill (CON) Head of Student Experience	Jane Johns (JJ) Head of Widening Access and Inclusion
Emma Mock (EM) Senior GO Wales Project Manager	Hannah Falvey (HF) Head of Statistics	Dale Hall (DH) Council Secretary
Alison Hagggett (AH) Head of Information Services and Facilities		