

Operational Plan

2016-17



Noddir gan
Lywodraeth Cymru
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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 2016-17. 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. Welsh higher education has an impact globally, with higher education providers forging alliances around the world. 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. Whilst we will be renewing our corporate strategy during the year, our current strategy makes clear the performance we hope providers will achieve for the benefit of Wales. Our operational plan links between the longer term aims we have set in our corporate strategy to 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 previous Minister for Education and Skills in his annual remit letter to us which include the preparation of a draft strategy for higher education in Wales.

For each of our key corporate objectives, 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 the detailed implementation of which we will continue to be heavily engaged over the coming year. 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 and access planning. An important aspect to our approach involves the sharing of good practice and brokering between institutions, the government and other agencies.

As we prepare this plan, we look forward to working with a new Welsh government following the Welsh Assembly elections in May, 2016. In addition to a new programme for government, which we can expect to be forthcoming, we will also need to address the new government's response to the forthcoming 'Diamond' review final report and the already published 'Hazelkorn' review. Addressing these issues, along with a planned relocation in August, promises plenty of challenges for the forthcoming year.

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 2016

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 2016-17 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 2016-17

- We will take forward the Widening Access Programme of Action, informed by the WISERD Access to Higher Education in Wales report recommendations and new fee and access plan processes;
- We will develop new fee and access plan architecture and deliver fee and access plan processes taking account of the provisions of the Higher Education (Wales) Act 2015;
- We will support the three regional, Reaching Wider Partnerships to ensure that they add value to our all-age widening access priorities and retain and build on their multi-agency and innovative approaches;
- We will support the Open University in Wales and continue to work with all universities and their partners in line with the HEFCW Part Time Study Position Statement;
- We will promote widening access, equality of opportunity and higher education opportunities with our partners;
- We will advance equality and equity, including through going beyond statutory duties, new fee and access 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 2016/17 (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 2016/17 (a rise of 6.3%).

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

T3. Retention

- (a) *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 2016/17 (a drop of 10.7%); and*
- (b) *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 2016/17 (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 2016-17

- We will manage our statutory quality assessment duties under the Higher Education (Wales) Act 2015, while working with the other funders to maintain a UK-wide quality assessment approach;
- We will encourage higher education providers to continuously enhance the student experience for the diverse student population, ensuring that their voice enhances higher education. We will work with partners to ensure that prospective and current students have appropriate information about higher education;
- We will continue to focus on Welsh medium provision in the coming year;

- We will manage our responsibilities for initial teacher training;
- We will work with higher 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 ensure that current work in universities 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 student recruitment activity;
- We will support Global Wales to promote universities in Wales and to connect with partner countries and priority markets for overseas student recruitment and Transnational Education (TNE).

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 2016/17, 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 2016-17

- We will support and encourage higher education providers to play a key role in meeting the higher level skills needs of the regional skills partnerships;
- We will support and encourage higher education providers to play a key role in meeting Welsh government skills priorities;
- 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.
- We will oversee the implementation of the European Social Fund (ESF) funded GO Wales: Achieve through Work Experience Programmes designed to improve the employability of young students most at risk of being not in employment, education or training (NEET) when they leave higher education.

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 2016/17 (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 2016/17 (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 2016-17

- 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)”
- We will be 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 and Engagement corporate strategy targets and the Higher Education Business Community Interaction Survey 2014/15;
- 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 2016/17 (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 2016-17

- We will allocate Quality-Related (QR) 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 consider the implications of the UK Government White Paper for research in Wales;
- Taking account of the outcomes of the Stern Review, we will develop arrangements for the next Research Excellence Framework (REF) to assure the quality of research in Wales, in partnership with the other UK funding bodies;
- We will continue to support initiatives to increase Wales' research capacity in key areas of science;
- We will allocate postgraduate research funding in support of postgraduate research activity in Wales;
- We will review the research funding model to ensure that it is focused on excellence and capacity.
- We will seek to maximise the sector's EU grant capture and influence (in particular Horizon 2020 and European Structural and 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 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 develop a broader range of research performance measures, including some use of metrics and bibliometrics;
- We will encourage sector compliance with the UK Concordat for Research Integrity;
- We will support Global Wales to promote universities in Wales and to connect with partner countries and priority markets for research collaborations.

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 2016-17:

- 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 2016/17.

Governance

Objective

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

Key priorities for 2016-17

- We will finalise a Financial Management Code and a Full Statement of Intervention under the Higher Education (Wales) Act 2015;
- We will review our processes for gaining assurance over the internal control, risk management and governance arrangements at higher education providers in light of the implications of the Higher Education (Wales) Act 2015;
- We will deliver the Prevent Duty (subject to formal confirmation by Welsh Government / Home Office that the Duty is to be given to HEFCW);
- 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 institutions in Wales.
- We will review progress against institutional strategies through the Strategic Planning and Engagement Document process;
- We will assess institutional risks via the Institutional Risk Review process;
- We will encourage procurement efficiencies through sector procurement efficiencies reporting and Procurement Fitness Health Check monitoring;
- We will assess the state of higher education institutions' 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 higher education institutions;
- We will develop and support engagement around Green Growth, and the Resource Efficiency Framework;
- We will encourage higher education institutions '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 2016-17

- 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 undergo the process for the three year review and reaccreditation of the ISO 27001:2013 Information Security Management standard;
- We will develop a pilot to inform our reporting structure in respect of the Well-being of Future Generations (Wales) Act 2015;
- We will deliver our public sector equality duties;
- We will implement the Higher Education (Wales) Act 2015;
- We will develop a Higher Education Strategy for Wales in partnership with relevant stakeholders;
- We will develop a new HEFCW corporate plan in liaison with relevant stakeholders;
- 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, QR, and on expensive subjects);
- We will work on improving public perception and understanding of the existing funding arrangements for Higher Education;
- We will recognise the unique position of the Open University in Wales
- We will work with the sector to advance the use, where possible, of Unique Learner Numbers (ULN) through Higher Education Data and Information Improvement Programmes' (HEDIIP) roadmap;
- We will apply conditions of grant on fee levels and regional coherence;
- We will review our approach to risk management.

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/significant progress made with this task	Q2	July to September
	Potential issues leading with the delivery of the task – task will not be delivered by due date but will be completed by the end of 2016-17	Q3	October to December
	Issues with the delivery of the task – task will not be completed by the end of 2016-17	BYE	January to March
	No longer applicable	BYE	By year end

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
Widening Access					
We will take forward the Widening Access Programme of Action, informed by the WISERD Access to Higher Education in Wales report recommendations and new fee and access plan processes.	Review progress with the Widening Access Programme of Action in the light of the WISERD report recommendations	Effective implementation of the Programme of Action.	Q3	JJ	✓ Achieved. Programme of Action 2015/16 and 2016/17 progress reviewed and reported to September 2016 Council and SOAC November meetings. Ongoing implementation of the programme.
	Monitor performance against our Corporate Strategy measures for widening access	Sustained progress towards meeting our Corporate Strategy widening access targets.	BYE	JJ	✓ Achieved. WA measures monitored including through fee plan AMSs to be submitted in December 2016
	Develop fee and access plan guidance which supports HE providers to deliver Welsh Government priorities for equality of opportunity and promotion of higher education.	Embedded structures which support and promote widening access and success in higher education.	BYE	JJ	✓ Achieved. 2017/18 guidance published April 2016.

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
We will develop new fee and access plan architecture and deliver fee and access plan processes taking account of the provisions of the Higher Education (Wales) Act 2015;	Work with Welsh Government and other bodies to develop the 2017/18 fee and access plan process.	Enabling 2017/18 fee and access plan guidance published	Q1	JJ	✓ Achieved.
	Analyse and approve, or otherwise, 2017/18 fee and access plans.	Robust 2017/18 fee and access plans approved or inadequate plans not approved.	Q2	JJ	✓ Achieved. Plans approved August 2016
	Submit annual report to Welsh Government on the assessment, monitoring and enforcement of fee and access plans	Report submitted to the Welsh Government	Q2	JJ	✓ Achieved. Report drafted September 2016, approved by Council November 2016, submitted to Welsh Government December 2016.
	Work with Welsh Government and other bodies to develop the 2018/19 fee and access plan process	Publish 2018/19 fee and access plan guidance.	BYE	JJ	✓ Achieved. HEFCW/WG meeting February 2017. Fee and access plan guidance published March 2017.
	Monitor 2014/15 fee plans to ensure fee income is invested in supporting equality of opportunity and promoting higher education.	Fee plan monitoring process complete	BYE	JJ	✓ Achieved. Initial monitoring completed November 2016, responses to feedback received February 2017 and analysed.
We will support the three regional, Reaching Wider Partnerships to ensure that they add value to our all-age widening access priorities and retain and build on their multi-agency and innovative approaches;	Fund the Reaching Wider (RW) Programme as a mechanism for regional collaboration.	Three regional Reaching Wider Partnerships.	BYE	JJ	✓ Achieved RW Partnerships 2017/18 funding confirmed March 2017.
	Review RW priorities to ensure they contribute to delivering HEFCW's widening access priorities.		BYE	JJ	✓ Achieved. RW Partnership priorities reviewed through annual monitoring returns submitted to HEFCW in December 2016.

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
We will support the Open University in Wales and continue to work with all universities and their partners in line with the HEFCW Part Time Study Position Statement;	Support the Open University in Wales	Part-time and flexible learning opportunities are offered in line with HEFCW's Part-time Study Position Statement.	BYE	JJ	✓ Achieved. OU in Wales supported in 2016/17.
	Encourage fee and access plan applicants to take account of part-time and mature students		BYE	JJ	✓ Achieved. 2016/17 and 2017/18 HEFCW fee and access plan guidance encourages part-time study. Ongoing monitoring of HEFCW Part-time Position Statement.
	Provide targeted fee waiver support for eligible part-time students unable to access part-time tuition fee loans.		BYE	SW	✓ Achieved. Guidance for applications published. Fee waiver submissions have been received and have been checked.
	Monitor 'bite-sized' and other part-time learning opportunities.		BYE	JJ	✓ Achieved. UHOVI Phase Two monitoring complete. Monitoring of part-time HEFCW CS targets for 15/16 against HESA data complete.
We will promote widening access, equality of opportunity and higher education opportunities with our partners.	Host a national widening access conference in 2016 securing cross-sector representation.	Promotion of higher education opportunities and further improvement of collaborative working.	BYE	JJ	✓ Achieved. HEFCW 2016/17 national conference postponed as former Minister unable to attend on any date. RW conference in Bangor held March 2017, Cabinet Secretary, HEFCW CEO and Future Generations staff gave presentations.

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
	Deliver our Strategic Equality Plan (SEP) objectives, publish our annual equality report and develop our new equality plan and objectives.	Address, with partners, inconsistencies in access and opportunity.	BYE	JJ	✓ Achieved. SEP objectives for 2015-16 delivered. New SEP including objectives 2016 -2020 published March 2016. Further progress delayed due to reduced staffing resources.
	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	✓ Achieved for 2016-17.
We will advance equity and equality, including through going beyond statutory duties, new fee and access planning requirements and support arrangements.	Maintain relationships with UK bodies as they relate to higher education in Wales, including representation on UK-wide committees and strategic boards, including the UCAS Welsh Standing Group.	Effective support to sector in equality and diversity and in admissions developments, fair access and high quality admissions and recruitment practices promoted.	BYE	JJ	✓ Achieved for 2016-17. Annual meetings with UCAS and Supporting Professionalism in Admissions Programme delivered.
	Support the Equality Challenge Unit (ECU) and the Supporting Professionalism in Admissions (SPA) programme.	Effective support to sector in equality and diversity and in admissions developments.	BYE	JJ	✓ Achieved. ECU supported through grant 2016/17 letter, annual ECU/HEFCW meeting November 2016. Annual meeting with SPA delivered.
	Develop our Strategic Equality Plan, deliver our equality plan objectives, publish our annual equality report and align with the well-being of Future	Address, with partners, inconsistencies in access and opportunity.	BYE	JJ	✓ Achieved. SEP 2016 – 2020 published

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
	Generation goals and sustainability principle.				
Student Experience					
We will manage our statutory quality assessment duties under the Higher Education (Wales) Act 2015, while working with the other funders to maintain a UK-wide quality assessment approach.	Quality Assessment Committee to hold at least two meetings a year.	Effective management of HEFCW's quality assessment duties.	BYE	CON	✓ Achieved. Three meetings a year have been held given the volume of work to be done.
	Continue to progress the implementation of the Higher Education (Wales) Act 2015	Prepared for full implementation in 2017/18	BYE	CON / CH	✓ Achieved. Work ongoing to implement quality aspects of the HE Act
	Consult on the new Quality Assessment Framework for Wales	Agreement of the Quality Assessment Framework	Q2	CON	✓ Achieved. Consultation completed. This resulted in other consultations to develop specific aspects of the framework.
	Implementation of the pilot phase of the new quality assessment arrangements	Ensuring that the arrangements are appropriate to the requirements of the Higher Education (Wales) Act 2015, while aligning with other countries of the UK	BYE	CON / CH	✓ Achieved. Arrangements for the pilot will continue through 2017-18.
We will encourage higher education providers to continuously enhance the student experience for the diverse student population, ensuring that their	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	✓ Achieved. All unsatisfactory outcomes followed up on.

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
voice enhances higher education. We 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. Will continue through 2017-18 via the sector agency agreement
	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	✓ Achieved. Will continue through 2017-18.
	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	✓ Achieved. Will continue through 2017-18
	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	✓ Achieved. Review of the NSS completed, with new survey launched for 2016/17
We will continue to focus on Welsh Medium provision in the coming year.	Provision of grant letter from HEFCW to the Coleg.	Ensure Coleg delivers against its annual grant letter from HEFCW.	Q1	CON	✓ Achieved. Letter provided, and subsequently revised to take account of the shift of funding to Welsh Government.

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
	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	✓ Achieved. Monitoring completed.
	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	✓ Achieved. Meetings held as planned and funding for the Coleg was confirmed by Welsh Government.
We will manage our responsibilities for initial teacher training (ITT).	Work with the sector, Welsh Government and Education Workforce Council (EWC) to implement the outcomes of Welsh Government's response to the Furlong review.	HEFCW's role in relation to the Furlong review addressed appropriately	BYE	CON	✓ Achieved. Ongoing – pace is determined by Welsh Government timescales
We will work with higher 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 and Development Services.	Effective working relationships regarding health provision.	BYE	CON / CH	✓ Achieved. Held liaison meetings as appropriate.
	HEFCW to sit on new Credit and Qualifications Framework for Wales (CQFW) steering group as a partner.	Ensure that providers remain engaged with the CQFW, to enhance the opportunities for flexibility.	BYE	CON	✓ Achieved. HEFCW attending meetings as scheduled and contributing to documentation and decisions as required
We will ensure that current work in the sector on Open Educational Resources (OER) feeds into the next evaluation of the Enhancing Learning and Teaching through Technology (ELTT) strategy.	Plan the review of the ELTT strategy.	the review of the ELTT strategy, to be published in 2017/18.	BYE	CON	✓ Achieved – the review has been planned, will take place in 2017/18
We will assess the risk to, and performance of, universities in respect	IRR process (overseas student recruitment targets).	Included in report to Audit and Risk Committee.	Q1	AT / TO / HF	✓ Achieved; further IRR officer assessment in March

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
of international student recruitment activity					2017 also completed.
We will support Global Wales to promote universities in Wales and to connect with partner countries and priority markets for overseas student recruitment and Transnational Education (TNE).	Presentation of in-year international student data in conjunction with Universities UK and Universities Wales.	Report to universities, Universities Wales and Global Wales Board. Sector-level findings via report to relevant Council committee (given appropriate permissions).	Q2	TO/HF	UUK confirmed they will work with us to provide Welsh chapter. Relevant member of staff at UUK has left. Awaiting confirmation, that survey is still going ahead.
	HEFCW represented on Global Wales steering group and Global Wales working group.	Advice to Universities Wales/ Global Wales Partnership. Engage with inward delegations.	BYE	TO/AT	✓ Achieved. Attended all steering group meetings. CEO and Director presented to inward Vietnamese delegation on regulation and QA, as part of system-to-system approach.
Skills, Employability and Enterprise					
We will support and encourage higher education providers to play a key role in meeting the higher level skills needs of the regional skills partnerships.	Finalise a new HEFCW regional approach.	New policy published.	Q1	SW	✓ Achieved.
	Meet regularly with Welsh Government officials, regional skills partnerships staff, employer representatives and higher education representatives from regional skills partnerships	Information gained from meetings provides officers with information on the role of higher education providers in meeting the needs of the Welsh economy, providing officers with the opportunities to identify and disseminate areas of good practice across Wales.	BYE	JCG / SW	✓ Achieved. Ongoing engagement and implementation of HEFCW regional approach.
	Attend regional skills partnerships events and advisory group meetings.	Officers provide an independent pan-Wales view of higher education to	BYE	JCG / SW	✓ Achieved. Ongoing engagement.

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		discussions within the regional skills partnerships.			
We will support and encourage higher education providers to play a key role in meeting Welsh government skills priorities.	Meet with relevant Welsh Government officials with responsibility for skills, entrepreneurship and in subject areas that are of a broader importance in Wales.	Officers are well informed of Welsh Government strategies and are well placed to identify how universities are meeting the Welsh Government priorities and, where possible, identify where HEFCW can assist higher education providers in meeting those priorities.	BYE	JCG / SW	✓ Achieved. Ongoing engagement.
	Annual meetings with university careers, employability and enterprise contacts to enhance our understanding of universities' submissions through the Strategic Planning and Engagement Document process and assess how they are meeting Welsh Government priorities.	Better understand universities approach to careers, skills, employability and enterprise and raise matters of concern and opportunities in skills, employability and enterprise policy area and encourage higher education providers to meet Welsh Government priorities through institutional risk review and Strategic Planning and Engagement Processes.	BYE	JCG / SW	✓ Achieved. Ongoing engagement.
	Meet with employer representatives and organisations.	Provide employer organisations with key contacts in higher education providers and	BYE	JCG / SW	✓ Achieved. HEFCW continues to have employer representatives on its Student Opportunity and

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Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
		share knowledge of employer initiatives with appropriate higher education provider staff.			Achievement Committee and Research, Innovation and Engagement Committee. HEI engagement with regional skills partnerships and HEFCW's regional policy allows for HEFCW's outcomes to be achieved. HEFCW continues to be represented on CITB's Construction Skills Network.
	In light of the publication of the Wakeham and Shadbolt reviews, liaise with key stakeholders on the accreditation and employability of STEM and Computer Science courses.	Ensure Welsh higher education providers are informed of any relevant work being taken forward in response to the recommendations.	BYE	JCG / SW	✓ Achieved. Ongoing engagement with key university contacts in Wales.
	Work with key stakeholders that identify modern foreign languages as a subject of broader importance to Wales.	Support relevant initiatives that are designed to increase the take up of modern foreign languages in schools.	BYE	JCG / SW	✓ Achieved. Have provided support to the academic lead of Routes Cymru following withdrawal of WJEC, which was hosting the initiative, which has now been secured for a period of 18 months from 1 August 2016.
We will work to develop stronger links between universities and colleges in order to facilitate a coherent higher education system with clear progression opportunities.	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	Ensure higher education providers are fully informed of developments on Welsh Government policy on delivering higher level apprenticeships.	BYE	JCG/ SW	✓ Achieved. Working closely with WG and aiming to secure the development of qualifications in key WG priority areas which could sit on appropriate degree apprenticeship frameworks and lead to the piloting of degree apprenticeships.

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	Wales. Commission and manage an evaluation of One Wales Foundation Degrees	Evaluation to be reported to Council.	BYE	JCG / SW	✓ Achieved. Evaluation completed and report being finalised in timescales agreed with contracted evaluator.
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 and on the UK Higher Education International Mobility Programme Community of Practice	HEFCW contributes to Erasmus+ programme policy, is informed of developments and shares information on these developments across the higher education sector.	BYE	JCG / TO / SW	✓ Achieved. Meetings attended in April and October.
	Meet annually with the Careers Wales' Chief Executive.	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	DMB/ CH/ JJ/ JCG/ SW	No Chief Executive meeting between HEFCW and Careers Wales this planning year given changes at Careers Wales. HEFCW assessing best form of engagement between the two organisations given Careers Wales' change in focus.
We will oversee the implementation of the European Social Fund (ESF) funded GO Wales: Achieve through Work Experience (AtWE) Programmes, designed to improve the employability of young students most at risk of not in employment, education or training (NEET) when they leave higher education.	Complete a programme of inception meetings with higher education institution delivery partners	Higher education institution delivery partners will be in a position to begin delivery with a firm understanding of Programme ethos and priorities.	Q2	JCG / EM/ LB	✓ Achieved. Meetings held with all HEIs which were ready to begin delivery.
	Monitor delivery partners' outputs against profiles and targets on a quarterly basis	Any issues associated with the delivery of the Programmes will be picked up and addressed at an early stage.	BYE	JCG / EM/ LB	✓ Achieved. Systems for monitoring set up and the activity is ongoing.
	Carry out regular but	The Programmes are	BYE	JCG /	✓ Achieved. Early stage

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	responsive progress and monitoring meetings with partners to check their progress and compliance with regulations	more likely to deliver the outcomes and outputs defined in the business plans and to meet the compliance requirements of ESF funded programmes.		EM/ LB	progress meetings held with three institutions with others to follow as appropriate. Monitoring and evaluation plan submitted to WEFO. Project Review meetings held with two partners.
	Organise and attend quarterly meetings of the GO Wales AtWE Programme Board (delivery partners and other key stakeholders).	Effective cross Programme project management, highlighting issues and sharing solutions.	BYE	JCG / EM/ LB	✓ Achieved
	Submit regular progress reports and attend progress meetings with the Welsh European Funding Office (WEFO)	WEFO are kept informed of Programme progress and issues and action to rectify any problems can be agreed.	BYE	JCG/ EM/LB	✓ Achieved
	Design and deliver training and sharing good practice events for delivery partners	Higher education institutions draw on each other's expertise and experience and that of HEFCW as lead beneficiary.	Q3	JCG/ EM/ LB	✓ Achieved. 2016 event took place in November with good feedback from participants. Scoping the possibility for future events.
	Make quarterly claims for expenditure to WEFO	Reimbursement of monies due to HEFCW and delivery partners is secured	BYE	JCG / EM/ LB	✓ Achieved. Claims submitted in a timely fashion to date.
	Let a contract for a mid-term, process evaluation of the Programme.	All partners are informed about how well the Programme is operating and corrective adjustments made as necessary.	Q3	JCG	✓ Achieved. Contract let in May 2017.

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Innovation and Engagement					
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)"	Analysis of progress against institutional strategies through the Strategic Planning and Engagement Document process.	Feedback to providers.	BYE	AT	✓ Achieved. Analysis of SPED updates complete and plans in place for update meetings with universities where appropriate.
	Establish programme of institutional visits, where appropriate combined with research, innovation and engagement visits.	More informed picture of institutional approaches to innovation and engagement activity.	BYE	AT/TO	✓ Achieved. Programme of visits to institutions agreed.
	Maintain engagement with Welsh Government Department for Economy, Science and 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 Innovation and Engagement Funds.	BYE	AT	✓ Achieved. Input provided to Innovation Council consultation on development of a National Innovation Body; HEFCW role in appraisal processes for Smart Expertise agreed with WG.
We will be 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 progress against institutional strategies through the Strategic Planning and Engagement Document process.	Feedback to providers.	BYE	TO	✓ Achieved. Officer feedback on SPED updates completed March 2017; met with Wrexham Glyndŵr on international strategy.
	Continue programme of institutional engagement visits, where required, to explore issues in more depth.	More informed picture of institutional approaches to internationalisation activity.	BYE	TO/ AT	✓ Achieved. Officer feedback on SPED updates completed March 2017. Decision to meet with Cardiff Met, USW and UWTSD for further

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					updates on international strategy.
We will assess risk to universities through annual evaluation of innovation and engagement activities, informed by monitoring of sector performance against Innovation and Engagement corporate strategy targets and the Higher Education Business Community Interaction (HEBCI) Survey 2014/15.	Institutional Risk Review process.	Included in report to Audit and Risk Committee.	BYE	AT	✓ Achieved.
	HEFCW represented on UK Steering Group for production of UK HEBCI report.	UK report published by HEFCE on behalf of four HE funding bodies	Q1	AT	✓ Achieved
	Analysis of outcomes for Wales.	HEFCW press release to report on highlights	Q1	AT	✓ Achieved
		Paper to Research, Innovation and Engagement Committee.	Q3	AT	✓ Achieved
	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	Submission of recommendations to the UK HE Finance Reporting Group on developing guidance to support consistency in reporting European Structural Funds in the Finance and HE-BCI records	Q2	AT/HF/ML	✓ Achieved
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.	Development of a new funding agreement based on proposals for a Growing Value Wales programme. Contribution to publication of annual NCUB State of the Relationship Report.	Q3	AT	✓ Achieved. Funding agreement for GV Wales finalised in December 2016. Contribution to State of the Relationship report submitted in February 2017 in line with NCUB timetable.

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	National Coordinating Centre for Public Engagement, via the Public Engagement Funders Group.	Provision of transition funding to support development of new business model, in partnership with UK funding bodies.	Q2	AT	✓ Achieved. Transition funding agreed. Business plan for future funding of NCCPE in development
	Concordat for Engaging the Public with Research	Development of a new approach to maximise the impact of the Concordat across the UK, in partnership with UK funding bodies.	BYE	AT	✓ Achieved Ongoing participation in discussion with UK funding bodies
We will explore potential to commission a contextual evaluation of innovation and engagement activity in Wales.	Commission a contextual evaluation of innovation and engagement activity in Wales.	Provision of an evidence base for the future funding of innovation and engagement activity in Wales.	BYE	AT	✓ Achieved via Innovation Nation publication and launch, and ongoing engagement with WG's Reid Review.
Research					
We will allocate Quality Related (QR) research 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 allocated for 2016/17 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 2016.
	Institutions to be asked to report on how they use QR funding strategically to support and drive their research activities.	Improved understanding of, and evidence for, the importance of this funding stream.	Q2	LT / AT	✓ Achieved. Survey responses received in July. Analysis completed and submitted to Council and RIE Committee.

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We will consider the implications of the UK Government White Paper for research in Wales.	Analysis of UK Government White Paper	Papers to Council/Research, Innovation and Engagement Committee as appropriate.	BYE	LT / AT	✓ Achieved. Report provided to Council in July 2016.
	Liaison with BIS and other UK higher education funding bodies over potential implications for Wales, including through HEFCW's membership of Devolved Funders' Round Table.	Clarity about implications for Wales and possible mechanisms to address them.	BYE	LT / AT	✓ Achieved. Progressed at Devolved Funders' Round Table meetings, and through visit to Wales by UKRI Interim Chair in January. Engagement to continue including through forthcoming visit by UKRI Chief Executive.
Taking account of the outcomes of the Stern Review, we will develop arrangements for the next Research Excellence Framework (REF) to assure the quality of research in Wales, in partnership with the other UK funding bodies	Analyse report and recommendations of the Stern Review of REF and brief Council on implications.	Paper to Council	Q3	LT / AT	✓ Achieved. Paper submitted to Council in September 2016.
	Work with the other UK higher education funding bodies to develop arrangements for the next REF in the light of the recommendations of the Stern Review.	Paper to Council.	BYE	LT / AT	✓ Achieved. Paper submitted to Council in November.
		Possibly consultation with sector (depending on timing).	BYE	LT / AT	✓ Achieved. Consultation paper published in December 2016.
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	✓ Achieved. Payments made on schedule. Monitoring reports received in October 2016 and progress report submitted to Council in January 2017.
	Contribution to the WG's new Sêr Cymru II initiative.	Paper to Council on progress of the programme.	Q3	LT / AT	✓ Achieved. Progress report submitted to Council in September 2016.

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		Payment of HEFCW contributions for 2016/17 (up to £435k).	BYE	LT / AT	No longer applicable – Welsh Government has re-profiled payments to commence in summer 2017.
		Requirement, as condition of QR funding, that institutions participate in COFUND in 2016/17 at the levels they have previously indicated.	Q1	LT / AT	✓ Achieved. Institutions notified of this requirement and condition included in 2016/17 Funding Agreements.
We will 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 2016.
We will review the research funding model to ensure that it is focused on excellence and capacity.	Identify options for possible changes to the research funding method.	Paper to Council on options.	Q3	LT / AT / EH	✓ Achieved. A paper was submitted to Council in July 2016. It was agreed to defer further action until we have a clearer picture of HEFCW's future funding position.
We will seek to maximise the sector's EU grant capture and influence (in particular Horizon 2020 and European Structural and 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.	BYE	DMB / TO	✓ Achieved. Attendance at all PMC meetings held thus far.
	HEFCW is governance member of Welsh Higher Education Brussels Board.	Promotion of key areas of Research and Innovation strength. Presentation of EU grant capture at sector level via report to RIE Committee and Council.	Q3	TO	✓ Achieved. EU Funding and Transitional Planning paper to RIEC October 2016, and to WG HE Brexit Group. Attendance at all WHEB Board meetings held thus far

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	HEFCW is represented on sector's HE Structural Funds Network and Welsh European Liaison Officers' group.	HEFCW well positioned to support the sector to maximize EU grant capture and influence.	BYE	TO / JCG	✓ Achieved. Attended all meetings of both groups held thus far. Will present at Annual WHEELLO/ WILO/ WROLO conference in May.
	HEFCW is represented on International Unit's Strategic Advisory Board.		BYE	TO	✓ Achieved. HEFCW has seat on newly configured UUK International Board, attended all 2017 meeting held thus far.
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 and 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	✓ Achieved. Funding allocated.
	Distribute funding and monitor successful bids	UKRPIF payments of £9.6 m for Cardiff University's Research Foundation in Compound Semiconductor Technology in 2016-17. Progress monitored through quarterly reports.	BYE	LT	✓ Achieved. Payments commenced in April 2016. Quarterly reports received on schedule. Total payments for 2016-17 re-profiled to £7.9m to match revised project schedule.
	Support the Welsh Crucible initiative, recognising its commitment to provide equality of opportunity to highly promising researchers in Wales.	Allocation of funding to Welsh Crucible.	Q3	LT	✓ Achieved. HEFCW's contribution was paid in October 2016, following receipt of Crucible's annual report.

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	Support for Vitae, including its management of the Concordat for the Development of Researchers and the European Commission's HR Excellence in Research Awards.	Allocation of funding to Vitae in partnership with UK funders. all our research-led universities to maintain HR Excellence in Research award.	BYE	AT	✓ Achieved. Funding for 2016-17 agreed. HEFCW continues to provide steer to Vitae via membership of UK Concordat Steering Group.
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	Analysis of SPED updates.	Feedback to universities.	BYE	LT / AT	✓ Achieved. SPED updates received in December 2016 and analysis completed in early 2017.
	Continue programme of engagement visits, where required, to explore issues in more depth.	More informed picture of institutional approaches to research management.	BYE	LT / AT	✓ Achieved.
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.	BYE	LT / ML	✓ Achieved. Interim IRR undertaken in November.
	Paper to Council.	Monitoring of Wales' relative position in the UK.	Q1	LT	✓ Achieved. Paper presented to Council in May 2016.

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We will develop a broader range of research performance measures, including some 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.	Q1	LT / EH	✓ Achieved.
	Commission update of selected bibliometric analyses from Elsevier.	More comprehensive set of measures of research performance, efficiency and productivity.	Q2	LT	✓ Achieved. Report completed in August 2016.
	Present outcomes to Research, Innovation and Engagement Committee and Council as a consolidated report.	More informed view of research performance, efficiency and productivity.	Q3	LT/ AT/ EH	✓ Achieved. Outcomes presented to RIE Committee in October 2016.
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.	Q3	LT / ML	✓ Achieved. Annual Assurance Statements submitted in December 2016.
We will support Global Wales to promote universities in Wales and to connect with partner countries and priority markets for research collaborations.	HEFCW represented on Global Wales steering group and Global Wales working group.	Advice to Universities Wales/ Global Wales Partnership. Engage with inward delegations.	BYE	TO / AT	✓ Achieved. Attended all steering group meetings. CEO and Director presented to inward Vietnamese delegation on regulation and QA, as part of system-to-system approach.
Reconfiguration and Collaboration					
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 Committee.	Merger and project outcomes as set out in funding letters.	BYE	EB / AT	✓ Achieved Monitoring of merger project outcomes ongoing. Evaluation of relevant research R&C projects has been undertaken by HEFCW officers, with external evaluations of all relevant R&C projects to be

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					undertaken in 2017-18. The reports of evaluations will be presented to the Strategic Development Committee by March 2018.
Governance					
We will finalise a Financial Management Code and a Full Statement of Intervention under the Higher Education (Wales) Act 2015.	Consultation on a draft Full Statement of Intervention and publication of Statement.	Processes for exercising HEFCW intervention powers in place for full implementation of Higher Education (Wales) Act 2015.	Q3	EB	✓ Achieved. Consultation completed with Full Statement of Intervention published October 2016
	Adherence to timescale for development of Financial Management Code.	Processes in place to ensure assurance over universities' financial management.	BYE	ML	✓ Achieved. Revised Financial Management Code submitted to Cabinet Secretary for approval February 2017.
We will review processes for gaining assurance over the internal control, risk management and governance arrangements at higher education providers in light of the implications of the Higher Education (Wales) Act 2015.	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 universities' internal auditors.	Informs Audit and Risk Assurance Committee and Council discussion of institutional governance; the Annual Governance Assurance Statement to Welsh Government; Institutional Risk Review (IRR) process; and HEFCW's engagement with universities.	BYE	EB / ML	<p>✓ Achieved. Institutional assurance review visits undertaken to UWTSD and Wrexham Glyndŵr University under revised process, assurance returns reviewed and annual all-Wales meeting held with universities' internal auditors.</p> <p>We will assess the need for further revision of assurance processes to accommodate FE colleges regulated under the Higher Education (Wales) Act 2015.</p>

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We will deliver the Prevent Duty (subject to formal confirmation by Welsh Government / Home Office that the Duty is to be given to HEFCW)	Consultation with the sector and other stakeholders on a framework for the delivery of Prevent.	Publication of HEFCW Prevent Framework	BYE	TO / AT	✓ Achieved. Report submitted to Home Office, shared with WG, in March 2017. Endorsed by ARAC. All providers notified of compliance status. Contributed to all N Wales and S Wales Prevent Fora meetings (HEFCW standing item). To present at fora workshops in June 2017. Update paper to SOAC in May 2017.
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 institutions in Wales.	Review the financial statements and annual reports of higher education institutions in Wales for the year ended 31 July 2016.	Report submitted to Welsh Government.	BYE	BEO / EB	Financial statements reviewed. Report to be prepared following publication of UK comparator data as agreed with Welsh Government.
We will review progress against institutional strategies through the Strategic Planning and Engagement Document process.	Analysis of Strategic Planning and Engagement Documents.	Letters issued to universities to initiate engagement where queries/issues identified.	BYE	EB / ML	✓ Achieved. Strategic Planning and Engagement Documents analysed and engagement initiated with institutions in March 2017 prior to issue of letters to institutions in May 2017. Letters issued in November 2016 in relation to 2015 SPED updates.

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We will assess institutional risks via the Institutional Risk Review (IRR) process,	Twice-yearly reviews (full review and interim review) with recommendations to be considered by Audit and 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.	BYE	EB / ML	✓ Achieved. Full review completed with letters issued. Interim review completed January 2017 with letters issued as required in February 2017.
	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. Forecasts received and evaluated for sustainability assessments in light of FRS102 accounting standards changes; with detailed review and interim IRR assessments presented to the Audit and Risk Assurance Committee in December 2016.
	Collation, sector consolidation and review of the universities' financial performance for 2015/16, 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. Evaluation of individual and collective performance carried out in January / February 2017 and presented to Council in March 2017.
	As part of its ongoing programme of institutional visits, the Council to visit two universities during 2016-17.	Council has a better understanding of the providers' strategic plans; governance oversight; and current challenges	BYE	DH	✓ Achieved. Council visited Swansea University in July 2016; UWTSD in January 2017; and Wrexham Glyndŵr University in March 2017.

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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 and Risk Assurance Committee.	Demonstrate value for money being achieved by individual providers and the sector.	BYE	KW	✓ Achieved. Procurement efficiencies & procurement fitness health check reports received end February 2017.
	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	✓ Achieved. 2015/16 procurement efficiencies data received. PFHC action plan progress updates received.
We will assess the state of higher education institutions' 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.	BYE	CC	✓ Achieved.
	Ongoing review against stated ambitions and targets.		BYE	CC	✓ Achieved.
	Collation and review of medium term university strategies.		BYE	CC	✓ Achieved.
We will secure the use of AUDE Self-Assessment Toolkit, and Green Score Card within higher education institutions.	Provision of additional feedback on performance around sustainable development and estates.	Provides additional baseline information to support the development of estate strategies.	BYE	CC	✓ Achieved.
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	✓ Achieved.
We will encourage the sector 'as	Actions covered in the	Feeding into HEFCW	BYE	JJ	✓ Achieved.

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employers' to meet their obligations under equality legislation.	Annual Equality report and Strategic Equality Plan.	engagement with higher education providers.			HEFCW CS, SEP and Annual equality report published.
Organisational Effectiveness					
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	✓ Achieved.
	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	✓ Achieved.
	Ongoing activity with Barclaycard, Value Wales, card holders and Finance.	Use of e procurement technology to support efficient procurement processes.	BYE	KW / NW	✓ Achieved. Ongoing process.
We will identify and secure appropriate alternative office accommodation.	Agree a new lease for alternative office accommodation.	We move and there is no increase in recurrent expenditure.	BYE	CC / NW	✓ Achieved
We will update our Environmental Management system.	Annual report to Management Board.	Minimise carbon emissions and waste.	BYE	CC	✓ Achieved.
We will undergo the process for the three year review and reaccreditation of the ISO 27001:2013 Information Security Management standard	Undertake an external assessment.	ISO 27001:2013 accreditation.	Q2	AH	✓ Achieved
We will develop a pilot to inform our reporting structure in respect of the Well-being of Future Generations (Wales) Act 2015.	Development of structures and decision making process to support compliance with the Act.	Legally compliant structure which ensures HEFCW works effectively to ensure sector support of the statutory objectives.	BYE	CC	✓ Achieved. Wellbeing Statement and Objectives published March 2017.
We will deliver our public sector equality	Deliver our Strategic Equality	Deliver and go beyond our	BYE	JJ	✓ Achieved.

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
duties.	Plan objectives, publish our annual equality report and implement our new equality delivery plan.	statutory equality duties.			Strategic Equality Plan 2016-20 published, including objectives. HEFCW 2016/17 equality delivery plan being implemented. 2015-16 Annual Equality report published March 2017.
We will implement the Higher Education (Wales) Act 2015.	Regular liaison within 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.	HEFCW delivers its statutory requirements detailed in the Higher Education (Wales) Act 2015.	BYE	CH / SW	✓ Achieved. Project Management processes applied through year to ensure that development and implementation proceeded to schedule.
We will develop a Higher Education Strategy for Wales in partnership with relevant stakeholders.	HEFCW officers draft a strategy, seeking steers from the Cabinet Secretary.	Draft HE strategy to be submitted to Welsh Government.	Q3	CH	✓ Achieved.
	Consult informally and formally with relevant stakeholders on the initial draft of the strategy.		Q3	CH	✓ Achieved. Consultation process, including an event, concluded on 4 November.
	Submit initial draft to Welsh Government.		Q3	CH	✓ Achieved. Draft strategy submitted to the Cabinet Secretary on 16 December.
We will develop a new HEFCW corporate plan in liaison with relevant stakeholders.	Assess performance against previous plan and consult staff.	New HEFCW corporate plan approved and ready for publication.	Q3	CH	✓ Achieved. Draft Review document presented to January Council meeting.
	Agree with Welsh Government and Council the structure of the plan.		Q3	CH	Considering proposals for the timetable of the new plan. Delayed due to remit to develop draft HE Strategy and delayed approval.
	Draft the plan.		Q3	CH	
	Consult informally and		BYE	CH	

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
	formally on the plan.				
We will continue to provide support to the Diamond Review.	Observership on Review Group including providing information to the Review Group as requested.	Effective support for Review Group to meet its terms of reference.	Q2	DMB	✓ Achieved. Contribution to the Review Group continued until the review was completed.
We will review the suitability of the current HEFCW funding formula (with emphasis on part-time, QR, and on expensive subjects).	Review of part-time funding and consultation with sector	Revised part-time funding method 2016/17	BYE	BEO / HF	Review of funding postponed pending greater clarity over the roll-out of the Diamond implementation.
	Review of QR and consultation with sector	Revised QR funding method 2016/17.	BYE	BEO / EH / HF	
We will work on improving public perception and understanding of the existing funding arrangements for Higher Education.	Circular and Press release on Annual HEFCW funding allocations 2016/17.	Additional information in public domain on financial position of the sector.	Q1	BEO / HF	✓ Achieved
	Circular on sector income.		BYE	BEO / HF	✓ Achieved. Income analysis carried out with decision not to publish but has been provided to WG, UW and institutions.
	Circular on financial position of the sector.		BYE	BEO / HF	✓ Achieved
We will recognise the unique position of the Open University in Wales	Review of funding method and consideration of possibility of support in 2016/17.	Additional funding support for the Open University in Wales in 2016/17	BYE	BEO / LH	✓ Achieved - additional funding allocated.
		Revised part-time funding method 2016/17	BYE	BEO / LH	Review of funding postponed pending greater clarity over the roll-out of the Diamond implementation..
We will work with the sector to advance the use, where possible, of Unique Learner Numbers (ULN) through Higher Education Data and Information Improvement Programmes' (HEDIIP) roadmap.	Representation at HEDIIP meetings.	Increased use of ULN.	BYE	HF	✓ Achieved. The HEDIIP programme has finished and the ULN work is being taken forward in the HESA Data Futures programme. HEFCW has representation at the

Annex A - Activity, outcomes & outputs for key priorities

Key Priorities for 2016-17	Activity	Outcomes / Outputs	Date	Person	Current Status
					programme board and technical level.
	Consideration in UK Performance Indicators Technical and Steering Groups.		BYE	HF	✓ Achieved. See above – the ULN work is ongoing. UKPI Group is being merged to form a new UK student information group.
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.	BYE	LH / /BEO	✓ Achieved. Funding agreements for 2016/17 issued.
	Fee and access plans 2017/18 including fee levels.		BYE	JJ	✓ Achieved.
	Reaching wider strategies cover regional working.		BYE	JJ	✓ Achieved. Regional RW strategies funded 16/17 and AMS reporting includes regional activities.
We will review our approach to risk management	Agree with the Audit and Risk Assurance Committee and Council a revised approach to the management and monitoring of key risks.	Revised risk management policy and procedures agreed and implemented.	BYE	DH / EMor	✓ Achieved. Revised Risk Management Policy and Guidance reviewed by ARAC October 2016, and approved by Council November 2016.

Annex A - Activity, outcomes & outputs for key priorities

Key to HEFCW staff		
Alyson Thomas (AT) Head of Research, Innovation and Engagement	Alison Haggett (AH) Head of Information Services and Facilities	Bethan Owen (BEO) Director of Institutional Engagement
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	Elizabeth Heal (EH) Statistical Analyst
Emma Mock (EM) Senior GO Wales Project Manager	Emma Morris (EMor) Knowledge Management and Corporate Information 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	Leanne Holborn (LH) Senior Funding Manager	Linda Tiller (LT) Senior Research Manager
Matt Lody (ML) Senior Institutional Risk and Assurance Manager	Neil Hempstead (NH) Senior Institutional Financial Assurance Manager	Nick Williams (NW) Head of Corporate Services
Rachel O'Gorman (ROG) Widening Access Officer	Steve Williams (SW) Skills and Employability Manager	Tove Oliver (TO) Senior European and International Manager

Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	14/15 position	15/16 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 2016/17 (a rise of 11.8%)	21.6%	22.3%
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 2016/17 (a rise of 6.3%)	35.2%	35.5%
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 2016/17 (a drop of 10.7%)	8.2%	8.1%
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 2016/17 (a drop of 10.7%)	34.4%	39%
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	Welsh institutions - 4.0% UK institutions - 5.1%	Welsh institutions - 9.5% UK institutions - 4.4%

Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	14/15 position	15/16 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	Welsh institutions 84.7% UK institutions 85.7%	Welsh institutions 85.7% UK institutions 86.0%
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 2016/17, including a rise from 2,269 to 3,030 in the number of those studying at least 40 credits per annum	5+ credits 5,399 40+ credits 2,633	5+ credits 6,784 40+ credits 2,860
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	Welsh higher education institutions - 5.1% UK higher education institutions (excluding London and the South East) 0.3%	Welsh higher education institutions - 11.1% UK higher education institutions (excluding London and the South East) -2.4%

Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	14/15 position	15/16 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: 3 Number 'commended' or 'Meets UK expectations': 3	Number assessed: 2 Number 'commended' or 'Meets UK expectations': 2
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 - 3% Primary postgraduate - 1% Secondary undergraduate - 69% Secondary PGCE – priority - 31% Secondary PGCE – other	Primary undergraduate - 10% Primary postgraduate - 8% Secondary undergraduate - 65% Secondary PGCE – priority - 49% Secondary PGCE – other

Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	14/15 position	15/16 position
			- 14%	- 24%
10 Employment	The proportion of leavers from Welsh higher education institutions obtaining undergraduate qualifications 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	will be equal to, or greater than, the UK proportion	Welsh institutions - 93.6% UK institutions - 94.3%	Data not yet available
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 2016/17 (a rise of 7.7%)	68.6%	Data not yet available
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 2016/17 (a rise of 11.6%)	248, 867	232,488
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 2016/17 (a rise of 10.3%)	£83,669k	£74,275k
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	Welsh higher education institutions 9.9% UK higher education institutions 7.4%	Welsh higher education institutions 30.9% UK higher education institutions 10.1%

Annex B - Corporate Strategy Outcomes

Theme	Proposed outcome	Target	14/15 position	15/16 position
		Oxford, Cambridge and London)		
15 REF	An increased proportion of research submitted to the Research Excellence Framework (REF) by Welsh higher education institutions	Will achieve an increased proportion of 3* and 4* in the REF 2014 from a baseline of 35% at 3* and 14% at 4*in the 2008 Research Assessment Exercise.	2014 REF 4* - 30% 3* - 47%	2014 REF 4* - 30% 3* - 47%
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 2016/17	In excess of UK median 50% (4 out of 8 institutions) In lower quartile 13% (1 out of 8 institutions)	In excess of UK median 38% (3 out of 8 institutions) In lower quartile 13% (1 out of 8 institutions)
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	1