

# Operational Plan 2018-19



Noddir gan  
**Lywodraeth Cymru**  
Sponsored by  
**Welsh Government**

## **Operational Plan 2018-19**

### ***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. We are looking forward to the challenges of being the body administering specific designation on behalf of Welsh Ministers, and to taking forward exciting developments in degree apprenticeships, and we have been pleased to be able to put our role as funder into good use by looking after the postgraduate student grant arrangements for a year before they pass over to Student Finance Wales.

Following some challenging years in terms of funding higher education, we now find ourselves in a position where there is not only more recurrent funding to distribute to providers, but we have also found ourselves in the strong position of being able to fund a number of exciting new initiatives in research and innovation, civic engagement and HE and FE collaboration, as well as new degree apprenticeships. We very much look forward to these projects coming to fruition over the coming year, and we will be reporting on their developments over the months to come.

As we work towards a strong future for regulated higher education in Wales, we are using 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 and look forward to the publication of the outcomes of the latest stage of the consultation.

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 142 activities completed, from a total of 154 - with the remainder being deferred due to external factors. We will continue to build on our success in responding intelligently to challenges and delivering government policies – for the benefit of world-class higher education in Wales – as we continue through 2018-19.

**Dr David Blaney**  
Chief Executive

## Corporate Strategy 2017-2020

### Our Vision:

*Sustainable, accessible, internationally excellent higher education in Wales*

### Our Mission:

*In pursuit of this vision we*

- *Fund higher education in Wales*
- *Regulate higher education providers in Wales*
- *Influence higher education with evidence-based advice and strong partnership working*
- *Work in partnership with students*
- *Operate effectively as an organisation*

All five of these objectives contribute to:

### Our Well-being Objectives<sup>1</sup>

Ensure that higher education in Wales is relevant and accessible to all who could benefit from it, or contribute to it	A prosperous Wales, A healthier Wales, A more equal Wales, A Wales of vibrant culture and Welsh language.
Champion internationally excellent higher education that also works to support global well-being, and sustainable development	A prosperous Wales, A resilient Wales, A healthier Wales, A globally responsible Wales,
Promote a system of HE that is financially, economically, socially, and environmentally sustainable.	A resilient Wales, A Wales of cohesive communities.
Ensure that HEFCW is an exemplar organisation where equality, partnership and sustainability are fundamental to delivery of our mission.	A more equal Wales, A prosperous Wales, A globally responsible Wales, A Wales of cohesive communities.

We commit to working in accordance with the sustainable development principle in a manner that seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs, specifically:

<sup>1</sup> For further information see HEFCW's Well-being Statement (March 2017) on our website.

- **Long term approach** - balancing short-term needs with the desire to safeguard the ability to address longer-term needs.
- **Prevention** - how taking action may prevent problems from occurring or getting worse.
- **Integration** - how our well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- **Collaboration** - How acting in collaboration may help us to meet our well-being objectives.
- **Involvement** - The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

## **We fund higher education in Wales**

Our funding objectives: between now and 2020, we will:

- 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 education policy priorities;
- Fund higher education provision in further education institutions;
- Fund the provision of services to assist institutions;
- Implement HEFCW actions arising from the Welsh Government's response to the Review of the Higher Education Funding and Student Finance (the Diamond Review);
- Review our funding methods to take account of the Diamond Review;
- Develop arrangements for the assessment of the quality of research in partnership with other funding bodies, to inform future funding;
- Fund the development and delivery of Degree level Apprenticeships, subject to our remit, and funding, from Welsh Government;
- Monitor the use and impact of our funding.

## **We regulate higher education providers in Wales**

Our regulatory objectives: between now and 2020, we will:

- 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;
- Monitor fee levels of regulated courses;
- 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;
- 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;
- Intervene where appropriate in line with our statutory duties for regulation;
- Publicise information about our regulatory role to interested parties;
- Regulate HE providers in proportion to risk in line with our statutory duties;
- Work in partnership with other regulators to minimise burden and duplication;

- Meet our responsibilities as the monitoring authority for relevant higher education bodies' implementation of the statutory Prevent duty;
- Meet our responsibilities for initial teacher training;
- Build the student voice explicitly into regulatory processes and requirements;
- Deal with complaints made to HEFCW against higher education providers in Wales in accordance with our procedures;
- Report to Welsh Ministers on our statutory responsibilities.

### **We influence higher education with evidence-based advice and strong partnership working**

Our advisory and partnership objectives: between now and 2020, we will:

- 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;
- 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;
- Collect and analyse data, and synthesise evidence to provide an authoritative voice on higher education;
- Develop measures by which to monitor the performance and delivery of higher education providers including publication where appropriate;
- Monitor and advise on the implications for Wales of higher education developments in other UK administrations;
- Monitor and advise on the implications of leaving the European Union on HE institutions;
- As the primary source of independent HE expertise in Wales, use evidence to advise, inform and challenge providers, external stakeholders, including at UK level, and, where appropriate, the Welsh Government;
- Promote and catalyse collaboration and the sharing of good practice between providers and with other stakeholders to best meet the needs of Wales;
- Work with HE providers to secure delivery in line with statutory responsibilities.

### **We work in partnership with students**

Our student partnership objectives: between now and 2020, we will:

- Work with NUS Wales, the sector and other stakeholders to drive the agenda of students as partners;
- Encourage providers to respond to the diversity of the student experience;
- Embed the student voice in our sector guidance and policies;
- Encourage the publishing of reliable and timely information about higher education;
- Monitor and manage unintended impacts of the changes to the fees and funding regime on student finances;
- Operate a proportionate and robust regulatory system that minimises risk to students and institutions.

## We operate effectively as an organisation

Our organisational effectiveness objectives: between now and 2020, we will:

- 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);
- Develop an annual operating plan for Welsh Government approval based on our corporate strategy and informed by our annual remit letter;
- Work proactively in partnership with key stakeholders, including the Welsh Government;
- Keep under review our processes in order to minimise burden and maximise effectiveness;
- Continue to be an employer of choice;
- Implement our Strategic Equality Plan and ensure that equality is embedded in all our processes;
- Implement our Welsh language standards, working closely with the Office of the Welsh Language Commissioner;
- Implement our *Well-being Objectives*;
- Be financially responsible and sustainable;
- Continue to improve as an organisation.

## HEFCW Performance Outcomes

By 2020, we will have:

1. Delivered annual funding allocations to HE providers which, in the context of the broader range of financial support for the delivery of higher education, maximises the delivery of policy priorities with the funding available;
2. Implemented the changes required to our processes and procedures to respond to the implementation of the Diamond review;
3. Produced a range of useful reports demonstrating the use of public funds which we have administered;
4. Fully and effectively embedded the regulatory regime developed in the HE (Wales) Act 2015 for regulated institutions;
5. Designed and implemented the operational arrangements for 'specific designation'<sup>2</sup>;
6. Published a range of public information on the contribution of higher education to society and economy;
7. Monitored the financial sustainability of the sector, deploying a range of financial and regulatory interventions to secure corrective action<sup>3</sup> where necessary;
8. Ensured that the quality of provision in the sector has been subject to assessment, deploying a range of financial and regulatory interventions to secure corrective action where necessary;
9. Worked effectively with providers of higher education, further education and work-based learning to maximise smooth transition to the post-Hazelkorn arrangements<sup>4</sup>;
10. Ensured that the student perspective is properly represented in our work and in the work of providers;
11. Delivered at least 95% of our operational plan targets except where external factors prevent delivery;
12. Maintained our performance as an effective employer, with strong employment indicators in addition to well-motivated, engaged staff.

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<sup>2</sup> Subject to Welsh Government confirming our role in this process.

<sup>3</sup> Information about regulatory interventions is included in HEFCW's Statement of Intervention (W16/37HE) on our website.

<sup>4</sup> Subject to Welsh Government consultative processes.

## HEFCW Operational Plan 2018-19

Key to current status of task		Key to Due Date	
Completed		Q1	April to June
On course for completion by due date/significant progress made with this task		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 2018-19		Q3	October to December
Issues with the delivery of the task – task will not be completed by the end of 2018-19		BYE	January to March
No longer applicable		BYE	By year end

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
<b>We fund higher education in Wales</b>					
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 education policy priorities	<i>Allocate Quality Related (QR) research funding in support of HEFCW and Welsh Government research policy objectives and our Corporate Strategy commitments.</i>	Secure internationally excellent quality research. (Research Income and REF)	Q1	AT	✓ Achieved. We published the 2018/19 QR allocations in May 2018. (Circular W18/10HE).
	<i>Support to be made available to drive the development of emerging pockets of research excellence in areas which have the potential to meet the economic, industrial, health and well-being, social and environmental priority of Wales</i>		Q1	AT	✓ Achieved. Our QR funding supports the development of emerging pockets of research which have demonstrated excellence in the Research Excellence Framework. In the absence of additional funding, we do not have scope to introduce a

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	<i>as defined in Prosperity for All and its Economic Action Plan.</i>				new funding scheme specifically for emerging pockets of research – to do so would take funding from established areas of research excellence, thereby weakening the existing research base. The scheme which Research England has introduced for pockets of research excellence in England (Expanding Excellence in England) is funded from additional resources which BEIS has provided.
	<i>Joint funding of the Sêr Cymru I programme: Research Chairs and three National Research Networks.</i>		BYE	AT	✓ Achieved. We are making quarterly payments based on claims from institutions. Sêr Cymru 1 will finish in May/June 2019.
	<i>Contribution to the WG's Sêr Cymru II programme</i>		BYE	AT	✓ Achieved. HEFCW has contributed to the programme in accordance with invoices submitted by Welsh Government. We continue to prompt further discussion with WG colleagues in order to address issues relating to delays in the payment profile.
	Allocate funding from the Global Challenges Research Fund and monitor outcomes.		Q4	AT	✓ Achieved. Allocations for 2018/19 were paid to institutions in October. Monitoring reports for

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
					2017/18 have been received and analysed.
	Allocation of funding to Welsh Crucible.		Q3	AT	✓ Achieved. The 2018 allocation was paid in September 2018, following receipt of the monitoring report.
	Allocate UK Research Partnership Investment Fund		BYE	AT	✓ Achieved Payments complete in January 2019.
	Fund educational research	Build greater capacity for educational research in Wales (outcomes of initiative)	BYE	CON	✓ Achieved. This was done via <i>Successful futures for all</i> , monitored in partnership with WG. Work has completed and report will be available early in the next financial year.
	Support institutions to work with Jisc on learner analytics	To enhance the use of learner analytics to improve the student experience, including retention and mental health.	BYE	CON	✓ Achieved. This work was launched, with all regulated HEIs and one regulated FEI signing up. Work will continue through to 2020/21.
	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	✓ Achieved. The programme started in April 2016 and is due to end in January 2022. All partner HEIs continue to support students most at risk of NEET in line with their profiles. At the end of March 2019, 1,020 students had been accepted onto the programme.
	Fund the Reaching Wider programme.	Promote widening access into higher education. (Widening Access, RW targets)	BYE	JJ	✓ Achieved. The Funding allocations were published in

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
					June 2018 Reaching Wider guidance (Circular W18/14HE)
	Provide a premium for expensive subjects	Support the cost of teaching subjects above the maximum fee level.	Q2	HF	✓ Achieved. The funding allocations for 2018/19 were published in May 2018 and included an expensive subject premium. (Circular W18/10HE).
	<i>Allocate funding to mitigate the impact of the decision to freeze the maximum tuition fee level</i>	Have sustainable institutions in Wales (Financial health)	BYE	HF	✓ Achieved. The funding allocations for 2018/19 were published in May 2018 and included an allocation of mitigation funding. (Circular W18/10HE).
	Allocate postgraduate research funding in support of postgraduate research (PGR) activity in Wales.	Secure internationally excellent quality research (REF, PG numbers)	Q1	AT	✓ Achieved. The funding allocations for 2018/19 were published in May 2018.
	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	✓ Achieved. The funding allocations for 2018/19 were published in May 2018 and included allocations for access and retention, Welsh medium and disability premiums, and per capita funding. (Circular W18/10HE).
	Recognise the unique contribution and position of the Open University as a UK-wide institution that must adapt to the		BYE	HF / JJ	✓ Achieved. The funding allocations for 2018/19 were published in May 2018 and included mitigation funding for the

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	investment and priorities of each nation.				OU in Wales. (Circular W18/10HE).
	Provide targeted fee waiver support for eligible part-time students unable to access part-time tuition fee loans.		BYE	CON	✓ Achieved. Payment made in July for 2017/18. Arrangements for 2018/19 published in Circular W18/27HE
	<i>Develop a capital funding scheme that will help reduce institutional financial risks associated with estate utilisation</i>	Help reduce institutional financial risks associated with estate utilisation and help institutions reduce the level of future expenditure on university operations (Financial health)	BYE	EB	✓ Achieved. Estates Capital funding of £10M was successfully allocated to institutions during 2018-19 in support of agreed projects to help reduce institutional financial risks associated with estate utilisation and that benefit the student experience. Details of the individual allocations can be found in our circular <i>Estates Capital 2018-19 (W18/23H)</i> . A monitoring exercise will be undertaken from the end of September 2019 to get updates on the progress of the projects and benefits realised.
Fund higher education provision in further education institutions	Develop funding initiative to enhance HE-FE collaboration in innovation and engagement activity.	Enhance collaboration between higher and further education. (Outcomes of initiative)	BYE	AT	✓ Achieved. Circular W18/06HE refers. Seven HE-FE projects approved by Council. Initial monitoring submitted in February 2019. Analysis and feedback provided. Swansea and Bangor

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
					allocations withheld whilst follow-up discussion takes place.
	Continued funding of directly funded further education colleges.	Support HE in FE provision.	BYE	HF	✓ Achieved. Directly funded FE colleges are included in our allocations of funding as published in the funding allocations circular in May 2018. (Circular W18/10HE).
Fund the provision of services to assist institutions	Develop a funding agreement with Universities Wales to fund specific sector organisations in Wales	To secure funding for sector bodies in 2018/19 during the transition to new subscription arrangements.	Q1	BEO	✓ Achieved – funding agreement in place.
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>Work with officials to implement the second phase of the WG response to Diamond, including expensive subjects, both FT and PT and assisting in evaluation of the reforms, including their impact on widening access</i>	Promote access into higher education. (Widening Access, RW targets, PG numbers)	BYE	JJ	✓ Achieved. Published Circular W18/24HE Consultation on changes to funding methods for 2019/20 and future developments.
	<i>Allocate funding to support postgraduate taught students</i>		BYE	HF	✓ Achieved. Interim PGT Masters funding has been allocated to institutions for 2018/19 to provide funds to their PGT Masters entrants (Circular W18/01HE).
	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.	BYE	HF	✓ Achieved. Proposals have been included in the funding consultation circular W18/24HE.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
Review our funding methods to take account of the Diamond Review	Develop proposals for a review of part-time funding and consultation with sector	Increase access to higher education for individuals to up-skill and improve their employment prospects. (Part-time recruitment)	BYE	HF/ JJ	✓ Achieved. Consultation published (Circular W18/24HE), with more detailed proposals for part-time funding to follow in a subsequent consultation in 2019.
Develop arrangements for the assessment of the quality of research in partnership with other funding bodies, to inform future funding.	Publish final Guidance on Submissions and Panel Assessment Criteria for REF 2021.	Secure internationally excellent quality research. (Research Income and REF)	BYE	AT	✓ Achieved - Documents published January 2019.
	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 context of establishment of UK Research and Innovation and Research England.		BYE	AT	✓ Achieved Regular meetings of two of the three formal liaison groups are taking place. A member of UKRI Strategy staff has joined HEFCW's RIE Committee. External engagement manager appointed specifically to increase level of engagement with UKRI.
Fund the development and delivery of Degree level Apprenticeships, subject to our remit, and funding, from Welsh Government.	<i>Allocate funding to HEFCW-funded institutions to develop qualifications in priority subject areas and monitor arrangements, commencing 2018/19.</i>	Increase access to higher education for individuals to up-skill and improve their employment prospects. ( <i>Apprenticeship data</i> )	Q3	EM	✓ Achieved. Funding was allocated for 2018/19 for digital degree apprenticeships across two tranches, and the call for bids for 2019/20 was published.
Monitor the use and impact of our funding.	Monitor and evaluate the delivery of merger, reconfiguration and collaboration and strategic development fund project outcomes.	Maximise the delivery of policy priorities with the funding available (outcomes of monitoring and evaluation)	BYE	EB / AT	Evaluation of reconfiguration and collaboration research related projects currently underway, with two of the three remaining evaluations complete. Decision taken to delay evaluation of

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					mergers due to staff resource issues. These will be commissioned Q1 2019-20.
	Monitor the delivery of plans submitted to the HE in FE and Civic Mission funds.	Ensure Welsh Government priorities are met (Outcomes of initiatives).	Q3	AT	✓ Achieved. Funding profiles agreed on the basis of proposals and expenditure plans submitted. Full report submitted to WG following request from Minister in December 2018. Initial monitoring submitted in February 2019. Analysis and feedback provided. Further information required from Swansea and Cardiff University.
	Contribute to finalisation of Wellcome Trust-led study to demonstrate the value of QR prior to publication of report.	Secure internationally excellent quality research. (Research Income and REF)	Q2	AT	✓ Achieved. The <a href="#">study</a> has been completed and published.
	Procure an evaluation of the UHOVI programme.	Promote widening access into higher education.	BYE	JJ	✓ Achieved. Closing report and review completed.
<b>We regulate higher education providers in Wales</b>					
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.	Analyse and approve, or otherwise, 2019/20 fee and access plans.	Promote widening access into higher education. (Fee and Access Plan monitoring)	Q2	JJ	✓ Achieved. 2019/20 fee and access plans approved.
	Work with Welsh Government and other bodies to strengthen the 2019/20 fee and access plan process.		BYE	JJ	✓ Achieved. Review of fee and access plans to inform 2020/21 plans completed and published.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	Monitor fee and access plans to ensure fee income is invested in supporting equality of opportunity and promoting higher education.		BYE	JJ	✓ Achieved. Fee and access plan monitoring and effectiveness reports submitted.
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/ JJ	✓ Achieved. Effective working relations established between HEFCW and new SLC team 2017/18 to inform fee and access plan monitoring.
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	Quality Assessment Committee to hold at least two meetings a year.	Secure internationally excellent learning and teaching (NSS, Quality Reviews)	BYE	CON	✓ Achieved Three meetings held.
	Consider information relating to the quality of education provided by an institution and on an institution's behalf on application of a fee and access plan.		Q2	CON	✓ Achieved. Completed for the 2019/20 fee and access plans.
	Implementation of the pilot phase of the new quality assessment arrangements including piloting institutional assurance review for quality.		BYE	CON	✓ Achieved. Quality review carried out at Bangor University.
	HEFCW is represented on the UK Student Information Advisory Group (and relevant sub-groups), UK Standing Committee for Quality		BYE	CON	✓ Achieved. Will continue over the coming financial and academic years. SIAG will be replaced by a funders group.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	Assessment, Teaching Excellence Framework (TEF) Project Board.				UKSCQA is ongoing, as is TEF Project Board.
	Follow up on outcomes of the National Student Survey (NSS) where they are unsatisfactory.		Q3	CON	✓ Achieved. Letters sent to institutions where action plans and responses received and considered by QAC.
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	✓ Achieved. Paper on financial health put to ARAC in October 2018 and Council in November 2018.
	Review of HE providers' financial performance for 2016/17, set also against their forecasts for the year for future years.		BYE	EB	✓ Achieved. Paper based on 2016/17 financial statements put to ARAC and Council in March 2018 and with a paper based on forecasts put to ARAC in October 2018 and Council in November 2018.
	Require information relating to financial viability and organisation and management of financial affairs on application of fee and access plans.		Q2	EB	✓ Achieved. Completed for the 2019/20 fee and access plans.
	Institutional assurance review visits held with a sub-set of providers (on a three-year cyclical basis), annual review of assurance returns and annual all-Wales meeting held with universities' internal auditors.		BYE	EB	✓ Achieved. Visits to Bangor University, Cardiff University and University of South Wales held July 2018, October 2018 and February 2019 respectively.

<b>Objectives</b>	<b>Activities (Remit Letter tasks <i>in italics</i>)</b>	<b>In order to (measured by)</b>	<b>Date</b>	<b>Lead</b>	<b>Update and outcome</b>
Intervene where appropriate in line with our statutory duties for regulation	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	✓ Achieved. Review of Statement of Intervention included within terms of reference for HEFCW Regulation Committee.
Publicise information about our regulatory role to interested parties	Meet with interested new providers	Ensure that interested parties can access information readily and are appropriately informed.	BYE	SW	✓ Achieved. We have received queries on designation processes from a number of providers including new providers in Wales. This has included face-to-face meetings, discussions via telephone and a seminar for institutions with specific designation in Wales.
	Attend governor events and deliver presentations about our regulatory role where appropriate.		BYE	EB	✓ Achieved. Delivery of presentation to Wales Governor event and briefings to Welsh Clerks and Secretaries Group on HEFCW's regulatory role.
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	✓ Achieved. Main and interim IRR processes completed.
Work in partnership with other regulators to minimise burden and duplication.	Meet with other regulators such as the Office of the Independent Adjudicator, Estyn, Office for Students and the Charity Commission.	To inform our practice, share and benefit from expertise and ensure burden and duplication is minimised.	BYE	EB/ CON/ JJ	✓ Achieved. Meetings held with the Office of the Independent Adjudicator, Office for Students, Estyn, and Charity Commission.
	Develop and monitor memoranda of understanding with other regulators.		BYE	EB/ CON/ JJ	✓ Achieved. MoUs in place with Charity Commission and OIA with annual monitoring meetings held.

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					A draft MoU has been discussed with OfS, but has not been finalised due to delays on the part of OfS. This will be finalised in early 2019-20.
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	AT/ EB	✓ Achieved. Monitoring of providers undertaken with report on institutional compliance levels submitted to Home Office March 2019.
	Report to the Home Secretary on higher education providers' compliance with the Prevent duty.		BYE	AT	✓ Achieved (as above)
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	✓ Achieved. Have completed meetings with all ITE providers, and have worked closely with EWC.
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 (Wise Wales report, NSS)	BYE	JJ/ CON	✓ Achieved. Student voice integrated into all regulatory processes, including through working with NUSW and WG. In the process of commissioning work on partnership to inform PCET developments and future engagement.
Deal with complaints made to HEFCW against higher education	Develop a website application for the submission of complaints.	Ensure complaints regarding the charging of excess fees are satisfactorily addressed,	Q3	EB / CON	✓ Achieved. Development of website application completed with go-live expected Q1 2019-20.

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providers in Wales in accordance with our procedures	Monitoring complaints to HEFCW about fee levels at regulated institutions.	including through HEFCW's intervention processes where appropriate. (Complaints data)	BYE	EB	✓ Achieved. – No complaints received regarding fee levels at regulated institutions.
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	Ongoing. Agreed with Welsh Government officials that regulatory report be submitted by 31 May 2019 in light of the increased workload from specific designation monitoring and to accommodate the short term impact of HEFCW's restructuring.
Implement the operational arrangements for 'specific designation'	Consult on and publish specific designation guidance.	Provide assurances to Welsh Government that providers with specific designation meet its requirements.	BYE	EB/SW	✓ Achieved. Guidance published in August 2018 (Circular W18/21HE).
<b>We influence higher education with evidence based advice and strong partnership working</b>					
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	<i>Work with officials to develop a programme of action for widening access which takes into account the additional funding allocations provided in 2017-18 and the various strands of activity in response to the WISERD report (2015)</i>	Promote widening access into higher education. (Widening Access)	Q3	JJ	✓ Achieved. Programme of Action submitted to Welsh Government in January 2019.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
research, innovation and engagement, and provision through the medium of Welsh	Provide guidance to the Reaching Wider Partnerships.		Q2	JJ	✓ Achieved. Guidance published June 2018
	Manage the full range of activities associated with the universities' implementation of the European Social Fund (ESF) funded GO Wales: Achieve through Work Experience (AtWE) Programme.	Improve the employability 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	✓ Achieved. The programme started in April 2016 and is due to end in January 2022. The partner HEIs are supporting students most at risk of being NEET, and there is evidence that the employability of students supported by the programme is improved. By the end of March 2019, 1,020 students had been accepted onto the programme.
	<i>In collaboration with the sector, identify what specific measures are required in order to deliver improvements in assessment and feedback and the student voice</i>	Secure internationally excellent learning and teaching (NSS, Quality Reviews)	BYE	CON	✓ Achieved. Response considered by Council in January 2019, and submitted to WG.
	Work with other funders through the UK Student Information Advisory Group (SIAG) on the presentation of public information.		BYE	CON	
	Work with Welsh Government on introducing degree apprenticeships in Wales.	Increase access to higher education for individuals to up-skill and improve their employment prospects. ( <i>Apprenticeship data</i> )	BYE	EM	✓ Achieved. Worked closely with WG on this area. As noted above, numbers were allocated for digital degree apprenticeships in 2018/19

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	Liaise with the NHS Workforce, Education and Development Services and Health Education and Improvement Wales.	Strengthen effective working relationships regarding health provision, including the transition to Health Education and Improvement Wales.	BYE	CON	✓ Achieved. CE has meet with CE of HEIW, and liaison meetings have been established.
	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	✓ Achieved. HEFCW has continued to engage with the CQFW steering group, including sitting on the EQF re-referencing group.
	Work with the Coleg Cymraeg Cenedlaethol including regular liaison meetings.	Increase the numbers of students in Wales studying through the medium of Welsh. (Numbers studying 5 and 40 credits)	BYE	CON	✓ Achieved. Met with the Coleg regularly, including through liaising on Fee and Access Plan targets.
	Publish the Review of HEFCW's Enhanced Learning Through Technology strategy and initiate work on learner analytics as recommended in the evaluation	Secure internationally excellent learning and teaching (NSS, Quality Reviews, evaluation)	BYE	CON	✓ Achieved. Review published and learning analytics work initiated.
	Provide input to Welsh Government's SMART Expertise programme via membership of assessment panel	Increase knowledge exchange and commercialisation activity. (HEBCIS)	BYE	AT	✓ Achieved. As required by WG, HEFCW has provided written input on "strategic fit" in the assessment of SMART Expertise proposals and attends all decision-making panel meetings. SMART Expertise (ERDF) funding contributes directly to HEBCI metrics.
	Support and steer the Growing Value Wales programme run by National Centre for Universities and Business (NCUB)		BYE	AT	

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
					✓ Achieved. HEFCW funded the NCUB Growing Value Wales project which provided direct input to the WG's Reid Review.
	<i>Support HEIs in Wales in responding to the recommendations of the Talented Women for a Successful Wales report</i>	Support higher education to advance equality of opportunity for staff, students and applicants, including going beyond statutory duties	BYE	AT	✓ Achieved. Through an additional allocation of £1.8m to enhance civic mission and community engagement (revised remit letter 2017-18), we have provided funding to University of South Wales to establish <i>Women in STEM: industry and education network</i> . This programme (a pan-Wales network and conference will build on the links universities have with STEM industries and provide a forum for discussion about innovative ways to improve the career pipeline for women in STEM both in higher education and industry. Report submitted to WG on STEM in HE in February 2019.
	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	AT	✓ Achieved The Annual Assurance Statement was issued in December 2018. HEFCW participating in a review of the Concordat, in partnership with the other signatories.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
					Active contribution to re-drafting of Integrity concordat, with issues relevant to HEFCW (e.g. in associating concordat with conditions of grant) under consideration.
	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	AT	✓ Achieved. HEFCW was a member of the UK advisory group for the evaluation of the Concordat and provided funding to support. Consultation on a refresh of the Concordat was launched in October 2018. Provided input to refresh of Concordat.
	Fulfil our obligations as a signatory to the Concordat on Open Research Data.		BYE	AT	✓ Achieved through liaison with partner funding bodies.
	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	AT	✓ Achieved. HEFCW is a member of the UK steering group currently overseeing the refresh of the Concordat. HEFCW is a member of the Public Engagement Funders Group that supports the NCCPE in its activity across the UK.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	<i>Further increase their engagement with industry, schools and public sector in enhancing access to coding and wider digital skills learning from primary through to lifelong learning clubs and courses</i>	Higher education providers collaborate to meet the skill needs of Wales (initiative outcomes)	Q4	AT	✓ Achieved. Additional remit letter (2017-18) allocation included £1.2m to support the involvement of Welsh universities in the establishment of an Institute for Coding, which includes £0.2m to enable civic mission activity supporting coding initiatives in schools, colleges, work-based learning providers and universities. HEFCW funding awarded to Swansea University to support joint project with Cardiff University. Final monitoring submitted in March 2019 to be analysed in due course.
	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	✓ Achieved. Valuable engagement and input via attendance at Wales and UK wide meetings. WHEELOs chair & WHEB contributed to October 2018 RIEC meeting & workshop. Ongoing liaison with research managers across the institutions.
	HEFCW is governance member of Welsh Higher Education Brussels Board.		BYE	AT	
	HEFCW is represented on sector's Welsh Higher Education European Liaison Officers' group.		BYE	AT	

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	HEFCW is represented on UUKi's International Strategic Advisory Board.		BYE	AT	
	HEFCW is represented on Global Wales steering group		BYE	AT	
	<i>Council and sector to work with Government in further strengthening HE's international links for the benefit of students, researchers, institutions, economic regions and the nation as a whole</i>		BYE	AT	✓ Achieved. Via the European Transition Fund HEFCW is funding Universities Wales to deliver Global Wales II. HEFCW has established the process for monitoring delivery and reporting to the Welsh Government on expenditure, outputs and outcomes. Grant Agreement & YR 1 deliverables agreed.
	<i>Consider what further measures could be taken in support of the Government's efforts to decarbonise our economy through, for example, greater use of low emission vehicles, renewable energy generation and further opportunities for active travel</i>		BYE	EB	✓ Achieved. HEFCW has liaised with HEIs to determine their current carbon reduction measures and those further measures that may be undertaken in support of decarbonising the Welsh economy.
	<i>Assess the extent to which the principles on the appropriate use of non-guaranteed hours'</i>	Gain an understanding of the extent of use of these forms of contracts.	BYE	EB	✓ Achieved. Information received from HEIs and report submitted to Welsh Government.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	<i>contracts have been adopted by HEFCW and HEIs.</i>				
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' commitment and direct contribution to civic, community and cultural engagement via a publication and event.		Q1	AT / ER/ JJ	✓ Achieved. HEFCW's second publication in its Innovation Nation series focused on the civic role of HE provision. This new collection of case studies was launched in June 2018 by the Cabinet Secretary for Education.
	<i>Encourage greater use across the Welsh Universities of the scheme in place in Imperial College London, whereby undergraduates are exposed to teaching through modules as part of their standard degree through Civic Mission initiative</i>	Demonstrate the value that institutions place on improving the well-being of communities and nations (publication and event; civic mission initiative outcomes)	Q2	AT	✓ Achieved. HEFCW's revised remit letter 2017-018 included an additional £1.8m to encourage universities to develop further activities related to their civic mission. This included £0.2m to take forward specific activity in respect of the introduction of more studies to teaching through their UG studies. Funding has been allocated to Cardiff University to take forward this project (Physics Students Mentoring Project). Initial progress monitoring in January 2019. Following request from Cabinet Secretary, a report on Civic Mission in Welsh HEIs submitted to WG in December 2018.
	<i>Expect to see universities recognise the benefits of a wider community engagement with schools and resulting positive impact on school pupils and UG students.</i>		BYE	AT/JJ	

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	<i>Further regional and national civic leadership from the sector, focussing in particular on social innovation, helping to raise standards and leadership capacity in our schools, and sector-wide enterprise and entrepreneurship opportunities and impact</i>		BYE	AT/JJ	✓ Achieved. HEFCW Circular W18/07HE provided allocations in support of institutional plans for enhancing civic mission and community engagement. The themes covered include wider community engagement with schools; raising of standards and leadership in schools; contributing to school improvement; links with governing bodies. Initial progress monitoring January 2019.
Collect and analyse data, and synthesise evidence to provide an authoritative voice on higher education	Drawing on HESA data, prepare comprehensive set of research performance measures for 2016/17 and present to the RIE Committee.	Secure internationally excellent quality research. (Research Income and REF)	Q3	AT	✓ Achieved. The report for 2016/17 was presented to the RIE Committee in October 2018.
	Drawing on annual HEBCI report, prepare analysis of innovation and engagement performance for 2016/17 and present to the RIE Committee.	Increase knowledge exchange and commercialisation activity. (HEBCIS)	Q3	AT	✓ Achieved. Analysis presented to RIE Committee in October 2018.
	Engage with the HESA Data Futures programme.	Ensure high quality, timely data are available about Welsh higher education providers in future.	BYE	HF	✓ Achieved. We have fully engaged with the Programme this year and will continue to do so beyond 2018-19.
	Input into the HESA Graduate Outcomes steering group	Increase access to higher education for individuals to up-	BYE	CON / HF	✓ Achieved. The new Graduate Outcomes survey has been

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
		skill and improve their employment prospects.(DLHE)			finalised and we are expecting the first set of data in December 2019.
Develop measures by which to monitor the performance and delivery of higher education providers including publication where appropriate	<i>Develop a set of measures to monitor the performance of higher education providers.</i>	Assess the performance of HE providers on a pan-Wales basis including in key Welsh Government priority areas.	Q2	DH	✓ Achieved. <i>National measures for higher education performance from 2018/19</i> published in November 2018 (Circular W18/30HE). Council will receive from 2019-20 annual reports on progress against the measures by the sector and individual institutions.
	Monitor performance of higher education providers against the measures.		BYE	DH	
Monitor and advise on the implications for Wales of higher education developments in other UK administrations	Liaise with Office for Students (OfS), UK Research and Innovation (UKRI) and other relevant organisations.	Ensure interests of Wales are appropriately addressed	BYE	CON / AT	✓ Achieved. Liaison arrangements are ongoing.
Monitor and advise on the implications of leaving the European Union on HE institutions	Contribute to the Welsh Government's higher education Brexit group.	Inform consideration of actions to be taken in light of Brexit.	BYE	DMB	✓ Achieved. Have engaged with group and letter sent to Cab Sec on Brexit issues.
	<i>Thinking through the challenges, and identifying any opportunities, within the context of Brexit continues and deepens over the next year</i>		BYE	AT	✓ Achieved. Submission of HEFCW's response to the NAFW CYPE Inquiry into the Impact of Brexit on Higher and Further Education in August 2018. Further formal consideration of this matter by HEFCW Council in September 2018 and by HEFCW advisory committees in October

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					2018. CEO continues to attend WG HE Brexit Working Group. Opportunity identified and submission made to WG European Transition Fund in August 2018 for funding to help Welsh universities leverage additional UK funding to compensate for the loss of EU funds. Whilst unsuccessful, HEFCW was encouraged by WG to reapply if further rounds are available in 2019. HEFCW now employs an External Engagement Manager (on secondment for a year, to November 2019) to take forward some of the elements of this proposal.
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	CON	✓ Achieved. Meetings held with RSPs. Regular meetings with WG officials also held.
	<i>Work with partners in Wales and beyond on strengthening the approach to enhancing safeguarding practices and resilience, supporting employee</i>	Support higher education to advance equality of opportunity for staff, students and applicants, including going beyond statutory duties	BYE	JJ	✓ Achieved. Advance HE funded in 2018/19 to support equality, diversity and inclusion in HE in Wales. Regular meetings with EHRC Wales to support equality

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	<i>and students initiatives that tackled violence against women, harassment and address other adverse factors affecting mental health in particular.</i>	(monitoring of equality and diversity data)			and inclusion. Meetings held with Welsh Government officials on Violence Against Women, Domestic Abuse and Sexual Violence, National of Sanctuary developments. Drafted HEFCW's well-being and health approach and action plan to support student mental health, following stakeholder involvement.
	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	✓ Achieved funded Advance HE with Universities Wales in 2017-18. Monitored gender pay commitments. Pay gap reporting guidance to be published early in 2019-20.
	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	✓ Achieved. HEFCW represented at Green Gown Awards steering group and judging and at S-Labs judging.
	Work with Association of University Directors of Estates (AUDE) to implement its green scorecard.		BYE	EB	No longer applicable as AUDE Green Scorecard superseded. Officers to consider potential engagement regarding new Sustainability Leadership Scorecard.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	Analysis of estates in relation to peer groups.		BYE	EB	✓ Achieved. Analysis completed in Q3 based on 2016/17 HESA Estates Management Record data.
	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	✓ Achieved. 2016/17 report submitted to Welsh Government June 2018. Annual (2017/18) information covered in returns received end February 2019. Report should be submitted to Welsh Government May 2019.
	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	✓ Achieved. Information on social responsibility (e.g. community benefits) included in 2016/17 procurement report submitted to Welsh Government June 2018. Annual (2017/18) information covered in returns received end February 2019. Report should be submitted to Welsh Government May 2019.
<b>We work in partnership with students</b>					
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	✓ Achieved.
	HEFCW Chief Executive to meet with NUS Wales President and Director annually.		BYE	DMB	

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	Continue to support WISE Wales through membership of the steering group.	Encourage providers to focus on partnership with students in order that the student voice enhances higher education.	BYE	CON	✓ Achieved. Sub-group of Wise Wales will steer research work on partnership. Main group will be in abeyance until that work is completed.
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	✓ Achieved. Revised guidance published in July 2017. Charters were monitored and institutions advised where further changes were needed.
Embed the student voice in our sector guidance and policies	Student representative has observer status on Council.	Ensure that the student voice informs HEFCW's work	BYE	DH	✓ Achieved. This arrangement is in place.
	Student representatives are members of HEFCW's quality assessment committee and student opportunity and achievement committee.		BYE	CON	✓ Achieved.
Encourage the publishing of reliable and timely information about higher education	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	✓ Achieved.
Monitor and manage unintended impacts of the changes to the fees and funding regime on student finances	<i>Monitoring the price of a basket of goods and report on an annual basis</i>	<i>Ensure that there are no disproportionate increases that may deter future students (Basket of goods and fee level monitoring information)</i>	Q2	HF	✓ Achieved. The Basket of Goods report for the 2017/18 baseline was provided to the Welsh Government.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	<i>Monitor fee levels for PG and PT provision</i>		BYE	HF	✓ Achieved. Fee data for PG and PT provision for 2017/18 and 2018/19 have been collected and are being analysed.
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	✓ Achieved. Visits have included meetings with student representatives.
	Council visits to meet governing bodies of regulated institutions include Student Governors.		BYE	DH	✓ Achieved. The Council visited four institutions during FY 2018-19 (three universities and one FE college).
<b>We operate effectively as an organisation</b>					
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)	Respond formally to WG technical consultation on a reformed post-compulsory education and training system.	<i>Work collaboratively to help Welsh Government realise their ambitions for tertiary education, research and training</i>	Q2	DMB	✓ Achieved. Formal response to PCET consultation submitted. Continuing to liaise with officials on implementation issues.
	<i>Build on the opportunities presented through its wider membership to develop strong links with its partner organisations across the PCET sector (including Colleges Wales and the NTfW and the Coleg Cymraeg and its expanded remit</i>		BYE	DMB	✓ Achieved. We have engaged with both Colegau Cymru and NTfW and have maintained our long-standing relationship with the Coleg Cymraeg. HEFCW PCET Conference held on 7 <sup>th</sup> March 2019.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	Engage constructively with the WG project for the implementation of the Hazelkorn recommendations within the limitations established by our designation as an 'external supplier'.		BYE	DMB	✓ Achieved. Joint workshop held between WG and HEFCW colleagues and discussions continuing. Have provided data for due diligence exercises and have joined HR and OD project group.
	Engage with colleagues in WG better to understand current approaches for funding and engagement with FE and WBL providers and to share experience.	Raise awareness of various funding mechanisms operating in HE/FE and WBL.	Q3	BEO	✓ Achieved. We have engaged with FE and WBL, including through regular meetings of the HE in FE Network, and work with apprenticeships and employers. We meet annually with Colleges Wales on fee and access planning matters.
	Engage with colleagues in WG and Estyn to explore potential future arrangements for quality assessment.	Achieve joined up approaches to quality assurance and reduce burden on providers.	BYE	CH	✓ Achieved. Discussions held in the light of PCET proposals
	<i>Undertake a review of the cost of moving to the HE regulatory system.</i>	To fulfil planning and remit requirements.	Q1	DMB	✓ Achieved. Review of costs to HEFCW of moving to the new regulatory regime submitted to WG.
	<i>Continue to engage with WG officials and across the public sector to ensure we capitalise on opportunities to join up our work and provide coherence to</i>	<i>Contribute to the well-being of future generations in Wales.</i>	BYE	JJ	✓ Achieved. HEFCW's A Well-being objectives reviewed. 2017-18 Well-being annual report to be published with HEFCW Annual Report and Accounts 2018-19.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	<i>our joint efforts to achieve the well-being goals</i>				
Develop an annual operating plan for Welsh Government approval based on our corporate strategy and informed by our annual remit letter	<i>Develop an Operational Plan for approval by the Cabinet Secretary</i>	Provide a comprehensive account of the activity HEFCW will undertake in 2018-19.	Q2	DH	✓ Achieved. Operational Plan submitted in July 2018, subsequently receiving approval from the Cabinet Secretary on 4 September 2018.
	Monitor performance against the Corporate Strategy and operational plan.	Provide Council and Welsh Government with assurance that HEFCW delivers against activities. (Operational Plan outcomes)	BYE	DH	✓ Achieved. Council received a progress report on the Corporate Strategy 2017-20 at its meeting in November 2018, and throughout the year quarterly progress reports on the Operational Plan 2018-19. Progress against Operational Plan objectives also reviewed by WG through the Quarterly Monitoring Meetings.
	<i>Report to Cabinet Secretary on an annual basis on progress against the specific activities identified in the remit letter</i>	Provide Council and Welsh Government with assurance that HEFCW delivers against activities. (remit letter outcomes)	BYE	DH	This report will be presented to the Council's meeting in May 2019, and is due to be submitted to the Minister in June 2019.
Work proactively in partnership with key stakeholders, including the Welsh Government	Close officer dialogue with relevant Welsh Government officials during 2018-19.	Ensure that HEFCW policies are appropriately developed.	BYE	DMB	✓ Achieved, with regular scheduled meetings as well as extensive ad hoc engagement.
	WG officials have observer status on Council and committees.		BYE	DH	✓ Achieved.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	Consult on policy development with relevant stakeholders including events where appropriate.		BYE	All	✓ Achieved. HEFCW PCET Conference held on 7 March 2019.
	Include stakeholders on policy committees.		BYE	DH	✓ Achieved.
Keep under review our processes in order to minimise burden and maximise effectiveness	Review the Strategic Planning and Engagement process and consider alignment with other HEFCW processes	Contribute to HEFCW's understanding of higher education providers and provision in Wales	BYE	DMB	✓ Achieved. Review conducted with consultation on revised approaches to be issued in Q1 2019-20.
Continue to be an employer of choice	Respond to the staff survey 2018.	Obtain feedback from staff on HEFCW as an organisation in order to consider how to develop and improve the way we operate.	BYE	NW	✓ Achieved.
Implement our Strategic Equality Plan and ensure that equality is embedded in all our processes	Deliver our Strategic Equality Plan objectives, publish our annual equality report and implement our new equality delivery plan.	Deliver and go beyond our statutory duties (equality and diversity and Welsh language monitoring)	BYE	JJ	✓ Achieved. Annual Equality Report published March 2019.
Implement our Welsh language standards, working closely with the Office of the Welsh Language Commissioner	Respond to the consultation on the draft Compliance Notice on the new Welsh Language Standards and amend our current practices as necessary in order to ensure compliance with the legislation.		BYE	DH	✓ Achieved. Welsh Language Standards Implementation Plan completed and published April 2018 and operations adjusted accordingly.
Implement our Well-being objectives	Deliver our Well-being objectives.	Contribute to the well-being of future generations in Wales.	BYE	JJ	✓ Achieved. Well-being objectives reviewed annually.

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	Review our Well-being objectives and publish our annual report.	(annual report published)	BYE	JJ	WBFG report to be published with our Annual Report and Accounts 2018-19.
Be financially responsible and sustainable	<i>The start of each financial year, HEFCW must provide the WG with an estimate of their running costs for the year and an estimate of their anticipated receipts for the year</i>	To fulfil planning and remit requirements.	Q1	NW	✓ Achieved.
	Update our Environmental Management system.	Minimise carbon emissions and waste.	BYE	JJ	✓ Achieved.– annual monitoring of business travel and CO <sub>2</sub> emissions completed and to be reported in HEFCW's Annual Report and Accounts
	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	✓ Achieved. Successful surveillance visit took place September 2018.
	Align our policies with the new Data Protection Act 2018.	Provide assurances to Council, Welsh Government, partners and stakeholders of the appropriateness of our data protection controls and comply with legislation.	Q2	AH	✓ Achieved. Processes compliant with new DPA requirements.
	Retender for HEFCW's off-site record storage system.		Q3	AH	✓ Achieved. Contract awarded to new supplier.
	Upgrade HEFCW's finance system.	Operate HEFCW's finances effectively.	Q2	AH	✓ Achieved. Upgrade completed August 2018.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	Carry out a full review of the funding information needs of the internal Budget Group and the Funding, Finance and Statistics teams and of the reports to be presented to Council and other circulars and agreements externally to institutions. Consider the use of the Dream finance system as the single source of data for both funding and finance reports.	Use a consistent baseline to ensure that the funding information presented meets the needs and purpose of each user and that it is prepared as efficiently and effectively as possible.	Q3	NW	✓ Achieved. Project completed and funding reconciliation processes reviewed by Welsh Government internal audit with satisfactory outcome.
	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	✓ Achieved. 2017/18 monitoring initiated Q3, with HEFCW annual reports considered by Audit & Risk Assurance Committee in March 2019.
	Introduce a system that allows Council and Committee Members to access papers electronically.	Encourage efficient ways of working.	Q2	AH	✓ Achieved
Continue to improve as an organisation.	Working with other regulators such as OfS to identify best practice.	To inform our practice, share and benefit from good practice.	BYE	JJ	✓ Achieved. Meetings with OfS held to discuss regulation and approaches to fee and access planning/ access and participation plans with separate meetings on well-being and health, including mental health.

Objectives	Activities (Remit Letter tasks <i>in italics</i> )	In order to (measured by)	Date	Lead	Update and outcome
	Working with other Welsh Government sponsored bodies to share ideas, knowledge and best practice in areas of Finance, ICT and HR.	Collaborate with other WGSBs and similar Welsh public bodies on an ongoing basis in order to work as efficiently as possible and to improve our means of operating as an organisation.	BYE	NW	✓ Achieved. Meetings and communications with other Welsh public bodies have taken place on a regular basis.
	Implement our current IT&S strategy.	Enable HEFCW to deliver against its corporate strategy and operational plan.	BYE	AH	✓ Achieved.
	Develop a new IT&S strategy.		Q1	AH	✓ Achieved. Approved by Management Team June 2018.
	Take forward our health and safety action plan.	Ensure a safe and healthy working environment is maintained.	BYE	AH	✓ Achieved. Annual report approved by Management Team January 2019.

Key to HEFCW staff		
Alyson Thomas (AT) Head of Research, Innovation and Engagement	Alison Haggett (AH) Head of Information Services and Facilities	Bethan Owen (BEO) Director of Institutional Engagement
	Cliona O'Neill (CON) Head of Student Experience	Dale Hall (DH) Council Secretary
David Blaney (DMB) Chief Executive	Emma Mock (EM) Senior GO Wales Project Manager	Ewen Brierley (EB) Head of Sustainability and Assurance

Hannah Falvey (HF)  
Head of Statistics

Jane Johns (JJ)  
Head of Widening Access and Inclusion

Nick Williams (NW)  
Head of Corporate Services