

Cylchlythyr | Circular

Reaching Wider Strategies 2014/15 to 2016/17: Guidance

Date: 30 May 2014
Reference: W14/19HE
To: Heads of higher education institutions in Wales
Principals of directly-funded further education colleges in Wales
Response by: **01 October 2014**
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This circular provides guidance to the Reaching Wider Partnerships on the development of Reaching Wider Strategies for the period 2014/15 to 2016/17.

The circular contains: guidance on Welsh Government and HEFCW emerging policies and priorities; an indication of information that strategies should contain and funding allocations for 2014/15.

If you require this document in an alternative accessible format, please telephone us on (029) 2068 2225 or email info@hefcw.ac.uk.



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Introduction

1. This circular provides guidance to the Reaching Wider (RW) partnerships on the development of RW Strategies for the period 2014/15 to 2016/17.
2. The circular contains: guidance on Welsh Government and HEFCW emerging policies and priorities; an indication of the information that strategies should contain and funding allocations for 2014/15.
3. Partnerships should circulate this guidance to partners and potential partners.
4. Strategies should be submitted electronically by **1 October 2014**. A hard copy of the Chairs' and partners' signatures confirming their support of the strategy should be sent to Rachel O'Gorman at the HEFCW offices.

Background

5. Circulars W11/01HE and W11/24HE, published in January 2011 and June 2011, provided initial and supplementary guidance to RW Partnerships on the move to, and submission of, three-year strategies for the period 2011/12 to 2013/14¹. The guidance outlined the purpose of Reaching Wider strategies and the role of the Reaching Wider Programme. Our guidance for the 2014/15 to 2016/17 strategy period builds on and updates previous guidance².
6. The Higher Education Academy reviewed the Reaching Wider Programme as part of a broader evaluation in 2012³. We have taken account of the findings and recommendations in developing the Programme in this strategy period.

Policy Context and Priorities

HEFCW's 2014-15 remit letter

7. Our remit letter sets out the Minister's expectations for HEFCW's work in 2014-15⁴. Priority areas which Reaching Wider Partnerships will want to note include higher education making a 'substantial contribution to regional and national objectives'; looked after children and care leavers; Science for Wales initiatives, technology enhanced learning, Welsh

¹ Circulars [W11/01HE](#) and [W11/24HE](#)

² See circular W11/01HE, paragraphs 10-11 and 17.

³ Higher Education Academy [Review of Widening Access and Reaching Wider Strategies in Wales](#). March 2012.

⁴ [Remit letter](#)

medium, part-time higher education (HE), the Unique Learner Number and health education⁵.

Regional strategic planning

8. In the previous strategy period the Reaching Wider Partnerships were restructured to align with the HE regional strategy areas. Our current remit letter places a condition of funding on us to have regard to regional coherence in exercising its functions to allocate funding to providers of HE⁶, therefore, Partnerships should articulate clearly their regional role and strategic commitments.

Alignment with partner widening access planning, including fee plans

9. Strategies should take account of partners' widening access planning, including fee planning as this broader perspective will ensure alignment and avoid duplication of provision. Most directly funded institutions' fee plans from 2014/15 use our Corporate Strategy widening access-related measures or a version of them, plus additional targets to evidence investment in **equality of opportunity** and the **promotion of higher education**. HEFCW fee plan circulars provide guidance on fee plan priorities and require fee plans to be published.

Alignment with Strategic Equality Plans

10. HEFCW's Strategic Equality Plan sets out our plans for meeting and going beyond our statutory responsibilities with regard to the 2010 Equality Act and includes our equality objectives to 2015-16⁷. Institutions also have strategic equality plans and Partnerships will want to take account of these, particularly the plan of the lead partner institution, in developing their Reaching Wider Strategies.

Future Generations Bill⁸

11. The Welsh Government's Future Generations Bill, currently under development, will place duties on HEFCW to contribute to objectives which include Wales being a more equal nation with communities being more cohesive and resilient and the people of Wales participating in a shared culture with a thriving Welsh language. HEFCW will work with the sector to contribute to delivering the Bill's objectives and Reaching Wider Partnerships' planning over this strategy period should take account of the

⁵ HEFCW's Widening Access Strategy Approach is being finalised and reflects Welsh Government priorities.

⁶ Under section 68(1) of the Further and Higher Education Act 1992, the Welsh Ministers are imposing by way of this letter a further condition on the grant made to the Council requiring it, in the exercise of its functions, to have regard to regional coherence in exercising its functions to allocate funding to providers of higher education

⁷ [HEFCW's Strategic Equality Plan 2012-13 to 2015-16](#)

⁸ Welsh Government Statement, February 2014, [Future Generations Bill](#).

Welsh Government's intentions in relation to sustainable development as they are formalised.

Universities Heads of the Valleys Institute (UHOVI)⁹

12. We expect the First Campus Reaching Wider strategy, within its wider commitments to all Communities First cluster areas and the bottom quintile of Lower Super Output Areas (LSOA) in the Welsh Index of Multiple Deprivation (WIMD) across south east Wales, to set strategic objectives and outcomes for collaborative working in **the cluster/bottom quintile of LSOA in the WIMD of the UHOVI area**. We want to understand the level of resource First Campus will commit to these UHOVI-related developments.

Coleg Cymraeg Cenedlaethol

13. The Coleg Cymraeg Cenedlaethol works with, and through, Higher Education Institutions (HEIs) to deliver Welsh medium opportunities at all levels. RW Strategies should articulate the Partnerships' commitment to, and plans for, providing targeted Welsh medium opportunities and establishing progression routes to Welsh medium HE provision, in line with the Coleg's Strategic Plan¹⁰.

Tackling poverty, including child poverty

14. *HEFCW's Child Poverty Strategy confirms our commitment to raising the education and vocational aspirations of children and the parents, carers, families and those communities that support the social and economic needs of disadvantaged children. Effective Reaching Wider interventions will contribute range; fair access to the subjects leading to the professions and higher level skills¹¹.*

Part-time higher education

15. Part time HE is a Welsh Government and HEFCW Corporate Strategy priority¹². HEFCW's Part-time Position Statement will be published on our website and will contribute to our response to the Welsh Government's *Review of Higher Education Funding and Student Finance Arrangements in Wales* led by Professor Sir Ian Diamond¹³. Partnerships should promote part-time and flexible learning opportunities. Raising awareness of part-time progression routes may require input on information, advice and guidance from partner providers.

⁹ [UHOVI](#)

¹⁰ The Coleg Cymraeg Cenedlaethol strategic plan 2014/15 to 2016/17 is currently being finalised.

¹¹ Strategies should clearly differentiate between STEM Pathway and strategy targets and resources.

¹² HEFCW Corporate Strategy measure: '*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.*'

¹³ [Review of higher education funding and student finance arrangements in Wales](#)

Online Digital Learning

16. The Welsh Government published, in March 2014, the report of the Online Digital Learning Working Group¹⁴. Reaching Wider Partnerships will want to consider the references to the Reaching Wider Programme and Partnerships and the implications of the report's recommendations on pre-entry and entry level skills provision to ensure Reaching Wider learners are not digitally excluded from online digital learning opportunities.

The Reaching Wider Programme

17. In this strategy period we expect the Reaching Wider Programme to contribute to our Corporate Strategy widening access intention of securing *'inclusion, progression and success in higher education'* through targeted interventions early in the student lifecycle at pre-entry and HE entry levels.
18. A key change in this strategy period is the development of **a national Reaching Wider Programme offer**. The national offer will comprise of key interventions identified as good practice in widening access to HE and includes existing RW provision. Our definition of the national offer is high-level thus enabling Partnerships to work within it to meet regional needs and priorities. The purpose of the national Reaching Wider Programme offer is to:
 - contribute strategically to Corporate Strategy widening access priorities and measures and to align with national outcomes through a coherent provision offer across Wales;
 - support equality of opportunity;
 - ensure innovative and excellent practice is accessible across Wales;
 - enable HEFCW and the sector to measure progress and performance in key areas of widening access; and
 - strengthen the RW brand and its key components to further promote the Reaching Wider Programme nationally and across the UK;
19. The features of the national Reaching Wider Programme offer are set out in **Annex A** and the guidance in **Annex C** indicates how we would like the Partnerships to articulate their contribution to this offer.
20. **Annex B** defines the role and purpose of Reaching Wider Partnerships, building on and developing their role and purpose in previous funded periods.

¹⁴ The Welsh Government commissioned an On-line Digital Learning Working Group to advise on the challenges to higher education in Wales of emerging trends in online learning. The [report](#) includes a number of references the Reaching Wider Programme and Partnerships.

Reaching Wider Partnerships: Strategy Guidance

21. Strategies should be Partnership documents which articulate their direction of travel, priorities and measures of success. In addition, the strategies are the mechanism by which we: allocate RW funding; understand strategic intentions, and regional planning and delivery; account for public funding; conduct strategic dialogues; and respond to the Welsh Government and others on issues related to RW performance and progress.
22. We require certain information to inform our funding decisions, support the sector in promoting their contribution to widening access and to assure ourselves that the Partnerships:
 - are aligned to Welsh Government expectations and HEFCW priorities;
 - are a key mechanism of, and contribute fully to, HE regional widening access planning and delivery;
 - will take account of individual institutional widening access strategic developments and fee plan commitments; and
 - provide value for money and additionality to partner and other regional targeted widening access provision.
23. **Annex C** provides guidance on the strategy, including the information we require. It also requests information on your assessment of the previous strategy period, guidance on articulating the core offer and some guidance on setting SMART outcomes¹⁵.

Strategy Assessment

24. We will support strategies which are clearly:
 - informed by the outcomes of the Partnership's assessment of its 2011/12 to 2013/14 Reaching Wider strategy;
 - evidence-based and embedded within HE regional strategic planning;
 - robust plans informed by learner demand and/or labour market intelligence;
 - genuine, effective, multi-agency approaches;
 - coherent portfolios of provision providing opportunities for progression to, and success in, further and higher education;
 - underpinned by strategic outcomes which evidence impact and measure change;
 - effectively managed, including processes for ensuring accountability, managing risk, assessing performance and providing strategic direction.

¹⁵ THE HEA review of WA and RW Strategies in Wales, March 2012, p. 7. recommended that the Partnerships 'develop more strategic approaches to be clearer about the alignment between their mission, aims and objectives, delivery mechanisms and SMART targets.'

25. to the eradication of child poverty. Strategies should articulate their contribution to eradicating child poverty, working with Reaching Wider priority groups.

STEM subject development and alignment with national programmes such as the HE STEM National Programme

26. Our remit letters have referenced Science for Wales priorities. In 2013 the Partnerships were funded to deliver HE STEM Pathways to July 2015 and this work should align with current strategy developments, including plans to sustain the provision in this period. Partnerships might choose to set additional strategic priorities in these areas including, for example, raising academic and vocational aspirations to study STEM subjects; developing and sustaining STEM progression routes to and through Further Education (FE) and HE; responding to equality of opportunity issues such as gender balances in, and ethnic minority engagement across, the STEM subject

Funding Methodology and Annual Monitoring Processes

Funding

27. The funding method used to calculate allocations in the previous strategy period has been used in this period with a minor update to align with our widening access Corporate Strategy measure. In this period the funding methodology takes account of the new Communities First cluster areas and the bottom quintile of LSOA in the WIMD. Therefore, in 2014/15 we will fund RW Partnerships as follows:
- 15% of the total allocation against the number of Communities First cluster areas and the bottom quintile of LSOA in the WIMD in each region;
 - 15% of the total allocation against the number of students domiciled in Communities First- and the bottom quintile of LSOA in the WIMD as a proportion of Welsh-domiciled students in regional partner HEIs;
 - 70% of the funding allocation based on the Partnership's 2013/14 allocation. The 2013/14 allocation will be the base-year for future calculations in this strategy period.
28. The 2014/15 total Reaching Wider Programme budget is **£1,763,666**. This represents an efficiency gain of 6.6% on the 2013/14 budget. Reaching Wider Partnership allocations are:

Partnership	2013/14 Allocations £	15% proportional to CF clusters and bottom quintile of LSOA in WIMD £	70% proportional to 2013/14 allocations £	15% proportional to the number of students domiciled in CF clusters and bottom quintile of LSOA in WIMD as a proportion of Welsh-domiciled students in the Partnerships' HEIs ¹⁶ £	Total funding 2014/15 £	Partnership proportion of 2014/15 funding %
South East Wales (First Campus)	791,291	169,630	524,648	116,201	810,479	46%
South West Wales	462,721	56,952	306,797	94,844	458,593	26%
North and Mid Wales	608,000	37,968	403,121	53,505	494,594	28%
Total	1,862,012	264,550	1,234,566	264,550	1,763,666	100%

29. As in previous years, the Reaching Wider 2014/15 allocations are subject to change in-year. We will confirm funding for 2015/16 and 2016/17 on receipt of the relevant remit letters and budgetary approvals. We will inform Partnerships of any changes as soon as possible.
30. We recognise that Partnerships sometimes fund RW activities from additional internal and external funding streams. We would like to understand the funding implications and intended outcomes of the use of such resources and we would appreciate their inclusion in the strategy and in annual monitoring reporting.
31. Funding allocations in this strategy period are subject to the submission of satisfactory RW Strategies and annual monitoring reporting. The first tranche will be paid in October 2014 on submission of strategies. The second tranche, in March 2015, will be paid subject to satisfactory strategies and satisfactory annual monitoring reports (AMS) in January 2015. In subsequent years allocations will be made on submission of satisfactory monitoring reports.

Monitoring and Evaluation

32. We will monitor Partnerships' performance against the SMART outcomes they set themselves in their strategies and through our annual monitoring processes, as noted above.
33. HEFCW is currently consulting with the sector on detailed proposals for changing its strategic engagement processes¹⁷. The consultation confirms

¹⁶ Communities First and WIMD student numbers are extracted from the HESA 2012/13 student record. Allocations attributed to this funding are provisional until the data are confirmed with HEIs. The student numbers of the Open University in Wales have been calculated on the basis of the students' area of domicile and allocated to each Partnership accordingly.

¹⁷ HEFCW consultation circular [W14/16HE](#): Strategic Engagement paragraph 9.

our intention that The Reaching Wider Partnership strategies fall outside proposed changes to strategic engagement.

34. Our current remit letter recognises that HEIs have been working collaboratively with other stakeholders to promote access to higher education, but considers that more needs to be done to ensure we are in a position to measure progress and pinpoint those areas where further work is needed¹⁸. We will provide further information on how we take this forward, however, for Reaching Wider, we consider that evaluation should be at Programme rather than Partnership level.
35. In 2013 we provided a grant (£100k) to WISERD (Wales Institute of Social & Economic Research, Data & Methods) to develop HEFCW and HEIs' capacity through the development of an evidence base and impact evaluation framework for widening access, including the Reaching Wider Programme. The evaluation is underway and will report to HEFCW by December 2014¹⁹.
36. **Annex C** includes an outcomes template. We will use these outcomes to generate the Partnerships' annual monitoring reports.
37. We encourage Partnerships to publish the first part of their strategies and we will monitor this through annual reporting.

Equality and Diversity

38. As set out in circular W11/24HE, we impact assessed our previous RW strategy guidance 2011/12 to 2013/14. We have also impact assessed this guidance. The screening did not identify any significant negative implications nor unforeseen consequences for individuals with protected characteristics. However, we will continue to consider the impact of all widening access policies and their implementation on equality and diversity, the Welsh language, and Welsh language provision, and on sustainability within the HE sector in Wales.
39. Reaching Wider is only one mechanism for widening access to higher education. While the Programme focuses on Communities First cluster and the bottom quintile of the WIMD engagements, a range of other institutional widening access provision and resources operate more broadly, including fee plans and support for part-time learners. The Reaching Wider budget has decreased only slightly since its inception in 2002/03, despite HEFCW budget constraints and the funding formula is largely the same as in the previous strategy period.

¹⁸ [HEFCW remit 2014-15](#) paragraph 13.

¹⁹ [WISERD](#)

Strategy Submission

40. Please submit to by 1 October 2014:

- By email, an electronic Microsoft Word version of the Reaching Wider strategy to rachel.ogorman@hefcw.ac.uk; and
- one hard copy of the Chairs' and partners' signatures confirming their support of the strategy to Rachel O'Gorman at the HEFCW offices.

Further information

41. For further information contact Jane Johns (tel: 029 2068 2219; email jane.johns@hefcw.ac.uk); or Rachel O'Gorman (tel 029 2068 2227; email rachel.ogorman@hefcw.ac.uk).

The Reaching Wider Programme National Offer

The national Reaching Wider offer aims to provide the following targeted opportunities across Wales for children, young people and adults. Examples of provision are indicative.

There are five themes to the national Reaching Wider offer:

- i. **Supporting transition** to increase confidence, progression, lifelong learning and success. Provision may include primary to secondary school interventions, family learning, FE to HE progression, bite-size provision, promoting 14-19 progression pathways;
- ii. **Supporting educational aspiration-raising** to increase motivation, retention and progression. Provision may include family learning activities, pre-NEET interventions, working with those with the potential to disengage with education or training, university experience events;
- iii. **Enhancing educational skills** to enable learners to fulfil their academic potential and be prepared for further and/or higher education. Provision may include subject-specific and/or generic skills support, after school clubs, mentoring, GCSE and A level revision, master classes, residential provision;
- iv. **Promoting vocational and employability skills** to encourage upskilling, career aspirations, including access to the professions. Provision might include school/Partnership/employer partnerships around corporate social responsibility agendas, awareness raising around the world of work, general and vocational opportunities, workforce development, pathways to part-time further and higher education;
- v. **Promoting equality of opportunity and inclusive approaches** for looked after children and people with protected characteristics. Provision for care leavers may include support as suggested above. Provision for individuals with protected characteristics might include, work with refugees and asylum seekers, travellers and gypsies, people with disabilities and/or work with young, white, working class males.

Information, advice and guidance support, Welsh medium opportunities, a focus on **equality and diversity** and contributing to **economic, social and environmental sustainability** should underpin all five strands of the national Reaching Wider Programme offer.

The Reaching Wider Partnerships

The role and purpose of the 2014/15 to 2016/17 strategies includes:

- i. Aligning with, and responding to, **Welsh Government widening access-related policies and expectations**;
- ii. Contributing to HEFCW's **Corporate Strategy** widening access theme of securing 'inclusion, progression and success in higher education';
- iii. contributing to **higher education regional strategic planning**, by acting as a key regional, widening access delivery mechanism;
- iv. aligning Reaching Wider and partner institutions' widening access planning and delivery, including taking account of institutions' fee plan commitments;
- v. delivering the **national Reaching Wider Programme offer**;
- vi. responding **strategically to widening access regional needs and priorities** as evidenced by local labour market intelligence aligned to higher education regional planning and development;
- vii. engaging collaboratively with further education colleges and other organisations to secure **multi-sectoral, long-term, genuine and effective partnerships**;
- viii. **promoting access to and through higher-level learning** and to HEIs in Wales;
- ix. **sustaining effective provision and structures** to ensure continuity between and through strategy periods;
- x. **prioritising equality of opportunity which contributes to diverse HE student populations**;
- xi. working with people of all-ages in **Communities First cluster areas and the bottom quintile of lower super output areas (LSOA) in the Welsh Index of Multiple Deprivation (WIMD), particularly those 'hardest to reach'**²⁰; and
- xii. Supporting the educational aspirations and skills of **looked after children, care leavers** and their carers.

²⁰ The definition of 'hard to reach' is at an early stage, but for the Reaching Wider Programme this group would include those people living in Communities First cluster areas and the WIMD bottom quintile of lower super output areas who are: from workless households; experiencing 'in work poverty'; in receipt of educational maintenance allowances (EMAs), eligible for free school meals; carers including those with a care background, ex-offenders, young parents (under the age of 18); young, white, working class males and people with protected characteristics.

Within Communities First cluster areas and the bottom quintile of LSOA in the WIMD, we expect Partnerships to prioritise:

- i. Groups under-represented in higher education including 'hard to reach' individuals, as defined earlier in this circular and people with protected characteristics such as genders under-represented in certain subject areas or professions, ethnic minority communities not represented in HE, including refugees and asylum seekers and their families and traveller and gypsy families²¹;
- ii. young people/adults not yet at the point of transition to HE or without higher-level qualifications or skills;
- iii. workplace and workforce learning, including personal, professional development and specific upskilling for new and different employment needs and to increase social mobility;
- iv. people seeking pre-entry and progression opportunities through the medium of Welsh and/or bilingually;
- v. provision in schools, communities and families which builds capacity and provides additionality by improving learner support;
- vi. promoting and supporting effective full- and part-time progression routes to further and higher education via school, post 16, work, community and other learning routes;
- vii. signposting further and higher education information, advice, guidance, admissions and support services;

²¹ [HEFCW's Strategic Equality Plan](#) sets out our plans for meeting our statutory duties, including our objectives and action plan. The Reaching Wider Partnerships are well-placed to contribute to objectives 7 and 8 p. 12.

Strategy Guidance

1. Reaching Wider Strategies should include a summary of the assessment outcomes of the previous strategy period.
2. This strategy should be clearly informed by your assessment outcomes taking account of, and building on, effective provision and practice.
3. Strategies should be highly strategic documents which set out a strategic long-term approach to planning, delivery and outcomes over at least a three-year period.
4. We wish to be assured that Partnerships' funded strategies include coherent planning and delivery processes which are effectively implemented, monitored and reviewed by Partnerships' Steering Groups and with a clear reporting relationship to the HE regional strategy group.
5. We want to understand how HEFCW Partnership funding will be used and have provided a table to standardise responses in **Annex C**. If Partnerships anticipate or have secured additional external funding we would appreciate its inclusion in the table.
6. We expect Partnership Chairs to review Partnership governance arrangements and confirm that the regional partnerships have considered and approved these strategies.

Information Required by HEFCW

Assessment of the Reaching Wider Strategy period 2011/12 to 2013/14

7. We would like to understand how your assessment of the Reaching Wider Strategy 2011/12 to 2013/14 period has informed the development of the 2013/14 to 2014/15 strategy. Please briefly provide information on:
 - i. The methodology used to evaluate the Strategy, including processes and stakeholder involvement;
 - ii. The main findings, conclusions and recommendations of the strategy;
 - iii. The main challenges and successes of the strategy;
 - iv. The impact of the strategy and funding;
 - v. Any circumstances/factors impacting on the Partnership which contributed to, or limited, its success?;
 - vi. Stakeholders' views on progress in this period?
 - vii. How will the outcomes of your assessment inform the 2014/15 to 2016/17 strategy?

2014/15 to 2016/17 Strategies

8. We want to understand, through the strategies, how Partnerships will take account of relevant Welsh Government and HEFCW policies and priorities outlined in this guidance.
9. Strategies should be high-level, concise, accessible statements, in two sections. The first section should set out the Partnerships':
 - **mission and purpose** as it relates to widening access in its region, including the role in, relationship and contribution to regional strategy developments;
 - **strategic aims and objectives** for at least the three-year strategy period which underpin the mission and purpose;
 - **rationale** justifying the aims and objectives, including evidence of learner demand/ learners as partners, labour market information and equality and diversity-related priorities;
 - strategic alignment with **institutional widening access planning and delivery, including fee planning**;
 - **response to the national Reaching Wider offer**;
 - **management and governance structures** which secure continuity and sustainability and ensure partners' trust and commitment, provide leadership for, and drive cultural change in, the Reaching Wider Partnerships including confirming the Partnership Chair;
 - **equality and diversity-related policies and practices** which will ensure fair and transparent practice and deliver equality of opportunity, including confirming that impact assessments have been undertaken and any findings responded to;
10. As in previous years, we expect this section of the strategy to be published with a list of partner numbers and key contact details. For our purposes and accessibility this section should be brief (4-5 sides of A4).
11. The second part of the strategy, submitted to us in confidence, should focus on the management of provision, including but not limited to:
 - Providing an annexed assessment of the impact and outcomes of the previous strategy period, 2011/12 to 2013/14, including how it informs the development of the 2013/14 to 2016/17 strategy. (Some information we require on the assessment outcomes is provided below.)
 - Outlining the alignment between planned Partnership developments and broader regional widening access developments, including HE regional developments;
 - Clarifying the distinction and relationship between Reaching Wider, and institutional widening access and/or marketing and recruitment activities, for example where activities or staff are co-funded;
 - Setting Specific, Measurable, Achievable, Realistic and Time-bound (SMART) outcomes. Measures should identify impact, including what will change for learners at the end of each year of the strategy;
 - Assessing risk and the management of risk;

- Confirming that the strategy has been considered by the regional strategy group.

Additionally:

12. We would expect the Partnerships to confirm that the strategies have been impact assessed to ensure that they have taken account of any negative implications or unforeseen consequences to individuals with protected characteristics. Impact assessment might also take account of Welsh medium and sustainability issues. Partnerships should adhere to the equality policies and processes of their lead HEI.
13. The Open University in Wales is a member of all three HE regional partnerships and, as a distance learning provider, is able to engage in each region. We want to understand the involvement of the Open University in Wales in each Partnership.
14. This section might take a more narrative form, but should not be longer than six sides of A4, excluding annexes.

Setting SMART outcomes

15. We require clear outcomes that will enable Partnerships to measure progress and demonstrate impact. In setting outcomes, please ensure that they are **Specific, Measurable, Achievable, Realistic and Time-bound (SMART)**.
16. SMART measures must focus less on outputs eg numbers of students attending an event, or number of events, and more on demonstrating how outcomes will contribute to the Partnership's high-level, long-term strategic objectives.
17. Effective outcomes should demonstrate the impact of funded provision. While not every outcome can, or should, be quantitative, we need to understand how the achievement of qualitative outcomes will be measured and success demonstrated. Outcomes must be appropriately ambitious, while remaining realistic and achievable.
18. We recommend that Partnership management processes and procedures monitor progress towards identified outcomes to ensure that outcomes remain achievable, realistic and relevant over the course of the strategy period. Partnerships will want to report the outcomes of these processes to their regional strategy group to inform regional developments and to contribute to the effective alignment of strategies.

Reaching Wider Partnership Strategic Outcomes 2014/15 to 2016/17²²

Reaching Wider Partnership	
Partnership Chair	
Reaching Wider Contact	
Contact details – Email/Tel	
2014/15 RW Strategy allocation	

No.	Strategic theme	Strategic outcome definition	Outcome achievement in each year.	Strategic outcome definition	Outcome achievement in each year.
1	Supporting transition	Outcome 1:	2014/15: 2015/16: 2016/17:	Outcome 2:	2014/15: 2015/16: 2016/17:
2	Supporting educational aspiration-raising	Outcome 3:	2014/15: 2015/16: 2016/17:	Outcome 4:	2014/15: 2015/16: 2016/17:
3	Enhancing educational skills	Outcome 5:	2014/15: 2015/16: 2016/17:	Outcome 6:	2014/15: 2015/16: 2016/17:
4	Promoting vocational and employability skills	Outcome 7:	2014/15: 2015/16: 2016/17:	Outcome 8:	2014/15: 2015/16: 2016/17:
5	Promoting equality of opportunity and inclusive approaches	Outcome 9:	2014/15: 2015/16: 2016/17:	Outcome 10:	2014/15: 2015/16: 2016/17:

²² Please provide no more than ten high-level strategic outcomes which will demonstrate progress and success. We do not expect outcomes for every activity.

2014/15 - Income and Expenditure Profile

Expenditure – Generic headings	Funding allocations £
Total core staff – ie staff on contracts longer than two-years' duration.	
Additional staff – staff on short, fixed term contracts	
Staff development	
Consumables	
Marketing, printing and publicity	
National RW offer activities costs	
Other Partnership activities costs	
Contingency – no more than 5% of the total allocation	
Other, please specify	
Total expenditure	
Income -	Funding income £
RW Partnership allocation 2014/15	
Additional funding available to the Partnership, for example from partners, successful funding proposals, etc.	
RW STEM allocation available in 2014/15	
Total available income 2014/15	

Signatories to the Reaching Wider Partnership Strategy 2014/15 to 2016/17

As the Chair of the Reaching Wider Partnership, I confirm that my institution will remain the lead partner for the regional Reaching Wider Partnership in this strategy period and that my organisation supports this strategy.	Chair's signature:
	Chair's name:

As a partner of the regional Reaching Wider Partnership I confirm that my organisation supports this strategy:		
Partner organisation	Partnership signatory:	Signatory position in organisation