

Cyngor Cyllido Addysg  
Uwch Cymru  
Higher Education Funding  
Council for Wales



# Operational Plan

2015-16



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## **Chapter One: Chief Executive's Foreword**

I am delighted to present the key priorities and detailed operational plan for HEFCW for the financial year 2015-16. Higher education impacts on the lives of everyone in the nation. Providers of higher education offer a life-changing experience for students, and offer indispensable contributions to society, communities and the economy. And it's not limited to Wales; Welsh higher education has an impact globally, with universities forging alliances around the world. Indeed, the results of the recently published Research Excellence Framework 2014 show that research in Wales has more impact on our daily lives than in any other country in the UK. This attracts interest to Wales from business around the world, as well as international students who wish to study in Wales.

Our vision is to ensure sustainable, accessible, internationally excellent higher education in Wales. Our current corporate strategy makes clear the performance we hope providers will achieve for the benefit of Wales. Our operational plan format is new this year and makes more specifically the links between the longer term aims we have set in our corporate strategy and the specific actions we plan to take this year in support of meeting those aims. In addition to our corporate strategy, our planned activities also respond to the steers provided by the Minister for Education and Skills in his annual remit letter to us.

For each of our key corporate aims, we have identified the key priorities which we will address this year. Of necessity, this represents a distillation: it cannot cover the totality of our planned activity. More detail on the activities we plan to undertake, and the expected outputs from those activities, can be found in Annex A.

In formulating this operational plan, we have given careful consideration to the range of tools at our disposal for policy implementation, including, as appropriate, new regulatory tools which have been conferred upon HEFCW by the Higher Education (Wales) Act 2015. In addition to funding, we have a range of processes through which we engage with higher education providers, including Institutional Risk Review (IRR), Strategic Planning and Engagement Document (SPED), Council visits to institutions and fee planning. An important aspect to our approach involves the sharing of good practice and brokering between institutions, the government and other agencies. In all our work, the HEFCW executive benefits extensively from the expertise and wisdom of its Council, membership details of which can be found on our [website](#).

**David Blaney, June 2015**

## **Chapter Two: Our Vision**

***Our vision is to ensure: Sustainable, accessible, internationally excellent higher education in Wales.***

***We will work with institutions to develop and sustain accessible, internationally excellent higher education in Wales, for the benefit of individuals, society and the economy, in Wales and more widely.***

### **Our Mission:**

*We aim to:*

- *Secure an excellent quality higher education student experience and internationally excellent quality research;*
- *Promote the contribution of higher education, in Wales, the UK and internationally;*
- *Enable higher education providers to deliver Welsh Government and UK priorities for higher education*
- *Inform and shape Government policy to be relevant and appropriate for delivery by higher education providers*
- *In order to*
- *Enhance social justice;*
- *Support a buoyant economy*

### **Values of HEFCW:**

- Acting with integrity
- Professionalism
- Forward thinking
- Partnership working
- Valuing and supporting each other

### **We are committed to:**

#### **Equalities**

We will work with the Welsh Government and higher education providers to advance equality of opportunity, including through going beyond statutory duties, new fee planning requirements and support arrangements. We will engage with higher education institutions and other partners to broaden the diversity of the student population, having due regard for the provisions of the Equalities Act.

#### **Welsh Language**

We adopt the principle that we will treat the Welsh and English languages on the basis of equality in the conduct of our public business in Wales. We also recognise the important role higher education has in fulfilling the Welsh Government's vision for a bilingual Wales.

#### **Well-being of Future Generations**

We work in partnership with higher education providers to ensure that the present needs of Wales are met without compromising the well-being of future generations.

## **Chapter Three: Key Priorities for 2015-16 and Corporate Strategy Outcomes**

In order to deliver our priorities and remit to a high level we have developed five strategic themes:

- Widening Access;
- Student Experience;
- Skills, Employability and Enterprise;
- Innovation and Engagement;
- Research.

and three enabling themes:

- Reconfiguration and Collaboration;
- Governance;
- Organisational Effectiveness.

All our strategic and enabling themes have key priorities, outcomes and indicators.

### **Strategic Themes**

#### **Widening Access**

##### **Objective**

The aim of widening access is to secure inclusion, progression and success in higher education.

##### **Key Priorities for 2015/16**

- We will take forward the Widening Access Programme of Action, through our Widening Access Strategic Approach and following discussion with Welsh Government officials, to incentivise universities and their partners to:
  - raise educational aspirations and achievement among communities that have traditionally been under-represented in higher education;
  - participate fully in the 'pupil offer' in terms of engagement with schools through structured programmes of engagement and support;
  - support students through their studies and into higher level learning and graduate employment;
  - develop strong partnerships with their relevant Communities First clusters;
  - consider what actions higher education institutions might take to ensure people from deprived areas have the opportunity of higher education promoted to them proactively.
- We will deliver the current fee plan processes and work with Welsh Government and higher education providers to develop and consult on new fee and access plan guidance, taking account of the provisions of the Higher Education (Wales) Act.
- We will provide assistance to higher education providers as they develop options for their own discretionary hardship funds;

- We will continue to work with higher education providers as they consider the implications of changes to the Disabled Students Allowance for English domiciled students;
- We will support the three regional, Reaching Wider Partnerships to ensure that they add value to our priorities and retain and build on their multi-agency and innovative partnership approaches;
- We will continue to work in partnership with the sector to take account of the HEFCW Part Time Study Position Statement and consider whether there are any short term policies that can be implemented to encourage part time study prior to the publication of the recommendations of the Diamond Review.
- We will fund the University of the Heads of the Valleys (UHOVI) and monitor progress towards it becoming embedded within the University of South Wales.
- We will promote widening access, equality of opportunity and higher education opportunities with our partners.
- We will improve the evidence base to support widening access.
- We will advance equality of opportunity, including through going beyond statutory duties, new fee planning requirements and support arrangements.

## **Corporate Strategy Outcomes**

***To measure improved access and progression for people in locations where such opportunities are low, including the Heads of the Valleys***

### **T1. Widening Access**

*A rise in the proportion of all Welsh domiciled students studying higher education courses at higher education institutions and further education institutions in Wales who are domiciled in the bottom quintile of wards in the Welsh Index of Multiple Deprivation or in Communities First cluster areas, from 20.0% in 2011/12 to 22.4% in 2015/16 (a rise of 11.8%)*

### **T2. Participation**

*An increase in the proportion of all UK domiciled students studying higher education courses at higher education institutions and further education institutions in Wales who are from UK low participation areas from 33.2% in 2011/12 to 35.3% in 2015/16 (a rise of 6.3%).*

***To measure the increase in the number of students who successfully complete their learning objectives***

### **T3. Retention**

- A decrease in the percentage of full-time undergraduate students no longer in higher education following year of entry from 9.2% in 2011/12 to 8.2% in 2015/16 (a drop of 10.7%); and*
- a decrease in the percentage of part-time first degree students no longer in higher education two years following year of entry from 33.7% in 2011/12 to 30.1% in 2015/16 (a drop of 10.7%).*

## ***To measure part-time learning opportunities***

### ***T4. Part-time***

*The percentage change in the number of part-time students attending higher education courses in Welsh higher education institutions and further education institutions to be equal to, or greater than, the comparable figure for the UK.*

## **Student Experience**

### **Objective**

Secure excellent quality higher education and student experience, enhanced by the student voice.'

### **Key Priorities for 2015-16**

- We will manage our statutory quality assessment duties under the Higher Education (Wales) Act;
- We will work with higher education providers to ensure that they engage effectively with the UK Professional Standards Framework and the UK Quality Code for Higher Education; and, ensure that the new Quality Assessment arrangements meet the specific needs of Wales, keeping Welsh Government officials updated on the progress of the review;
- We will encourage higher education providers to continuously enhance the student experience for the diverse student population, ensuring that the student voice enhances higher education, and will work with partners to ensure that prospective and current students have appropriate information about higher education;
- We will continue our role in funding and monitoring the Coleg Cymraeg Cenedlaethol, including the Welsh medium scholarship schemes; monitor responses to the recommendations in the evaluation; and, encourage the Coleg to work with the post-16 sector to further develop clear continuity paths from Welsh medium post-16 provision in sixth forms and colleges, particularly in more vocational subjects;
- We will engage closely with the higher education providers in Wales to seek to ensure that the Coleg continues to be supported, and its early successes built on, after the current period of funding through HEFCW comes to an end;
- We will accredit initial teacher training and work with partners to secure high quality provision to meet Welsh Government targets;
- We will work with education providers to review their healthcare professional education programmes to consider the scope for developing flexibility to allow individuals to undertake training incrementally at a pace which suits both them and the National Health Service ;
- We will continue to support Education for Sustainable Development and Global Citizenship through sector networks;
- We will ensure that current work in the sector on Open Educational Resources feeds into the next evaluation of the Enhancing Learning and Teaching through Technology strategy;

- We will assess the risk to, and performance of, universities in respect of international activity;
- We will support the development of Global Wales for universities in Wales to connect with partner countries and priority markets for overseas student recruitment; transnational education (also relevant to Research theme in relation to research collaborations).

## **Corporate Strategy Outcomes**

***To measure ‘continuing efforts are made to deliver an excellent student experience’ and ensuring that ‘the student voice strengthens higher education’***

### **T5. National Student Survey**

*The three year rolling average score for Wales in the National Student Survey 'overall satisfaction' question will be equal to, or greater than, the comparative score for the UK.*

**To measure ‘study through the medium of Welsh to take place in a wider range of programmes and locations in Wales’**

### **T6. Welsh Medium**

*The number of students studying higher education courses at higher education institutions and further education institutions in Wales undertaking at least 5 credits of their course through the medium of Welsh, per annum, will rise from 4,335 in 2011/12 to 5,600 in 2015/16, including a rise from 2,269 to 3,030 in the number of those studying at least 40 credits per annum.*

**To measure the internationalisation of higher education in Wales**

### **T7. Overseas Students**

*The percentage change year on year in the number of overseas students attending higher education courses in Welsh higher education institutions will be equal to, or greater than, the comparable figure for UK higher education institutions (excluding London and the South East).*

**To measure the delivery of HEFCW’s statutory responsibilities in relation to quality assessment**

### **T8. Quality**

*All institutions being reviewed in the Corporate Strategy period to meet the UK thresholds for quality and standards in the QAA Institutional Review*

**To measure the delivery of HEFCW’s statutory responsibility to allocate Welsh Government intake targets for ITT**

### **T9. Initial Teacher Training**

*Welsh Government intake targets for ITT undergraduate primary, postgraduate primary, undergraduate secondary, postgraduate secondary priority and postgraduate secondary other subjects to be met annually.*



## **Skills, Employability and Enterprise**

### **Objective**

Secure graduates who are equipped for life and work, and universities that contribute to an upskilled workforce.

### **Key Priorities for 2015-16**

- We will support and encourage higher education providers to play a key role in meeting the higher level skills needs of the Welsh economy;
- We will develop and maintain expertise in relation to skills, employability and enterprise, drawing on the best examples in Wales, UK and beyond in order to share good practice with higher education providers, taking account of the higher education in further education review;
- We will work to develop stronger links between universities and colleges in order to facilitate a coherent higher education system with clear progression opportunities;
- We will work with higher education providers to support and encourage them to provide opportunities for students to secure the careers to which they aspire.

### **Corporate Strategy Outcomes**

**To measure 'employability is a key outcome of the HE experience'**

#### **T10. Employment**

*The proportion of leavers from Welsh higher education institutions obtaining undergraduate qualifications through full-time and part-time study who were employed, studying or both six months after leaving will be equal to, or greater than, the UK proportion.*

#### **T11. Employability**

*The proportion of leavers who were working, or working and studying, who were working in a managerial/professional job six months after leaving to rise from 67.5% in 2010/11 to 72.7% in 2015/16 (a rise of 7.7%)*

***To measure the contribution of higher education to workforce development***

#### **T12. Continuing Professional Development**

*The total number of learner days delivered by Welsh higher education institutions for continuing professional development will rise from 202,498 in 2011/12 to 226,000 in 2015/16 (a rise of 11.6%).*

## **Innovation and Engagement**

### **Objective**

Secure the application and exploitation of knowledge to deliver social justice and a buoyant economy

### **Key Priorities for 2015-16**

- We will analyse collaborative innovation and engagement activity in universities in Wales funded via our Innovation & Engagement Fund projects;
- We will provide assurance to Welsh Government on the extent to which higher education providers “confirm and reinforce the role of knowledge transfer and commercialisation in their core strategies, to be eligible for future Welsh Government support (Innovation Wales commitment)” and to be better informed of institutional approaches to internationalisation, so as to have an evidence base from which to support and promote this activity, particularly in the context of the Welsh Government’s interest in enhancing the sector’s international reputation;
- We will assess risk to universities through annual evaluation of innovation and engagement activities, informed by monitoring of sector performance against Innovation & Engagement corporate strategy targets and the Higher Education Business Community Interaction Survey 2013/14;
- We will ensure that the sector is aware of its responsibilities in terms of compliance with state aid regulation;
- With partners, we will steer and, where appropriate, fund UK organisations and concordats that provide support to the sector in terms of innovation and engagement activity;
- We will explore potential to commission a contextual evaluation of innovation and engagement activity in Wales.

### **Corporate Strategy Outcomes**

**To measure ‘the impact of university research is increased, through targeting support on areas of strength and national priority, and especially through collaboration’ and ‘the economy is supported by strengthened and systematic knowledge exploitation’**

#### **T13. Collaborative Research Income**

*The total amount of income from collaborative research involving both public funding and funding from business will rise from £65,253k in 2011/12 to £72,000k in 2015/16 (a rise of 10.3%).*

## **Research**

### **Objective**

Secure research of internationally excellent quality to deliver a buoyant economy and support social justice

## **Key Priorities for 2015-16**

- We will maintain and allocate Quality Research funding in support of HEFCW and Welsh Government research policy objectives and Corporate Strategy commitments, reflecting the need to reward success and build future capacity;
- We will continue to support initiatives to increase Wales' research capacity in key areas of science;
- We will maintain and allocate postgraduate research funding in support of postgraduate research activity in Wales;
- We will explore how the research funding method might be simplified post 2015/16;
- We will seek to maximise the sector's EU grant capture and influence (in particular Horizon 2020 and European Structural & Investment Funds) and will work with the Welsh Government and the sector to build the capacity of the research base;
- We will encourage the development of stronger research environments via capital investments, and support the sector in the development of proposals under the UK Research Partnership Investment Fund, as well as via support for research staff development activity;
- We will assure the quality of the research in Wales through the development of future Research Excellence Framework exercises;
- We will ensure we are fully informed of institutional approaches to the management of research - including any planned changes to the overall profile of research activity; provision for researcher development; measures to increase Research Council and other research income; plans for postgraduate research; plans for capital investment; high level arrangements for performance monitoring; and strategic partnerships with world-leading universities;
- We will assess risk to universities through annual evaluation of research activities, informed by monitoring of sector performance against research corporate strategy targets and an annual analysis of Wales' share of UK research council income;
- We will explore a set of better research performance measures, including potential for use of metrics and bibliometrics;
- We will encourage sector compliance with the UK Concordat for Research Integrity;
- We will engage with the outcome of Nurse Review of Research Councils; and the Devolved Funders Roundtable;
- We will support the development of Global Wales for universities in Wales to connect with partner countries and priority markets for research collaborations (also relevant to Student Experience theme in relation to overseas student recruitment and transnational education).

## **Corporate Strategy Outcomes**

**To measure 'research activity thrives and is effective'**

#### **T14. Research Council Income**

*The annual percentage change in income from Research Councils will exceed the comparable figure for UK higher education institutions (excluding the 'golden triangle' of Oxford, Cambridge and London).*

#### **T15. Research Excellence Framework (REF)**

*An increased proportion of research submitted to REF by Welsh higher education institutions will achieve 3\* and 4\* in the Research Excellence Framework 2014 from a baseline of 35% at 3\* and 14% at 4\* in the 2008 Research Assessment Exercise.*

### **Enabling Themes**

#### **Reconfiguration and Collaboration**

##### **Objective**

Secure a reconfigured higher education system with strong providers that, through collaborative partnership working, particularly regionally, offers more accessible higher education opportunities and a stronger HE offering across Wales.

##### **Key Priorities for 2015-16:**

- We will monitor and evaluate the delivery of merger, reconfiguration and collaboration and strategic development fund project outcomes;

##### **Corporate Strategy Outcomes**

***To measure 'A particular focus on appropriate reconfiguration of the higher education sector'***

#### **T16. Reconfiguration and Collaboration**

*At least 75% of the Welsh higher education institutions to have an annual income in excess of the UK median, with no institution to be in the lower quartile by 2015/16.*

### **Governance**

##### **Objective**

Secure continual improvement in the quality of governance and long term sustainability of the higher education system.

##### **Key priorities for 2015-16**

- We will develop a Financial Management Code, a Transitional Statement of Intervention and a Full Statement of Intervention under the Higher Education (Wales) Act as well as a new Financial Memorandum and Audit Code of Practice;
- We will review internal control, risk management and governance arrangements at higher education providers;

- We will monitor senior pay levels and awards in the higher education sector and submit a report to the Welsh Government on an annual basis outlining the position for higher education providers in Wales.
- We will review of institutional strategies through the new Strategic Planning & Engagement process;
- We will assess institutional risks via the Institutional Risk Review process, informed by a range of data including analysis of the financial health of the sector based on financial forecasts and analysis of financial health of the sector, based on the financial statements;
- We will encourage procurement efficiencies through sector procurement efficiencies reporting and Procurement Fitness Health Check monitoring;
- We will assess the state of institutional estates and estate management via analysis of Higher Education Statistics Agency Estate Record data, visits and Estate Strategy Analysis;
- We will secure the use of AUDE Self-Assessment Toolkit, and Green Score Card within the sector;
- We will develop and support engagement around Green Growth, and the Resource Efficiency Framework;
- We will encourage the sector 'as employers' to meet their obligations under equality legislation.

## **Corporate Strategy Outcomes**

### ***To measure institutional governance in higher education***

#### **T17. Governance**

*No higher education institution to be classified as 'high risk' in accordance with HEFCW institutional risk review processes.*

## **Organisational Effectiveness**

### **Objective**

Be a well-run and cost effective organisation which will work productively in partnership with the Welsh Government and higher education providers, individually and collectively.

### **Key Priorities for 2015-16**

- We will maximise procurement efficiencies through Procurement Efficiencies work and reporting, development of HEFCW procurement activity, including e tendering and the use of a HEFCW purchasing card scheme;
- We will identify and secure appropriate alternative office accommodation;
- We will update our Environmental Management system;
- We will update our Information Security Management System to align it against the revised ISO 27001:2013 Information Security Management standard, and seek reaccreditation;

- We will develop a pilot to inform our reporting structure in respect of the Well-being of Future Generations Wales Bill;
- We will implement the Higher Education (Wales) Act and liaise with the relevant Welsh Government Higher Education (Wales) Act Project Group;
- We will develop a new operational plan in liaison with Welsh Government officials;
- We will continue to provide support to the Diamond Review;
- We will review the suitability of the current HEFCW funding formula (with emphasis on part-time, Quality Research, and on expensive subjects);
- We will work on improving public perception and understanding of the existing funding arrangements;
- We will recognise the unique position of the Open University in Wales when it delivers its plans to the sector;
- We will work with the sector to advance the use, where possible, of Unique Learner Numbers through Higher Education Data & Information Improvement Programmes' roadmap;
- We will apply conditions of grant on fee levels and regional coherence.
- We will apply for re-accreditation of our Investors in People status for a further three years until 2018.

## Annex A - Activity, outcomes & outputs for key priorities

Key to current status of task		Key to Due Date	
✓	Completed	Q1	April to June
	On course for completion by due date	Q2	July to September
	Potential issues leading with the delivery of the task – task will not be delivered by due date but will be completed by the end of 2015-16	Q3	October to December
	Issues with the delivery of the task – task will not be completed by the end of 2015-16	BYE	January to March
	No longer applicable	BYE	By year end

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
<b>Widening Access</b>					
<p>We will take forward the Widening Access Programme of Action, through our Widening Access Strategic Approach and following discussion with Welsh Government officials, to incentivise universities and their partners to:</p> <ul style="list-style-type: none"> <li>raise educational aspirations and achievement among communities that have traditionally been under-represented in higher education;</li> <li>participate fully in the 'pupil offer' in terms of engagement with schools through structured programmes of engagement and support;</li> <li>support students through their studies and into higher level learning</li> </ul>	Discuss with Welsh Government the Programme of Action.	Implement the Programme of Action, reporting progress at the national conference.	BYE	JJ	✓ Achieved. Submitted Programme of Action to WG on 1 June as our remit letter requested.
	Work with Welsh Government Communities First officials to improve partnership working in Communities First areas.	Make progress towards our Corporate Strategy widening access targets.	BYE	JJ	✓ Achieved. New Communities First officials briefed on widening access to HE, including Reaching Wider and UHOVI. HEFCW press article submitted to CF bulletin.
	Audit universities' engagement with Schools Challenge Cymru schools in receipt of funding supporting the pupil offer.	Monitor sector performance as set out in fee plans.	BYE	JJ	Audit responses from HEIs submitted to HEFCW and analysis underway.

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
and graduate employment; <ul style="list-style-type: none"> <li>develop strong partnerships with their relevant Communities First clusters;</li> <li>consider what actions higher education providers might take to ensure people from deprived areas have the opportunity of higher education promoted to them proactively.</li> </ul>	Ensure fee plan targets prioritise Communities First and bottom quintile of the Welsh Index of Multiple Deprivation (WIMD) communities.		BYE	JJ	✓ Achieved. HEFCW 2016/17 fee plan guidance requires HE providers to set targets for recruitment of CF and WIMD bottom quintile. Fee plans for 2016/17 approved in July 2015.
We will deliver the current fee plan processes and work with Welsh Government and higher education providers to develop and consult on new fee and access plan guidance, taking account of the provisions of the Higher Education (Wales) Act.	Analyse and provide feedback on 2013/14 fee plans.	Complete the 2013/14 fee plan monitoring process.	Q2	JJ	✓ Achieved.
	Submit annual report to Welsh Government on the assessment, monitoring and enforcement of fee plans to deliver equality of opportunity and the promotion of higher education.	Annual report completed.	Q2	JJ	✓ Achieved. Fee plan analysis undertaken to inform monitoring report.
	Analyse and approve, or otherwise, 2016/17 fee plans.	Approve 2016/17 fee plans that prioritise widening access and other key Corporate Strategy measures.	Q2	JJ	✓ Achieved.
	Work with Welsh Government to develop the 2017/18 fee and access plan process.	Publish 2017/18 fee and access plan guidance.	BYE	JJ	Guidance drafted for consultation following November Council.



## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
We will provide assistance to higher education providers as they develop options for their own discretionary hardship funds.	Audit hardship fund provision in universities and its promotion to students.  Assess hardship fund audit outcomes to inform further development of funding options.	Fee and access plan guidance to be informed by audit outcomes.	BYE	JJ	Audit request drafted. Feedback from institutions is informing our understanding of student support and the fee and access plan guidance.
We will continue to work with higher education providers as they consider the implications of changes to the Disabled Students Allowance (DSA) for English domiciled students.	Revise current guidance on the DSA changes as they impact on universities in Wales, taking account of the Welsh Government's Review of Disabled Students; Allowances policy in Wales.	Publish guidance	BYE	JJ	Liaison with WG officials ongoing. Awaiting WG review outcomes.
We will support the three regional, Reaching Wider Partnerships to ensure that they add value to our priorities and retain and build on their multi-agency and innovative partnership approaches	Fund Reaching Wider Strategies.	Budget agreed.	Q1	JJ	✓ Achieved. RW Strategies funded for 2015/16. First tranche payments made Sept 2015.
		Establish, with Reaching Wider Partnerships, a stronger public profile/brand for regional and national widening access activity	BYE	JJ	Ongoing. Universities/schools publication scheduled by end of year.
We will continue to work in partnership with the sector to take account of the HEFCW Part Time Study Position Statement and consider whether there are any short term policies that can be implemented to encourage part time study prior to the publication of the	Review and where appropriate consult on the part-time funding method;	Ensure part time funding incentivises recruitment and growth.	BYE	JJ	Uncertainty about levels of funding means that the review of funding is currently on hold. Work has been done on the review of methods but will not be implemented in 2016/17.

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
recommendations of the Diamond Review.	Monitor development and delivery of bite-sized chunks of learning which meet identified employer need, maximising opportunities presented by European funding, reflecting the priorities in regional employment and skills plans	Performance monitored.	BYE	JJ	✓ Achieved. Monitored annual report for UHOVI 2014/15 in October 2015.
	Encourage the take up of part-time provision by providing grants to higher education providers that waive fees for part-time students that are unemployed or on benefits but are ineligible for part-time tuition fee loans.	Increased funding is provided for those higher education providers that provide higher education for part-time students that are unemployed or on benefits but are ineligible for part-time tuition fee loans.	BYE	SW	Claims for PTFW fee grants are due by 13 November.
We will fund the University of the Heads of the Valley (UHOVI) and monitor progress towards it becoming embedded within the University of South Wales.	Confirm UHOVI budget.	Increase flexible learning opportunities in the heads of the valleys and support regional coherence.	Q1	JJ	✓ Achieved. UHOVI Phase 2 budget confirmed for 2015/16.
	Monitor actions to ensure the sustainability of UHOVI.	Secure the sustainability of UHOVI.	BYE	JJ	Interim monitoring of Phase 2 2015/16 undertaken Oct 2015. Final year monitoring scheduled April 2016.
We will promote widening access, equality of opportunity and higher education opportunities with our partners.	We will deliver the 2016 national widening access conference securing cross-sector representation and increasing.	Promotion of higher education opportunities and further improvement of collaborative working.	BYE	JJ	Minister invited to attend in Sept 2015. Conference development ongoing.

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
We will improve the widening access evidence base.	Publish widening access evaluation.	Improved evidence base to support widening access, including tracking and monitoring.	BYE	JJ	✓ Achieved. WISERD evaluation jointly published by WISERD and HEFCW Sept 2015
We will advance equality of opportunity, including through going beyond statutory duties, new fee planning requirements and support arrangements.	Deliver our Strategic Equality Plan objectives, publish our annual equality report and develop our new equality plan and objectives.	Address, with partners, inconsistencies in access and opportunity.	BYE	JJ	Reporting progress on SEP objectives to SOAC Jan 2016. Annual Equality Report to be published March 2016. New SEP objectives drafted. Work ongoing.
	Manage relationships with UK bodies as they relate to higher education in Wales, including representation on UK-wide committees and strategic boards, including UCAS Welsh Standing Group.	Fair access and high quality admissions and recruitment practices promoted.	BYE	JJ	Ongoing representation at key stakeholder strategic committees.
	Support the Equality Challenge Unit and the Supporting Professionalism in Admissions (SPA) programme.	Effective support to sector in equality and diversity and in admissions developments.	BYE	JJ	ECU funding confirmed. Ongoing monitoring and engagement at UK level. Funding for SPA agreed for 2015/16.
<b>Student Experience</b>					
We will manage our statutory quality assessment duties under the Higher Education (Wales) Act.	New Quality Assessment Committee formed, to hold at least two meetings a year.	Effective management of HEFCW's quality assessment duties.	Q3	CON	Committee formed; first meeting scheduled for 4 November 2015

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
	Consultation on interim statement of intervention, including in relation to inadequate quality.	Robust procedures in place to deal with inadequate quality.	BYE	CON / CH	✓ Achieved. Consultation published
We will work with higher education providers to ensure that they engage effectively with the UK Professional Standards Framework and the UK Quality Code for Higher Education; and, ensure that the new Quality Assessment arrangements meet the specific needs of Wales, keeping WG officials updated on the progress of the review.	Liaise with the Quality Assurance Agency (QAA) to ensure providers are given appropriate support for the Higher Education Review: Wales (HERW).	All providers providing education of appropriate quality.	BYE	CON	Ongoing; planning to consult on our use of HERW, quality code and concerns criteria under the Act
	Participation of Wales in Quality Assessment Review Steering Group.	Development of quality assurance arrangements that meet the needs of Wales.	BYE	CON	Ongoing; outcomes of consultation delayed in light of forthcoming publication of TEF consultation by BIS
	Consultation on arrangements for quality assessment.	Ensuring that the arrangements are appropriate to the requirements of the HE (Wales) Act.	BYE	CON / CH	Consultation to be published in autumn 2015, subject to timetable for publication of BIS Green paper.
We will encourage higher education providers to continuously enhance the student experience for the diverse student population, ensuring that the	Follow up on outcomes of the National Student Survey (NSS) where they are unsatisfactory.	Achieve assurance that providers are responding to feedback from students.	BYE	CON	QAC to advise on this in November 2015

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
student voice enhances higher education, and will work with partners to ensure that prospective and current students have appropriate information about higher education.	Support sector agencies which are able to provide UK wide approaches to working with the Welsh higher education system	Engagement of Welsh higher education providers with sector agencies which can provide UK-wide approaches to working with the higher education experience.	BYE	CON	✓ Achieved. Welsh higher education provider support in 2015/16 for sector agencies including HEA, Jisc, Leadership Foundation, and Equality Challenge Unit
	Work with NUS Wales via liaison and catch up meetings.	HEFCW is appropriately informed regarding matters affecting the student body, and can develop policy steers as appropriate.	BYE	CON	Meetings in July 2015 and January 2016
	Support WISE Wales by providing funding and sitting on the steering group.	Encourage providers to focus on partnership with students in order that the student voice enhances higher education.	BYE	CON	Ongoing
	Keep our guidance on Student Charters and arrangements for funding student unions up to date.	The charters and relationship agreements remain useful tools for students and providers.	BYE	CON	Ongoing
	Work with the Higher Education Funding Council for England (HEFCE) on the review of public information, including the review of the NSS.	The NSS and the public information agenda at UK level continue to meet the needs of Wales.	BYE	CON	Consultation on changes to the NSS and other changes to publication information was published in October 2015
We will continue our role in funding and monitoring the Coleg Cymraeg Cenedlaethol (the Coleg), including the Welsh medium scholarship schemes; monitor responses to the	Provision of grant letter from HEFCW to the Coleg.	Ensure Coleg delivers against its annual grant letter from HEFCW.	BYE	CON / KM	✓ Achieved. Grant letter for 2015/16 agreed. Monitoring of the Coleg on a termly basis; HEFCW observer on Coleg board

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recommendations in the evaluation; and, encourage the Coleg to work with the post-16 sector to further develop clear continuity paths from Welsh medium post-16 provision in sixth forms and colleges, particularly in more vocational subjects.	Monitor the numbers of students studying through the medium of Welsh at the 5 and 40 credit level.	Report to Council on the corporate strategy targets regarding numbers of students studying through the medium of Welsh at 5 and 40 credit level.	BYE	CON / KM	Ongoing
We will engage closely with the higher education providers in Wales to seek to ensure that the Coleg continues to be supported, and its early successes built on, after the current period of funding through HEFCW comes to an end.	Meetings between Universities Wales, HEFCW and the Coleg, involving Welsh Government as appropriate, to discuss future funding of the Coleg.	Decisions made regarding future funding of the Coleg.	BYE	CON / CH / KM	Meetings held. To be discussed at autumn University Wales Committee. Subsequent meeting to be held with Welsh Government.
	Universities Wales to consider which elements of the Coleg they might be able to fund themselves.	Decisions made regarding future funding of the Coleg.	BYE	CON / CH / KM	To be discussed at autumn University Wales Committee. Subsequent meeting to be held with Welsh Government.
We will accredit initial teacher training and work with partners to secure high quality provision to meet Welsh Government targets.	Report to Council on progress against the Furlong recommendations.	Contribution to delivery of the Furlong report recommendations.	BYE	CON / KM	Furlong has been asked to go back and do more work, so we are awaiting future developments.
We will work with education providers to review their healthcare professional education programmes to consider the scope for developing flexibility to allow individuals to undertake training incrementally at a pace which suits both them and the National Health Service (NHS).	Liaise with the NHS Workforce, Education & Development Services regarding their meetings with institutional providers to ensure that programmes consider the scope for developing flexibility.	Providers considering how they may be able to deliver increased flexibility.	BYE	CON / CH	This is reviewed at our biannual meetings with WEDS.
	HEFCW to sit on new Credit & Qualifications Framework for Wales (CQFW) steering group as a partner.	Ensure that providers remain engaged with the CQFW, to enhance the opportunities for flexibility.	BYE	CON	✓ Achieved. HEFCW now on the steering group.

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We will continue to support Education for Sustainable Development and Global Citizenship (ESDGC) through sector networks.	HEFCW to continue to engage with the ESDGC network, and to encourage engagement of the Higher Education Academy with the network.	Greater sector awareness of ESDGC to contribute to the successful implementation of the Future Generations Act.	BYE	CON	Ongoing
We will ensure that current work in the sector on Open Educational Resources (OER) feeds into the next evaluation of the Enhancing Learning & Teaching through Technology (ELLT) strategy.	Ask providers to include information on ELTT within the Strategic Planning & Engagement Document.	HEFCW maintains an overview of how providers are engaging with ELTT, ready for the review of the strategy in 2016/17.	BYE	CON	✓ Achieved. Information was submitted.
	Liaise with Universities Wales to ensure that they focus on how the OER Wales work can become embedded.	Increased availability of OERs for Welsh providers, resulting in higher profile of Welsh higher education providers.	BYE	CON	Ongoing – final report received, awaiting final confirmation regarding how the work will be embedded
	Higher profile of OER work in Wales both UK-wide and globally.	OER 15 conference to be held in Wales.	Q1	CON	✓ Achieved. Successful OER 15 conference held in Cardiff.
We will assess the risk to, and performance of, universities in respect of international activity	IRR process (overseas students and quality related aspects).	Included in report to Audit and Risk Committee.	Q1	AT / TO / ML	Within boundaries of IRR processes (institutional sustainability), achieved for all but two universities for whom we require additional data before assessment complete.

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We will support the development of Global Wales for universities in Wales to connect with partner countries and priority markets for overseas student recruitment; Transnational Education (TNE).	Pilot the collection and analysis of in-year international student and TNE data in conjunction with Universities Wales and universities.	Report to universities and Universities Wales. Sector-level findings via internationalisation report to relevant Council committees (given appropriate permissions).	Q3	TO/HF	✓ Achieved. Report circulated to GW partners and presented to September 2015 Council, and October RIE Committee
	HEFCW represented on Global Wales (GW) steering group.	Advice to Universities Wales/ Global Wales Partnership.	BYE	TO/AT	Achieved and ongoing. HEFCW attends meetings, has advised GW consultant, and actively supported programme delivery in USA
<b>Skills, Employability and Enterprise</b>					
We will support and encourage higher education providers to play a key role in meeting the higher level skills needs of the Welsh economy.	Consult on a new HEFCW approach to regional strategies which, if approved, would result in higher education providers informing HEFCW of provider's contributions to Welsh Government's regional priorities.	Consultation responses analysed.	Q3	SW	Consultations responses received and being analysed.
		New policy published.	Q3	SW	A new policy will be confirmed by Jan 2016.
		An annual report to inform Council of provider's contributions to Welsh Government's regional priorities is presented to Council and its relevant committees.	BYE	SW	Cannot begin report until the new policy has been confirmed.
	Meet with regional skills partnerships staff once a year.	Information gained from meetings feeds into annual report to Council	BYE	JCG/ SW	HEFCW have met with staff from the South West and Central Wales Regional



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		on regional strategies and provides officers with information on the role of higher education providers in meeting the needs of the Welsh economy.			Learning Partnership and the Learning, Skills and Innovation Partnership (LSkIP). In the process of setting up meeting with the North Wales Economic Ambition Board. This will inform the report to Council.
	Attend city region and regional skills partnerships events.		BYE	JCG/ SW	Attended LSKiP stakeholders event in June. Attended Swansea Bay City Region Innovation Summit in May. Information received at event to help inform report to Council.
	Attend Learning, Skills & Innovation Partnership Expert European Structural Fund Panel meetings.		BYE	JCG	Regular attendance at meetings which are on-going and ad hoc, and will be in place as long as there are projects to be reviewed. Next Meeting 12 November 2015.
	Attend South West and Central Wales' Regional Learning Partnership's Skills for Growth Group.		BYE	JCG	On-going attendance at meetings. Next meeting 9 November 2015
	Attend Creative Skillset board meetings four times a year and meet with Creative Skillset Director for Wales once a year.	Provide employer organisations with key contacts in higher education providers and share knowledge of employer initiatives with appropriate higher education provider staff.	BYE	JCG	On-going attendance at meetings, next meeting 10 December 2015
	Attend Construction Industry Training Board's Construction Skills Network meeting twice a year.		BYE	SW	Next meeting is due on 4 November.
	Meet with Federation of		BYE	JCG/	Met with FSB representative

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	Small Businesses twice a year.			SW	on 1 May. Initial meeting established basis of relationship going forward.
	Meet with organisations that that HEFCW do not have an established relationship with.		BYE	JCG/ SW	Identifying appropriate organisations for HEFCW to meet.
	Fund Reaching Wider STEM Pathways programme.	Developing and embedding new initiatives to promote Science, Technology, Engineering & Maths courses and careers across Wales.	Q3	JJ/ ROG	Ongoing
	Liaise with the National Science Academy on its funding of STEM projects across Wales.	Meet twice a year and inform higher education providers of opportunities to meet Welsh Government's priorities in STEM.	BYE	JCG/ SW	Arrangements being made to set up meeting.
	Meet with Welsh Government officials on the Youth Entrepreneurship Strategy (YES) twice a year.	Assist with the moderation of higher and further education grant applications.	Q2	SW	✓ Achieved. SW & JCG have moderated the scores for 3 grant applications on behalf of the Youth Entrepreneurship Strategy team in Welsh Government and provided them with feedback in order to make the awards.
		HEFCW are informed of Welsh Government strategy and how higher education providers are engaging with YES.	BYE	JCG / SW	Making arrangements for a further, general meeting with WG colleagues.
	Meet with British Council once a year.	Inform higher education providers of developments	BYE	JCG/ SW	Arrangements being made to meet with the British Council.

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	Attend Routes Cymru steering group meetings, held three times a year and meet with Routes Cymru once a year.	emerging in promoting modern foreign languages, keep higher education focus in relevant discussions in order to improve modern foreign language skills across Wales.	BYE	JCG/ SW	HEFCW officers have attended Routes Cymru steering group in June and September. HEFCW officers have also met separately with the Welsh Government officials on the Routes Cymru steering group to discuss how universities can help deliver Welsh Government's new modern foreign language strategy <i>Global Futures</i> .
We will develop and maintain expertise in relation to skills, employability and enterprise, drawing on the best examples in Wales, UK and beyond in order to share good practice with higher education providers, taking account of the higher education in further education review.	Liaise with HEFCE officers at least once a year to ensure that Welsh providers are informed of initiatives being developed in England.	Encourage Welsh participation in UK schemes where appropriate.	BYE	JCG/ SW	HEFCW officers attended HEFCE's Strategically Important and Vulnerable Subjects meeting and encouraged appropriate contacts in higher education providers to respond to the Shadbolt and Wakeham reviews into Computer Science and STEM employment accreditation.
	Meet with appropriate Higher Education Academy and Quality Assurance Agency staff once a year.	Regularly share information and good practice from across the UK and beyond with appropriate contacts in higher education providers.	BYE	JCG/ SW	Arrangements in place to meet with the appropriate staff in both organisations.
	Annual meetings with university careers, employability and enterprise contacts to enhance our	Better understand their approach to careers, skills, employability and enterprise and raise	BYE	JCG/ SW	Visits for the 2015/16 have commenced and are ongoing. Visits are informing HEFCW's Strategic Planning

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	understanding of universities' submissions through the strategic planning & engagement document process and assess how they are meeting Welsh Government priorities.	matters of concern and opportunities in skills, employability and enterprise policy area and encourage higher education to meet Welsh Government priorities through institutional risk review and strategic planning and engagement processes.			and Engagement Document process.
	Host a Skills and Employability Board that includes Universities Wales and NUS Wales.	Identify issues and opportunities for partnership to deliver and contribute to development of agenda and initiatives.	BYE	JCG/ SW	A Skills and Employability Board will meet in December 2015.
	Arrange a skills and employability event to showcase good practice from across Wales.	Presentations from a range of disciplines and universities from across Wales.	Q1	JCG/ SW	✓ Achieved. Presentations were delivered by 8 of the 9 universities in Wales.
		Key note speech from the Deputy Minister.	Q1	JCG/ SW	✓ Achieved. The Deputy Minister for Skills and Technology, Julie James AM, provided a key note speech to open the event.
		Provide event delegates with all presentations from the event.	Q1	JCG/ SW	✓ Achieved. Presentations from the event were circulated to all that attended the event.
	Develop a publication which showcases some of the best practice from across Wales and share with key stakeholders	Circulate publication to key stakeholders including universities and Welsh Government.	Q1	JCG/ SW	✓ An e-publication, <i>Insight into Employability: how universities hone graduate skills</i> was published in July 2015.
	Explore the option of hosting	A one off event which	BYE	JCG/	Discussions are ongoing with

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	an event in Wales allows higher education providers to share their experiences of using the HEAR and employability awards.	higher education providers from Wales present at to consider new approaches and best practice.		SW	higher education providers to assess what type of event would be of greatest benefit to them.
We will work to develop stronger links between universities and colleges in order to facilitate a coherent higher education system with clear progression opportunities.	Respond to the Welsh Government's apprenticeship consultation.	Response published on our website.	Q1	JCG/ SW	✓ Achieved. HEFCW responded to the consultation on 24 April 2015.
	Will take forward discussions with Welsh Government on higher level apprenticeships and the role of universities to deliver this provision through meetings with appropriate contacts at Welsh Government, Colegau Cymru and Universities Wales.	Ensure higher education providers are fully informed of developments on Welsh Government policy on delivering higher level apprenticeships.	BYE	JCG/ SW	HEFCW officers met with Chris Hare, Chris Jones, Sam Huckle and Greg Walker to establish the key areas with a further meeting arranged for January 2016.
	Encourage universities and colleges to articulate through HEFCW's regional partnerships how universities and colleges are developing stronger strategic partnerships.	Reporting to Council through reports on the regions.	BYE	JCG/ SW	Report to Council will follow the finalisation of the new HEFCW policy (as above).
		Strategic discussion on higher education in further education at Student Experience, Teaching and Quality Committee meeting.	Q2	CON/ JJ/ JCG/ SW	✓ Achieved. Welsh Government officials presented to the Committee and actions implemented for HEFCW officers to meet with Welsh Government officials, Colleges Wales and Universities Wales to take the recommendations forward.
	HEFCW is represented on the ESF foundation degree and Work Based Learning boards.	HEFCW is informed of best practice in foundation degrees and work based learning boards to influence its policies and	BYE	JCG	Neither of these projects are continuing into the 2014 – 2020 round of structural funding.

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		to share with Welsh higher education providers.			
	Host an event on the One Wales Foundation Degrees	Scoping exercise for the review of One Wales Foundation Degrees.	BYE	JCG/ SW	An event is being considered as part of the scoping exercise noted below.
	Review of One Wales Foundation Degrees	Robust evaluation with good practice and lessons learnt which will be shared with Council, Welsh Government and higher education providers.	BYE	JCG / SW	Officers have begun scoping the remit for an evaluation of the One Wales Foundation Degrees.
	Publish updated guidance on franchise arrangements.	Circular published which states HEFCW's expectations for franchise arrangements.	BYE	CON/ CH/JJ/ JCG/ SW	A draft document setting out HEFCW's expectations in respect of franchise arrangements has been presented to Council but further legal advice is required before it can be published.
We will work with higher education providers to support and encourage them to provide opportunities for students to secure the careers to which they aspire.	HEFCW is represented on Erasmus+ Country Advisory Group	HEFCW is informed of developments in the Erasmus+ programme and shares information on these developments across the sector.	BYE	JCG / TO	Achieved and ongoing. HEFCW attends meetings and regularly shares information with sector
	HEFCW is represented on UK Higher Education International Mobility Programme Community of Practice	Share examples of good practice with appropriate higher education providers' contacts.	BYE	SW	Meeting of the International Mobility Programme Community of Practice meets in November.

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	Secure funding and begin the implementation of a new GO Wales programme.	Business Plan is approved by the Welsh European Funding Office.	Q2	JCG / EM	Business plan still in development phase. WEFO in control of timetable. Met with WEFO October 16 and aiming for a 1 December start.
		GO Wales programme project board to meet 2 times a year.	BYE	JCG / EM	Cannot be implemented until business plan is approved
		Start mobilisation phase.	Q2	JCG / EM	Mobilisation phase underway but not formally agreed with WEFO.
		Start delivery phase including interventions across higher education providers in Wales.	Q3	JCG / EM	Cannot be implemented until business plan has been approved.
	Attend three Wales Strategic Careers Forum meetings a year.	HEFCW is fully informed of careers initiatives and policies across Wales to encourage higher education providers to provide opportunities for students to secure the careers to which they aspire.	BYE	JCG	Ongoing. Next meeting 3 December 2015
	Meet annually with the Careers Wales' Chief Executive.		BYE	DMB/ CH/ JJ/ JCG/ SW	Arrangements being made to meet in January.
	<b>Innovation and Engagement</b>				
We will analyse collaborative innovation and engagement activity in universities in Wales funded via our Innovation and Engagement Fund (IEF) projects.	Final allocations to IEF collaborative projects.	Full report to RIEC of outcomes of HEFCW IEF collaborative funding, including future sustainability of project activity.	Q1	AT	✓ Achieved. Final allocations in March 2015
	Receipt and analysis of final collaborative project reports (including external evaluations)		Q2	AT	Final reports submitted in Sept 2015; analysis currently underway

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	Report to the Research, Innovation & Engagement Committee (RIEC).		BYE	AT	Overview report will be prepared BYE for submission to RIEC in April 2016
We will provide assurance to Welsh Government on the extent to which higher education providers “confirm and reinforce the role of knowledge transfer and commercialisation in their core strategies, to be eligible for future Welsh Government support (Innovation Wales commitment)” and to be better informed of institutional approaches to internationalisation, so as to have an evidence base from which to support and promote this activity, particularly in the context of the Welsh Government’s interest in enhancing the sector’s international reputation.	Analysis of SPEDs.	Feedback to providers.	Q1	AT / ML	✓ Achieved. Feedback provided via SPED letters and visits – completed by end Sept 2015
	Establish programme of institutional visits, where appropriate combined with Research, I&E engagement visits.	More informed picture of institutional approaches to innovation and engagement activity.	Q2	AT	✓ Achieved. Visits completed by end September 2015; fed into interim IRR process
	Maintain engagement with Welsh Government Department for Economy, Science & Transport in relation to the Innovation Council for Wales and development of SMART Expertise programme.	In line with Innovation Wales, and as new SMART Expertise programme starts, engagement with Welsh Government to provide assurance of institutional commitment to knowledge transfer and commercialisation activity in the absence of HEFCW IEF.	Q3	AT	Level of assurance gained via SPED visits – completed by end Sept 2015; ongoing engagement with WG colleagues on the development of the new SMART Expertise programme. Potential to input via membership of WG panel.
We will assess risk to universities through annual evaluation of innovation and engagement activities, informed by	Institutional Risk Review process.	Included in report to Audit & Risk Committee.	Q1	AT	✓ Achieved. HEBCI 2013/14 data used to inform interim IRR in October 2015



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monitoring of sector performance against Innovation & Engagement corporate strategy targets and the Higher Education Business Community Interaction (HEBCI) Survey 2013/14.	HEFCW represented on UK Steering Group for production of UK report.	UK report published by HEFCE on behalf of four HE funding bodies	Q2	AT	✓ Achieved. Report published July 2016
	Analysis of outcomes for Wales.	HEFCW press release to report on highlights	Q2	AT	✓ Achieved. Press release reporting on data highlights, and twitter series to highlight case studies, in July 2015.
		Paper to RIEC.	Q3	AT	✓ Achieved. Paper to RIEC October 2015
	Work with Welsh Industrial Liaison Officers network to drive a consistency of approach to the submission of HEBCI data by the sector in Wales to ensure the data set is as robust as possible	Workshop to promote a more robust data set for submission by the sector in Wales in HEBCI 2014/15	Q1	AT	✓ Achieved. Second workshop held in June 2015; useful input from WG colleagues. Outcomes to be progressed via WILO in October 2015. Agreed to continue series of workshops.
We will ensure that the sector is aware of its responsibilities in terms of compliance with state aid regulation.	Development of new financial memorandum between HEFCW and higher education providers.	New financial memorandum to include clear reference to state aid compliance	Q3	ML	In progress and running to schedule. State aid references included. Consultation period now complete and a final version due to be published around the end of Q3.
With partners, we will steer and, where appropriate fund UK organisations and concordats that provide support to the sector in terms of innovation and engagement activity.	National Centre for Universities and Business (NCUB) via the Public Funders Advisory Board.	Contribution to publication of annual NCUB State of the Relationship Report.	Q1	AT	✓ Achieved. Item on collaborative IP/Commercialisation project included in SoR report published in summer 2015. HEFCW member of Public Funders Advisory Board. New work plan for Wales

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					agreed by RIEC in October 2015.
	National Coordinating Centre for Public Engagement, via the Public Engagement Funders Group.	A managed process to a new funding model.	Q1	AT	✓ Achieved. Interim funding arrangements agreed to end March 2016. Future arrangements to be agreed with partner bodies across the UK. HEFCW member of steering group.
	Concordat for Engaging the Public with Research led by RCUK; contribution to Survey of Factors Affecting Public Engagement by Researchers.	Report on survey outcomes.	Q3	AT	Report to be published by funding consortium in December 2015. HEFCW member of steering group.
We will explore potential to commission a contextual evaluation of innovation and engagement activity in Wales.	Scoping paper to October RIEC.	Provision of an evidence base for the future funding of innovation and engagement activity in Wales.	Q3	AT	✓ Completed. Scoping paper to RIEC in October 2016. Agreed to use existing sources of data/information/reports to provide picture of I&E activity. In light of current funding uncertainties, agreed not to commission an independent evaluation at present.

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<b>Research</b>					
We will maintain and allocate Quality Research (QR) funding in support of HEFCW and Welsh Government research policy objectives and our Corporate Strategy commitments, reflecting the need to reward success and build future capacity.	QR funding formula adjusted to produce QR allocations for 2015/16 on the basis of Research Excellence Framework 2014 outcomes.	QR funding allocations announced to sector in recurrent grant circular.	Q1	LT / AT / EH	✓ Achieved. Allocations published in May 2015.
We will continue to support initiatives to increase Wales' research capacity in key areas of science.	Joint funding of the original Sêr Cymru programme: Research Chairs and three National Research Networks. Annual monitoring of performance.	Provision of around 30% of the total Sêr Cymru programme.	BYE	LT / AT	On course. Payments proceeding on schedule. Annual reports for 2014/15 currently being analysed jointly by Welsh Government and HEFCW.
	Contribution to the WG's new Sêr Cymru II initiative.	Paper to Council.	Q2	LT / AT	Welsh Government is still developing the plans for Sêr Cymru 2 in consultation with HEIs. We expect to present the paper to Council by year end.
We will maintain and allocate postgraduate research funding in support of postgraduate research (PGR) activity in Wales.	PGR funding formula run in line with QR, taking account of Research Excellence Framework 2014 outcomes.	PGR funding allocations announced to sector in recurrent grant circular.	Q1	LT / AT / EH	✓ Achieved. Allocations published in May 2015.
We will explore how the research funding method might be simplified post 2015/16.	Design and model the feasibility of a simplified research funding formula.	Potentially (and if the modelling shows this is feasible), a simpler, more transparent funding research funding method post 2015/16 - for consultation with the sector.	Q3	LT / AT / EH	✓ Achieved. Paper presented to Council in September 2015. In view of current uncertainty about future funding levels, it was decided not to proceed with a consultation at present.

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We will seek to maximise the sector's EU grant capture and influence (in particular Horizon 2020 and European Structural & Investment Funds (ESIF)) and will work with the Welsh Government and the sector to build the capacity of the research base.	HEFCW represented on Welsh European Funding Office ESIF Programme Monitoring Committee	Advice to Welsh Government to facilitate sector's grant capture from and promote the effective delivery of EU investments in Wales.	Q3	DMB / TO	CEO has been attending the meetings of the WEFO ESIF Programme Monitoring Committee.
	HEFCW is governance member of Welsh Higher Education Brussels Board.	Promotion of key areas of Research & Innovation strength. Presentation of initial EU grant capture at sector level (via internationalisation report to relevant Council committees.	Q3	TO	✓ Achieved.. HEFCW attends meetings. Report on EU R&I funding presented to October 2015 RIEC and November Council
	HEFCW is represented on sector's ESF High Level Skills Steering Group and Welsh European Liaison Officers' group.	HEFCW well positioned to maximise the sector's EU grant capture and influence.	Q1	TO / JCG	✓ Achieved and ongoing. HEFCW attends these meetings
	HEFCW is represented on International Unit Strategic Advisory Board.		Q1	TO	✓ Achieved and ongoing HEFCW attends these meetings
We will encourage the development of stronger research environments via capital investments, and support the sector in the development of proposals under the UK Research Partnership Investment Fund, as well as via support for research staff development activity.	Distribute funding allocated by UK Government's Department for Business Innovation & Skills (BIS) and Welsh Government's Department for Education and Skills in support of research capital and monitor its use.	Allocation of funding to Strategic Capital Investment Fund applications.	BYE	CC	Ongoing as planned final payment of funding due in January 2016.

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	Distribute funding and monitor successful bids	Issue award letter for funding for Cardiff University's Research Foundation in Compound Semiconductor Technology.	Q1	LT	✓ Achieved. Award letter issued to Cardiff University in April 2015.
		Monitoring of Swansea University's Energy Safety Research Institute.	Q3	LT	Construction of ESRI completed on schedule. Report for 2014/15 due in December 2015.
	Support the Welsh Crucible initiative, recognising its commitment to provide equality of opportunity to highly promising researchers in Wales.	Allocation of £15k to Welsh Crucible.	Q2	LT	✓ Achieved. Payment made in October 2015.
	Support for Vitae, including its management of the Concordat for the Development of Researchers and the European Commission's HR Excellence in Research Awards.	Management of transition to new funding model for Vitae; Careers in Research Online Survey, Principal Investigators and Research Leaders Survey outcomes; all our research-led universities to have achieved HR Excellence in Research award.	BYE	AT	✓ Achieved. New funding model agreed with partner bodies across the UK. HEFCW remains a member of the Strategy and Executive groups.

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We will assure the quality of the research in Wales through the development of future Research Excellence Framework (REF) exercises through membership of the REF Steering Group, and in partnership with the other UK funding bodies:	Complete evaluation of REF 2014.	HEFCE to publish all evaluation reports on behalf of the four higher education funding bodies.	Q1	LT / AT	✓ Achieved. All evaluation reports published.
	Agree initial principles for consultation with the UK higher education sector for delivery of future REF.	Sector consulted on initial principles.	Q3	LT / AT	The consultation on the next REF has been delayed at the request of BIS, pending the outcome of the UK Government's CSR.
	Ensure that open access publication in research is promoted through future REF arrangements	Requirements for open access in next REF have been published, followed by circular announcing policy adjustments & qualifications. Sector takes these into account in preparing for next REF.	Q2	LT / AT	The consultation on the next REF has been delayed at the request of BIS, pending the outcome of the UK Government's CSR.
	Determine budget for delivery of future REF.	Budget agreed.	BYE	LT / AT	Work on arrangements for the next REF has been delayed at the request of BIS, pending the outcome of the UK Government's CSR.
We will ensure we are fully informed of institutional approaches to the management of research - including any planned changes to the overall profile of research activity; provision for	Analysis of SPEDs.	Feedback to universities.	Q1	LT / AT	✓ Achieved.

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researcher development; measures to increase Research Council and other research income; plans for postgraduate research; plans for capital investment; high level arrangements for performance monitoring; and strategic partnerships with world-leading universities	Request research strategies and establish programme of engagement visits.	More informed picture of institutional approaches to research management.	Q2	LT / AT	✓ Achieved. We have visited all research-led institutions in the sector to discuss their research strategies post-REF and to follow up on points from their SPEDS.
We will assess risk to universities through annual evaluation of research activities, informed by monitoring of sector performance against research corporate strategy targets and an annual analysis of Wales' share of UK research council income.	Institutional risk review process.	Included in report to Audit and Risk Committee.	Q1	LT / ML	✓ Achieved.
	Paper to Council and RIEC.	Monitoring of Wales' relative position in the UK.	Q1	LT	✓ Completed. Paper submitted to Council in May and to RIEC in October.
We will explore a set of better research performance measures, including potential for use of metrics and bibliometrics.	Analysis of Higher Education Statistics Agency-based metrics (changes in research staff, PhD numbers).	More comprehensive set of measures of research performance, efficiency and productivity.	BYE	LT / EH	Paper submitted to RIEC in October. Agreed to consult further with sector on proposals.
	Explore potential for a Wales package of bibliometric analysis based on previous Elsevier analysis conducted for HEFCW, Welsh Government and the sector.	More comprehensive set of measures of research performance, efficiency and productivity.	BYE	LT	Paper submitted to RIEC in October. Agreed to consult further with sector on proposals.

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
We will encourage sector compliance with the UK Concordat for Research Integrity.	Require confirmation of compliance within Annual Assurance Statements.	Assurance that the Welsh sector complies with the Concordat for Research Integrity.	BYE	LT / ML	✓ Achieved. Annual Assurance Statements to include statement about the degree of compliance with the Concordat.
	HEFCW represented on UK steering group undertaking a review of the Concordat.	UK review of the Concordat for Research Integrity.	Q3	LT	Steering Group has met on two occasions. Preparations for the review are underway.
We will engage with outcome of Nurse Review of Research Councils; and Devolved Funders Roundtable.	Input to Nurse Review consultation.	HEFCW evidence on importance of dual support system and specific issues of relevance to Wales.	Q1	BEO / AT / LT	✓ Achieved.
	HEFCW represented on BIS Devolved Funders Roundtable.	Dates / composition / remit of future meetings to be determined.	BYE	BEO / AT / LT	HEFCW represented at all meetings held to date. A further meeting planned for February.
We will support the development of Global Wales for universities in Wales to connect with partner countries and priority markets for research collaborations (also relevant to Student Experience theme in relation to overseas student recruitment and transnational education.	HEFCW represented on Global Wales steering group.	Advice to Universities Wales/ Global Wales Partnership.	BYE	TO / AT	Achieved and ongoing. HEFCW attends meetings, has advised GW consultant, and actively supported programme delivery in USA
<b>Reconfiguration and Collaboration</b>					
We will monitor and evaluate the delivery of merger, reconfiguration and collaboration and strategic development fund project outcomes.	Scheduled reports, monitoring meetings and presentations to HEFCW's Strategic Development	Merger and project outcomes as set out in funding letters.	BYE	EB	✓ Achieved.



## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
	Committee.				
<b>Governance</b>					
We will develop a Financial Management Code, a Transitional Statement of Intervention and a Full Statement of Intervention under the Higher Education (Wales) Act as well as a new Financial Memorandum and Audit Code of Practice.	Published Financial Memorandum and Audit Code of Practice.	Processes in place to ensure assurance over public funding to higher education providers.	Q3	ML	In progress and running to schedule. State aid references included. Consultation period now complete and a final version due to be published around the end of Q3.
	Adherence to timescale for development of Financial Management Code.	Processes in place to ensure assurance over universities' financial management.	BYE	ML	In progress. The agreed timetable sees the production of a draft Code by year end.
	Consultation on draft Transitional Statement and publication of Statement.	Processes for exercising HEFCW intervention powers in place for Transitional Period.	Q3	EB	On course for completion by due date. Consultation closes mid-Nov, Transitional Statement to be published late-Nov/early-Dec 15.
	Consultation on draft Statement and finalisation of Statement.	Processes for exercising HEFCW intervention powers in place for full implementation of Act.	BYE	EB	On course for completion by due date. Whilst the statement has been drafted, consultation and finalisation to schedule will be dependent on receipt of guidance/regulations from Welsh Government.
We will review internal control, risk management and governance arrangements at higher education providers.	Institutional assurance review visits held with a subset of providers (on a three year cyclical basis), annual review of assurance returns and annual all-Wales meeting held with	Informs Audit & Risk Assurance Committee and Council discussion of institutional governance; the Annual Governance Assurance Statement to Welsh Government;	BYE	EB / ML	On course for completion by due date. Annual Governance Assurance Statement submitted August 2015.

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
	universities' internal auditors.	Institutional Risk Review (IRR) process; and HEFCW's engagement with universities.			
We will monitor senior pay levels and awards in the higher education sector and submit a report to the Welsh Government on an annual basis outlining the position for higher education providers in Wales.	Discuss and agree proposed report format and content with Welsh Government.	Produce a report of senior pay based on the higher education institutions' financial statements and annual reports for the year ended 31 July 2015.	Q3	BEO / EB	On course for completion by due date.
	Review the financial statements and annual reports of higher education institutions in Wales for the year ended 31 July 2015.		BYE	BEO / EB	On course for completion by due date.
We will review of institutional strategies through the new Strategic Planning & Engagement Document process.	Analysis of Strategic Planning and Engagement Documents.	Letters issued to universities to initiate engagement where queries/issues identified.	Q1	EB / ML	✓ Achieved.
We will assess institutional risks via the Institutional Risk Review process, informed by a range of data including analysis of the financial health of the sector based on financial forecasts and analysis of financial health of the sector, based on the financial statements.	Twice-yearly reviews (full review and interim review) with recommendations to be considered by Audit & Risk Assurance Committee and Council.	Letters issued to universities following full review and in the event of changes following interim review. Risk ratings inform the intensity of HEFCW's engagement with universities.	Q3	EB / ML	✓ Achieved.
	Collation, sector consolidation and review of the universities' financial forecasts and supporting commentaries.	Informs the interim IRR on sustainability through review of forecast performance and key indicators.	BYE	NH	✓ Achieved. Review has been completed and will be presented at Council's meeting in November.

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
	Collation, sector consolidation and review of the universities' financial performance for 2014/15, set also against their forecasts for the year and the next two years.	Informs the full IRR on sustainability through review of past performance and future sustainability, and key indicators.	BYE	NH	✓ Achieved. Review has been completed and will be presented at Council's meeting in November.
	As part of its on-going programme of institutional visits, the Council to visit three universities during 2015-16.	Council has a better understanding of the providers' strategic plans; governance oversight; and current challenges	BYE	DH	The Council visited Cardiff University in July 2015. It is scheduled to visit the Open University in Wales in January 2016, and the University of South Wales in March 2016.
We will encourage procurement efficiencies through sector procurement efficiencies reporting and Procurement Fitness Health Check monitoring.	Annual Procurement efficiencies report by institution - sector performance reported to Welsh Government and Audit & Risk Assurance Committee.	Demonstrate value for money being achieved by individual providers and the sector.	BYE	KW	Procurement efficiencies information will be requested in November 2015, to be submitted to HEFCW by the end of February 2016.
	Progress reports and meeting updates regarding improvement action plans.	Demonstrate to HEFCW and Welsh Government that higher education providers are meeting or working towards Welsh Government Procurement policy statement and principles.	BYE	KW	Action plans resulting from the procurement fitness health checks will be submitted to HEFCW by the end of February 2016.  Procurement meetings are currently being undertaken

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
We will assess the state of institutional estates and estate management via analysis of Higher Education Statistics Agency Estate Record data, visits and Estate Strategy Analysis.	Collation of sector analysis by peer groups and consideration against historic data.	Informs IRR and estates report to Council.	Q2	CC	This is ongoing and will be completed to inform the next report to Council and the IRR process
	Ongoing review against stated ambitions and targets.		BYE	CC	This is ongoing and will be completed to inform the next report to Council and the IRR process
	Collation and review of medium term university strategies.		BYE	CC	This is ongoing and will be completed to inform the next report to Council and the IRR process
We will secure the use of AUDE Self-Assessment Toolkit, and Green Score Card within the sector.	Provision of additional feedback on performance around sustainable development and estates.	Provides additional baseline information to support the development of estate strategies.	BYE	CC	License secured and testing of the toolkit is now underway.
We will develop and support engagement around Green Growth, and the Resource Efficiency Framework.	Greater institutional engagement and utilisation of these services.	Higher levels of investment in environmental sustainability.	BYE	CC	On-going engagement with the sector and Welsh Government
We will encourage the sector 'as employers' to meet their obligations under equality legislation.	Actions covered in the Annual Equality report and Strategic Equality Plan.	Feeding into HEFCW engagement with higher education providers.	BYE	CC	We are working to ensure that the Strategic Equality Plan and the Future Generations Act are

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
					implemented in a structures and complimentary manner.
<b>Organisational Effectiveness</b>					
We will maximise procurement efficiencies through Procurement Efficiencies work and reporting, development of HEFCW procurement activity, including e tendering and the use of a HEFCW purchasing card scheme.	Reporting procurement efficiencies achieved from HEFCW's procurement activity, via tendering or use of collaborative agreements.	Demonstrating value for money achieved from HEFCW's procurement activity and systems.	BYE	KW	Annual efficiencies reporting during November 2015
	Collaborative work with National Procurement Service, e-tendering activity working with HEFCW contract managers.	Demonstrating value for money achieved from HEFCW's procurement activity and systems.	BYE	KW	Ongoing activity
	Ongoing activity with Barclaycard, Value Wales, card holders and Finance.	Use of e procurement technology to support efficient procurement processes.	BYE	KW / NW	Ongoing activity
We will identify and secure appropriate alternative office accommodation.	No increase in recurrent expenditure.	Agree a new lease for alternative office accommodation.	BYE	CC / NW	Ongoing activity.
We will update our Environmental Management system.	Minimise carbon emissions and waste.	Annual report to Management Board.	BYE	CC	On-going activity
We will update our Information Security Management System to align it against the revised ISO 27001:2013 Information Security Management standard, and seek reaccreditation	Update the Information Security Management System and undertake an external assessment.	ISO 27001:2013 accreditation.	Q1	AH	✓ Achieved. Reaccreditation successful
We will develop a pilot to inform our reporting structure in respect of the Well-being of Future Generations Wales Bill.	Development of structures and decision making process to support compliance with the Bill.	Legally compliant structure which ensures HEFCW works effectively to ensure sector support of the statutory objectives.	BYE	CC	Initial review completed. Report will be submitted to Council in January 2016.
We will implement the Higher Education	Regular liaison within	HEFCW delivers its	BYE	CH /	Ongoing liaison between

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
(Wales) Act and liaise with the relevant Welsh Government Higher Education (Wales) Act Project Group.	HEFCW and between HEFCW and WG officials. HEFCW develop implementation plan. Legal advice provided as appropriate. Consultation with sector. Guidance and publications published within schedule.	statutory requirements detailed in the HE Act (Wales) 2015.		SW	HEFCW, Welsh Government and key stakeholders. A draft transitional statement of intervention has been consulted on and fee and access plan guidance has been drafted.
We will develop a new operational plan in liaison with Welsh Government officials.	Discuss proposals of new plan with staff, Council and WG officials. Develop new operational plan and submit to Council for approval.	Council approve plan and it is approved by Welsh Government. New format fulfils Welsh Government requirements and helps drive HEFCW activity for 2015-16	Q2	CH / SW	✓ Achieved. Plan was submitted to Welsh Government in July 2015 and it was noted by the Minister in September 2015.
We will continue to provide support to the Diamond Review.	Observership on Review Group; Presentation to Review Group; Provision of information to Review Group as requested.	Effective support for Review Group to meet its terms of reference.	BYE	DMB	CEO continues to attend Diamond review group meetings. Separate meetings have been held with Ian Diamond and we have provided a range of information and data to the review.
We will review the suitability of the current HEFCW funding formula (with emphasis on part-time, Quality Research (QR), and on expensive subjects).	Review of part-time funding	Revised part-time funding method 2016/17	BYE	BEO / HF	Uncertainty about levels of funding means that the review of funding is currently on hold. Work has been done on the review of methods but will not be implemented in 2016/17.
	Review of QR and consultation with sector.	Revised QR funding method 2016/17.	BYE	BEO / HF	
We will work on improving public perception and understanding of the existing funding arrangements.	Circular on sector income.	Additional information in public domain on financial position of the sector.	Q3	BEO / HF	Circular will now be published in 2016, including an extra year of analysis.

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
	Circular on financial position of the sector.		Q2	BEO / HF	✓ Achieved. Review has been completed and will be presented at Council's meeting in November.
	Develop new circular including information on total costs and subjects.		BYE	BEO / HF	Ongoing
We will recognise the unique position of the Open University in Wales when it delivers its plans to the sector.	Review of funding method and consideration of possibility of support in 2016/17.	Additional funding support for the Open University in Wales in 2015/16	Q1	BEO / LH	✓ Achieved. The OU have been awarded transitional mitigation funding in 2015/16 – this is part of the payment profiles which have been set up.
		Revised part-time funding method 2016/17	BYE	BEO / LH	✓ Achieved. Information provided to Council in September. In view of current uncertainty about future funding levels, it was decided not to proceed with a consultation at present.
We will work with the sector to advance the use, where possible, of Unique Learner Numbers (ULN) through Higher Education Data & Information Improvement Programmes' (HEDIIP) roadmap.	Representation at HEDIIP meetings.	Increased use of ULN.	BYE	HF	✓ Achieved. HEDIIP have produced a ULN adoption blue print and the HE ULN adoption group are taking the work forward.
	Consideration in UK Performance Indicators Steering Group.		BYE	CH/HF	Raised at the UK Performance Indicators Steering Group on 26/10/15.
	Work with Wales Institute of Social and Economic Research, Data & Methods on widening access tracking.		Q2	JJ	✓ Achieved.

## Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2015-16	Activity	Outcomes / Outputs	Date	Person	Current Status
We will apply conditions of grant on fee levels and regional coherence.	Conditions of grant applied through funding agreements.	Conditions of grant applied to sector.	Q1	BEO	Waiting for final information in preparation for consultation.
	Fee plans 2016/17.		Q2	JJ	✓ Achieved. Fee plans approved for 2016/17.
We will apply for re-accreditation as an Investors In People organisation.	Plan for an Investors In People assessment review through the Welsh Government.	HEFCW Investors in people status is re-accredited until 2018.	Q1	NW	✓ Achieved.

Key to HEFCW staff		
Alyson Thomas (AT) Head of Research, Innovation & Engagement	Alison Haggett (AH) Head of Information Services and Facilities	Bethan Owen (BEO) Director of Institutional Engagement
Celia Hunt (CH) Director of Strategic Development	Chris Cowburn (CC) Senior Estates and Sustainability Manager	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	Jackie Cresswell-Griffith (JCG) Head of Skills and Employability
Jane Johns (JJ) Head of Widening Access and Inclusion	Karen Wolliner (KW) Senior Procurement Manager	Kimberley Meringolo (KM) Student Experience Manager
Leanne Holborn (LH)	Linda Tiller (LT)	Liz Heal (EH)



## Annex A - Activity, outcomes & outputs for key priorities

Senior Funding Manager	Senior Research Manager	Statistical Analyst
Matt Lody (ML) Senior Institutional Risk and Assurance Manager	Neil Hempstead (NH) Senior Institutional Financial Assurance Manager	Rachel O’Gorman (ROG) Widening Access Officer
Tove Oliver (TO) Senior European and International Manager	Nick Williams (NW) Head of Corporate Services	Steve Williams (SW) Skills and Employability Manager

## Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	13/14 position	14/15 position
1 Widening Access	Rise in proportion of all Welsh domiciled students studying higher education courses at higher education institutions and further education institutions in Wales who are domiciled in the bottom quintile of wards in the Welsh Index of Multiple Deprivation or in Communities First cluster areas	From 20.0% in 2011/12 to 22.4% in 2015/16 (a rise of 11.8%)	20.9%	
2 Participation	An increase in the proportion of all UK domiciled students studying higher education courses at higher education institutions and further education institutions in Wales who are from UK low participation areas.	From 33.2% in 2011/12 to 35.3% in 2015/16 (a rise of 6.3%)	34.3%	
3 a) Retention	A decrease in the percentage of full-time undergraduate students no longer in higher education following year of entry	from 9.2% in 2011/12 to 8.2% in 2015/16 (a drop of 10.7%)	7.5%	
3 b) Retention	a decrease in the percentage of part-time first degree students no longer in higher education two years following year of entry	from 33.7% in 2011/12 to 30.1% in 2015/16 (a drop of 10.7%)	35.5%	
4 Part-time	The percentage change in the number of part-time students attending higher education courses in Welsh higher education institutions and further education institutions to be equal to, or greater than, the	The percentage change in the number of part-time students attending higher education courses in Welsh higher education institutions	-3.4% - Welsh institutions -7.3% - UK institutions	

## Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	13/14 position	14/15 position
	comparable figure for the UK	and further education institutions to be equal to, or greater than, the comparable figure for the UK		
5 National Student Survey	The three year rolling average score for Wales in the National Student Survey 'overall satisfaction' question will be equal to, or greater than, the comparative score for the UK	The three year rolling average score for Wales in the National Student Survey 'overall satisfaction' question will be equal to, or greater than, the comparative score for the UK	84.3% - Welsh institutions  85.3% UK institutions	
6 Welsh Medium	The number of students studying higher education courses at higher education institutions and further education institutions in Wales undertaking at least 5 and 40 credits of their course through the medium of Welsh	Those undertaking 5 credits per annum, will rise from 4,335 in 2011/12 to 5,600 in 2015/16, including a rise from 2,269 to 3,030 in the number of those studying at least 40 credits per annum	5+ credits – 4,858  40+ credits – 2,445	
7 Overseas	The percentage change year on year in the number of overseas students attending higher education courses in Welsh higher education institutions will be equal to, or greater than, the comparable figure for UK higher education institutions (excluding London and the South East)	The percentage change year on year in the number of overseas students attending higher education courses in Welsh higher education institutions will be equal to, or	7.4% - Welsh institutions  4.1% - UK institutions	

## Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	13/14 position	14/15 position
		greater than, the comparable figure for UK higher education institutions (excluding London and the South East)		
8 Quality	All institutions being reviewed in the Corporate Strategy period to receive QAA Institutional Review outcomes of 'commended' or 'Meets UK expectations' for all judgements'	All institutions being reviewed in the Corporate Strategy period to receive QAA Institutional Review outcomes of 'commended' or 'Meets UK expectations' for all judgements'	Number assessed: 1  Number 'commended' or 'Meets UK expectations': 1	Number assessed: 3  Number 'commended' or 'Meets UK expectations': 3
9 ITT Summary	Welsh Government intake targets for ITT undergraduate primary, postgraduate primary, undergraduate secondary, postgraduate secondary priority and postgraduate secondary other subjects to be met annually	Welsh Government intake targets for ITT undergraduate primary, postgraduate primary, undergraduate secondary, postgraduate secondary priority and postgraduate secondary other subjects to be met annually	Primary undergraduate: -1% Primary postgraduate: 2% Secondary undergraduate: 52% Secondary postgraduate – priority: -12% Secondary postgraduate – other: -1%	
10 Employment	The proportion of leavers from Welsh higher education institutions obtaining undergraduate qualifications	will be equal to, or greater than, the UK proportion	94.2% - Welsh institutions  93.8% - UK	

## Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	13/14 position	14/15 position
	through full-time or part-time study who were employed, studying or both six months after leaving will be equal to, or greater than, the UK		institutions	
11 Employability	The proportion of leavers who were working or working and studying who were working in a managerial/professional job six months after leaving to rise	from 67.5% in 2010/11 to 72.7% in 2015/16 (a rise of 7.7%)	70.2%	
12 CPD	The total number of learner days delivered by Welsh higher education institutions for continuing professional development will rise	from 202,498 in 2011/12 to 226,000 in 2015/16 (a rise of 11.6%)	208,742	
13 Collab Research Income	The total amount of income from collaborative research involving both public funding and funding from business will rise	from £65,294k in 2011/12 to £72,000k in 2015/16 (a rise of 10.3%)	£83,135	
14 Research Council Income	The annual percentage change in income from Research Councils will exceed the comparable figure for UK higher education institutions (excluding the 'golden triangle' of Oxford, Cambridge and London)	The annual percentage change in income from Research Councils will exceed the comparable figure for UK higher education institutions (excluding the 'golden triangle' of Oxford, Cambridge and London)	5.7% - Welsh institutions 6.6% - UK institutions	
15 REF	An increased proportion of research submitted to the Research Excellence	Will achieve an increased proportion of 3* and 4* in the REF	2014 REF 4* - 30% 3* - 47%	2014 REF 4* - 30% 3* - 47%

## Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	13/14 position	14/15 position
	Framework (REF) by Welsh higher education institutions	2014 from a baseline of 35% at 3* and 14% at 4*in the 2008 Research Assessment Exercise.		
16 Income	At least 75% of the Welsh higher education institutions to have an annual income in excess of the UK median, with no institution to be in the lower quartile by 2015/16	At least 75% of the Welsh higher education institutions to have an annual income in excess of the UK median, with no institution to be in the lower quartile by 2015/16	In excess of UK median – 50% In lower quartile – 13%	
17 Governance	No higher education institution to be classified as 'high risk' in accordance with HEFCW institutional risk review processes	No higher education institution to be classified as 'high risk' in accordance with HEFCW institutional risk review processes	1 institution	