

HEFCW Operational Plan 2010-11 – End of year report

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 2010-11	Q3	October to December
■	Issues with the delivery of the task – task will not be completed by the end of 2010-11	Q4	January to March
■	No longer applicable	BYE	By year end

★ Indicates 2010-11 remit letter task

Ref	Remit Letter para/ Old Ref	Activity	Due Date	By whom	Current Status	Progress Update	Issues and Remedial Action
		WIDENING ACCESS					
		<p>Renew our approach to widening access through the development and publication of a HEFCW widening access strategy, with appropriate changes to widening access funding, including:</p> <ul style="list-style-type: none"> refreshing and restructuring the Reaching Wider initiative; supporting the SPA programme, including fair access to the professions. 	Dec 2010	JJ/CH	✓	Achieved. Following a review of current approaches and equality impact consultation (W10/36HE), HEFCW's <i>Strategic Approach and Plan for Widening Access</i> was approved at December Council and will be published before the end of the year. Funding arrangements have also been reviewed (see 183 below)	
			Dec 2010	JJ/CH	✓	Achieved. Initial guidance on Reaching Wider strategies for 2011/12 to 2013/14 published December 2010. Effective progress made in merging two partnerships from 1 August 2011, to align with regional structure.	
			BYE	JJ	✓	Achieved. Meeting held with SPA, 26 August 2010. Part of HEFCW's <i>Strategic Approach and Plan for Widening Access</i> . Officer attendance at regular SPA steering group meetings. Fair access issues taken forward in strategy guidance (see below)	

166	12b	<ul style="list-style-type: none"> • taking forward actions to improve retention • playing a lead role in supporting the introduction of UHOVI and ensuring successful approaches to widening access in the UHOVI development are applied across Wales, identifying at least two models of effective practice which may be adapted/rolled out to other parts of Wales.★ • reviewing systematic progression pathways from post-16 and the workplace, with systematic linkage to FE and schools through the regional strategies; • developing guidance for new sector three year Widening Access strategies. 				as well as in meetings with NLIAH and the national HE STEM project.	
			Dec 2010	JJ	✓	Achieved. Paper to December SETQC reports on how we are taking forward work on retention, including in response to our Widening Access Strategic Approach, building on our Retention Conference in May 2010.	
			BYE	JJ/CH	✓	Achieved. Meeting held with Glamorgan/Newport on 1 September regarding UHOVI areas of good practice. Further meetings have taken place with WAG officials and others to discuss the development of the education strategy for the HoTV.	
			Dec 2010	CH/JJ	✓	Achieved. Information received through regional strategies November 2010, reviewed in December and included in report to Council and feedback to regions.	
			BYE	JJ	✓	Achieved. New joint learning and teaching and widening access strategy guidance published December 2010 (W10/41HE).	
167		Review fee planning arrangements with DCELLS in the light of Minister's May NBF announcement, taking proposals to December Council.	Q3	EM	✓	Fee Plan circular published 5 April. Seminar scheduled for sector on 4 May. New fee plans due 31 May.	
STUDENT EXPERIENCE							
168	15	Assure and enhance quality of HE provision, including: <ul style="list-style-type: none"> • monitoring the operation of the new QAA Institutional Review: Wales process; • providing progress report on the Hughes' Review of UW by May 2010 and a report on the QAA's Review UW by January 2011; ★ • developing guidance for new three-year learning and teaching strategies, including employability, TEL and APEL issues; 	BYE	CON	✓	Achieved. Monitoring of service level agreement with QAA on quarterly basis. QAA Annual report 2009/10 considered by SETQC and reported to Council.	
			Jan 2011	CH/DB	✓	Progress report provided on schedule. A further four responses have been made to separate remits from the Minister on UW.	Publication of QAA institutional review report on UW has been delayed to summer 2011.
			BYE	CON	✓	Achieved. New joint learning and teaching and widening access strategy guidance published December 2010 (W10/41HE).	

		<ul style="list-style-type: none"> developing guidance on HEFCW funding for APEL, and sharing good practice with the sector 	Dec 2010	CON	✓	Achieved. Guidance submitted to December Council. Will be published before the end of the year	
		<ul style="list-style-type: none"> evaluating progress on TEL Strategy through external review, consultants to be appointed by end March 2011. commissioning UK 2011 National Student Survey; implementing new mechanisms for supporting the enhancement of learning opportunities and the student experience, including reviewing current QE themes; holding a seminar on the evaluation of L&T strategies and confirming theme for biennial QE conference coordinated by HEA; implementing Wales Institute for Student Engagement (WISE), including funding the 'Have your Say' campaign and distributing the related toolkit. 	BYE	CON	✓	Achieved. Evaluation being taken forward through JISC RSC to save on costs. First meeting with consultants, Aspire, held on 28 March.	
			Dec 2010	CON	✓	Achieved. 2011 NSS to go ahead in Spring 2011. Circular W10/35HE reported on arrangements. 2010 results published on schedule 18/8/10	
			BYE	CON/CH	✓	Achieved. QE themes reviewed at sector seminar in October 2010; theme for conference has been identified: Graduates for our Future; seminar on the evaluation of both L&T and WA strategies to be held on 13 April 2011.	
			BYE	CON	✓	Achieved. Report on 2009/10 activity was positive and well received, according to feedback from the students involved. Meeting held 25 March to discuss alignment of WISE with FE Learner Voice Project.	
169		<p>With the sector, take steps to ensure that the international reputation of Wales and the excellence of its teaching and research continues to underpin the competitiveness of Welsh HE on the international stage, reporting to RIEC April 2011 meeting including:</p> <ul style="list-style-type: none"> working with UK and WAG colleagues on European-wide developments from Bologna Process, ensuring Wales plays into debate regarding post-2010 arrangements; working with WIC, HEW and the UK International Unit to promote Wales as an attractive destination for overseas students. 	BYE	TO	✓	International HE strategy being finalised by HEW with our strong involvement for presentation to DCELLS April/May, including links to FM's new International Board. RIEC April meeting cancelled; EU and International update on agenda for RIEC in June.	
			BYE	TO	✓	As well as regular engagement with WIC and other bodies, Int. Manager joined successful UK HE Mission to Hong Kong (March) alongside sector representatives to promote Wales' offerings. Int. Manager also advised DCELLS on follow-up to potential contracts and closer working arrangements for WHEIs following 2010 India Mission	

170	Develop WM HE, by: <ul style="list-style-type: none"> establishing legal framework and National Council for Coleg Ffederal; supporting WMHESG, including funding the Centre for WM HE, particularly through further development of Y Porth, through revised subject plans and an extended staff development programme. 	BYE	AA/CH/DB	✓	Achieved. Coleg Cymraeg Cenedlaethol constitution approved and established as a Company Limited by Guarantee March 2011. First meeting of Board of Directors held 30 March 2011.	
		Q3	AA	✓	Achieved (though activity will continue/transfer to the Coleg)., The Eisteddfod showcased progress on Y Porth, Y Termiadur (electronic terminology resources) and electronic Welsh medium journal, Gwerddon. Sector consultation on revised subject plans substantially complete. Extended programme of staff development seminars throughout year, the qualification available through Welsh, piloting of Welsh medium research skills sessions for postgraduate students.	
171	Develop ITT, including: <ul style="list-style-type: none"> reporting to WAG on progress of three regional ITT centres; 	Mar 2011	AA	✓	Achieved Report submitted March 2011	
	<ul style="list-style-type: none"> developing arrangements for administering Employment-Based Teacher Training Scheme, including Graduate Teacher Programme, following remit from WAG. 	BYE	AA/CH			WAG officials have decided not to transfer responsibility for the GTP because of implications for QTS accreditation.
SKILLS						
172	Develop range of initiatives to improve employability skill levels, including: <ul style="list-style-type: none"> reviewing progress with STWFW Action Plan, taking proposals for delivery of remaining tasks to RIEC in January 2011; ensuring, via membership of the WAG DCELLS SSC Stakeholder Group, that HE priorities are clearly identified in the new plans being drawn up for the delivery of SSC activity following relicensing which are due with DCELLS by July 2010, reporting to RIEC by April 2011; driving stronger HE/SSC partnerships in skills delivery with WAG 	Q3	AT	✓	No STWFW refresh but joint RIEC/SETQC meeting in May will address skills and employability issues instead of January RIEC. This meeting will also be informed by sector intentions from January regional strategies and FD analyses.	
		Q2/BYE	AT	✓	Achieved: reporting will be to joint RIEC/ SETQC in May 2011.	
		BYE	AT	✓	Achieved: reporting to joint RIEC/SETQ meeting in May	

<p>and the Alliance of SSCs, reporting to RIEC by April 2011;</p> <ul style="list-style-type: none"> • develop new Foundation Degree policy for presentation to RIEC (June 2010), SETQ (July 2010) and September Council • exploring and piloting new flexible programmes which enable progression to Foundation Degree and beyond; • encouraging FD development with emerging renewables sectors as part of new FD policy developments above★; • invite plans to improve part-time learning opportunities across Wales in line with Graham Review and Evaluation (Old Bell 3) report by September 2010; • supporting HEW and participating HEIs in advancing its pan-Wales ESF HE programmes through attendance at HEW PVC ESF group meetings throughout 2010; • incentivising HEIs to develop new approaches for work experience/placements arrangements for graduates, including opportunities for post doctoral work, utilising Knowledge Transfer Partnerships (KTPs) and via IE funding; • taking additional action to promote subjects of broader importance to Wales, such as STEM/MFL through joint working with HEFCE, reporting progress to RIEC at October 2010 meeting <p>• facilitating successful delivery of the latest phase of the ESF-</p>				2011.	
	Q2	AT	✓	Achieved. Completed and agreed at July Council, circular issued to sector on 23 July inviting proposals by January 2011	
	BYE	AT/CO/J J	✓	FD proposals agreed and presented to March Council. Sector notified and finetuning discussions underway.	
	BYE	AT	✓	Covered under the criteria set for the funding of foundation degree proposals (para 35 C6 of FD circular).	
	Q2	EM	✓	Achieved. Analysis of HEI Graham responses completed and first tranche of funding for 2010/11 paid.	
	BYE	RC/TO	✓	Achieved through regular participation in scheduled meetings; these programmes all now underway.	
	BYE	TC/JCG	✓	Included in arrangements under new IEF, published in March, and also part of proposals for next phase of GO Wales to go to WEFO for consideration April/May.	
	Q3	RC	✓	Regular attendance by officers at HEFCE/HEFCW HE STEM Executive Committee and Programme Board meetings throughout 2010/11, and attendance at some Welsh Spoke steering group meetings and events..	
				RIEC R sub-group report on STEM options presented to RIEC and full Council in January. Taken to Cabinet, 18 March.	
			Ongoing engagement with CLT Cymru to deliver Welsh participation in England and Wales Routes to Languages programme promoting MFL in schools.		
Q3	JCG	✓	Delivery of current phase in final		

		supported GO Wales programme and investigating expansion, taking proposals to RIEC October 2010 meeting;				stages and sector performing well in aggregate, and more detailed proposals for next phase to be presented to WEFO in April/May.	
		<ul style="list-style-type: none"> Seeking early alignment of GO Wales with ESF funded sector-wide post-doctoral programmes commencing in 2010 through discussions in HEW PVC ESF Group. 	Q2	RC/JCG		Progress delayed as HEW group has not met since November 2010, and delivery of some of these projects late in commencing..	
KNOWLEDGE TRANSFER							
176		<p>Implement range of initiatives to improve knowledge transfer, including:</p> <ul style="list-style-type: none"> working with DE&T to respond to research into the impact of HEIs on regional economies via events in autumn 2010 and spring 2011; drawing on work of WHEB, WIC and the regional economies study, to prepare advice to DCELLS by April 2011 on how the sector can contribute further to improving Wales' international competitiveness. commissioning independent evaluation of second three-year third mission funding cycle; <p>• improving commercialisation of IP by working closely with DE&T to deliver agreed outcomes from 3M Fund (now IEF) and A4B funding, reporting to RIEC in April 2011;</p> <p>• in line with FoF and remit letter, finalise proposals for a new cycle of Innovation & Engagement Funding, taking account of regional dimension where appropriate, and invite new strategies by April 2011; ★</p> <p>• working in concert with DCELLS and DE&T to deliver the HE elements of the Economic Renewal Programme.</p> <p>• supporting A4B work to develop plans for a more effective portal into HE for business, going live in July 2010.</p> <p>• taking proposals to RIEC in June and October 2010 to support greater collaboration between universities and employers in the generation and pursuit of joint research agendas, specifically the</p>	BYE	TC	✓	Successful March Seminar held at Millenium Centre and officers are part of final UK events during 2011.	
			BYE	TO		Delayed due to failure between DCELLS/HEW to finalise and agree international HE strategy which will be the basis of such advice.	
			BYE	TC		Postponed for a year following RIEC/Council decision to treat 2010/11 as a further 'fourth' year of second cycle while IEF reshaped post-FoF and in anticipation of ERP movement (which didn't happen).	
			BYE	TC/AT	✓	Addressed in October 2010 and January 2011 RIEC meetings but delayed rollout of ERP by DE&T means continuing work required in 2011.	
			BYE	TC	✓	Achieved: but given extension of second cycle (see above) new strategies now required by end July.	
			BYE	RC/TC	✓	Senior staff met Director of DE&T in March to discuss HE aspects of ERP, and engagement to be addressed post-May Elections.	
			Q2	TC	✓	Finally launched early in 2011.	
			Q2	LT/TC/AT	✓	Following scrutiny in RIEC, its sub-group report covered these matters. It was accepted by Council in March and its	

		exploitation of new and existing research directed at benefiting economic and employer need. ★				conclusions and recommendations are under discussion with DCELLS. Report went to Cabinet on 18 March and further work will follow May Elections.	
RESEARCH							
177		Conclude work by December 2010 with the other UK higher education funding bodies on the development of new arrangements for research assessment.	Q3	LT	✓	Achieved (although further meetings of REF steering group will continue through 2011 and beyond to implement and oversee delivery of the REF).	
178		Take action to improve research performance of Welsh HE, including: <ul style="list-style-type: none"> Supporting drive to increase Welsh share of UK research funding for further focusing developments on national research priorities; encouraging collaborative scholarship across subject specialisms; promoting cross-institutional collaboration particularly across research intensives. ★ finalising new research funding regime for 2011/12 to strengthen capacity and capability of Welsh research base, taking proposals to Council in September 2010; determining opportunities to incentivise growth in postgraduate numbers in Wales from 2011, taking proposals to RIEC in October 2010; 	BYE	EB/LT	✓	Taken forward in RIEC sub-group report (see above)	
			Q2	LT	✓	Proposals agreed in March 2011 Council.	
			Q3	LT		Following discussion in RIEC and in Council as part of overall grant allocations for 2011/12, improvements to PG activity postponed due to Council's overall financial situation	
		<ul style="list-style-type: none"> agreeing criteria with DCELLS for One Wales research centres and identifying candidates. taking a lead in delivering the recommendations of the Skills Minister's R&D Panel which relate to research activity in the sector. 	Q1	RC/CH	✓	Achieved	
			Q2	RC	✓	Covered by RIEC sub-group report (see above)	
RECONFIGURATION AND COLLABORATION							
179	8/9	Liaise with the sector to develop regional strategies for the planning and delivery of higher education by November 2010, which are linked to funding priorities and deliver the requirements of the remit letter and FoF including clearly guides institutions to match learning delivery to meet national strategic priorities ★ Provide report on the regional framework to WAG. ★	Nov 2010	CH/EB	✓	Achieved. Three regional strategies submitted by end of November 2010.	
			June 2010	CH/EB	✓	Achieved. Report submitted May 2010.	
180		Confirm HEFCW funding for UHOVI start up costs and consideration of capital funding	July 2010	EB	✓	Achieved. Start up funding confirmed and paid March 2010. Proposals for capital funding considered and approved by	

						HEFCW and, following new capital arrangements, WAG.	
181		Undertake a full summative evaluation in relation to the Strategic Alliance between the Royal Welsh College of Music and Drama and the University of Glamorgan, consultants appointed by September 2010.	Dec 2010	EB		Delayed due to consideration of the implications of WAG advice regarding the use of consultancies. Will take forward subject to regional dimension workload.	
		GOVERNANCE					
182	1/2	Submit Council's Operational Plan, Corporate Strategy and <i>For our Future</i> Action Plan ★	May 2010	LH/CH	✓	Achieved. All documents submitted on schedule.	
183	4/5	Instigate a review of HEFCW funding, restructuring current funding streams to take account of the move to a Strategic Implementation Fund, assessing planned expenditure to align with <i>For our Future</i> goals and implementing changes to 2010/11 funding round. ★	BYE	LH/CH/ DB	✓	Achieved. Funding streams reviewed and consultation conducted. Initial proposals published November 2010 (W10/37HE). Final changes agreed by Council and published as <i>Changes to the Funding System for HE in Wales</i> (W11/07HE)	
184	11	Consult on and publish measures to cap the recruitment of funded student numbers from 2011/12 and report on progress and interim actions taken for 2010/11 to the Minister by May 2010. ★	BYE	LH/DB	✓	Achieved. Report made to Minister in May. Following consultation with the sector, guidance published on the management of FTUG numbers (W10/33HE).	Guidance published subject to further discussions with WAG officials
185	6/7	Develop new arrangements for capital funding.	March 2011	CC/RAH		Proposals developed and submitted to Council in September. Now withdrawn due to removal of HEFCW capital from the WAG draft budget. Awaiting confirmation of match capital funding from WAG to secure funding proposed by DBIS. New arrangements for capital to be developed in 2011-12 when funding arrangements are confirmed.	
186		Develop guidance for new sector Estates Strategies, building on new capital funding arrangements and taking account of <i>For our Future</i> and other WAG priorities by April 2011.	Mar 2011	CC/RAH	✓	Completed and will be submitted to Council for information on the 27 th January	
187		Embed sustainable development within HEFCW by ensuring that decisions taken are within a SD decision-making framework, including: ★ <ul style="list-style-type: none"> ensuring that terms and conditions of grant explicitly set out the need to abide by principles of SD and are also reflected within our decision making, procurement and other processes, 	BYE	CC	✓	Paper to be submitted to Council for information on the 27 th January	

		<ul style="list-style-type: none"> ensuring that HEFCW supports the long-term well-being of the people of Wales through its funding and influence over the HE sector. and that this is demonstrated in performance reporting. ★ 				
188		<p>Continue to encourage HE institutions to reduce their environmental impacts and report on environmental issues through their Environmental Managements Systems, including: ★</p> <ul style="list-style-type: none"> requiring submission of action plans from HEIs ; taking forward action to address carbon emission reduction, including introduction of Carbon Management Strategy. 				Proposals developed and approved by Council October 2010. These now need to be amended to reflect withdrawal of capital funding.
			BYE	CC		As above
			BYE	CC		As above
189		Contribute to the Governance review of HE in Wales and respond to the review's recommendations.	BYE	DH/BEO	✓	Chief Executive and Chair met with the Review Panel on 15 November and written evidence was submitted on 26 November. Report issued 22 March 2011. Actions to address recommendations to be taken forward next year .
190	9/10	Progress the implementation of the strategic engagement strategy with institutions, including reviewing approach to institutional planning to ensure contribution collectively and individually to delivery of FoF★	Q3	DH/BEO	✓	Paper presented to December Council meeting with agreed approach for requesting HEI strategic plans and annual progress reports from 2011 onwards.
191	156	Implement the updated Welsh Language Scheme.	Q2	ER/BEO /AA	✓	Updated scheme now approved by the Welsh Language Board
INTERNAL HEFCW ACTIONS						
192	165	Undertake a second stakeholder review to monitor developments since the first review in 2007.	Q3	ER/BEO		Council approved at its September meeting a 12 month postponement of this survey taking into account both the new expenditure control requirements and the significant number of ongoing strategic consultations with stakeholders.
193		Seek reaccreditation in ISO 27001.	Q3	AH/BEO	✓	Accreditation audit successfully completed in July and a new ISO27001 certificate of accreditation is now in place.
194		Review effectiveness of revised Committee structure.	Q3	NH/BEO	✓	Completed and reported to December Council meeting.
195		Implement new records management system for both paper and electronic records.	BYE	AH/BEO		This project has been delayed. The work is progressing but at a slower pace than initially planned. Implementing a new system will need input from all staff and due to the current

						workload this project has been given lower priority for this year.
196		Investigate options for more effective use of existing office accommodation in line with the lease break review deadline of September 2011.	BYE	NW	✓	<p>Q1 – Lease break review group established. Work underway to gather information for basis for recommendation to WAG.</p> <p>Q2 – Further data gathering carried out. Closer liaison with WAG required following guidance from sponsor division on lease break reviews in public sector.</p> <p>Q3 – Four new staff representatives added to lease break review group in December. Review work ongoing. Progress Report to go to Management Board in January.</p> <p>Q4 – Business case submitted to WAG and formal response awaited.</p>