

Finance Committee

FIN(3)-01-10 : Paper 5 : 20 January 2010

Inquiry into the Funding of Post 16, Further and Higher Education

Submission from the Higher Education Funding Council for Wales (HEFCW)

Purpose

This paper is being presented to the Finance Committee at its request to provide background information in support of the oral evidence to be given at its meeting on 20 January, 2010.

Throughout this document, we have provided the most recent data that are available. In the main, this relates to academic year 2007/08 but, where more recent data are available, such as our funding allocations for 2009/10, we have quoted these.

Summary

Higher education represents a significant part of the Welsh economy. It is a major employer, is the main locus of research in Wales and delivers a substantial return to the economy of Wales for the investment of public funds which is made.

HEFCW is responsible for Welsh Assembly Government funding for higher education in Wales. We work in a policy context defined by the Welsh Assembly Government. Whilst we represent the largest single source of funding for HE, institutions derive income from many other sources.

The HE sector as a whole, in 2007/08, made a small operating surplus for reinvestment of £29m, or 3.6% of income. On a full economic cost basis, this translates into a deficit of £46m. In reviewing the future sustainability of the sector we note that the latest financial forecast shows a deteriorating operating performance and worsening of the liquidity position.

The backdrop against which funding of HE in Wales will be undertaken in future contains a range of challenging issues. We will seek to achieve significant change to support evolving Assembly Government priorities, particularly those identified in "For our Future", whilst also managing potentially reducing budgets. Noting the need for care in ensuring that any comparisons of funding levels across the UK are made on a like-for-like basis, we will continue to face the challenge of securing levels of funding for HE in Wales which are comparable with elsewhere in the UK if the sector is to remain competitive and hence be able to serve Wales effectively. Finally, we will need to manage the current unavoidable Assembly Government budget uncertainty, with consequences for planning for the 2010/11 academic year, as well as the implications for any longer term reductions in funding and the consequent impact on provision.

Introduction

HEFCW is an Assembly Government Sponsored Body responsible for Welsh Assembly Government (WAG) funding for higher education (HE) in Wales. We distribute funds for education, research and related activities at twelve higher education institutions (HEIs), including the teaching activities of the Open University in Wales, and for HE courses at further education colleges. We also advise the Assembly Government on the funding needs, aspirations and concerns of the HE sector, and promote Welsh interests in the wider UK higher education arena.

We work within a policy framework derived, until recently, from the Assembly Government's strategy for higher education, "Reaching Higher" (2002), and annual remit letters from our Minister. We also contribute to delivering the "One Wales" agenda. Our current Corporate Plan, and remit letter, are on our website (references in Annex 2 below).

The Assembly Government's new strategy for higher education "For Our Future: The 21st Century Higher Education Strategy and Plan for Wales" was published in November 2009. We are tasked with taking forward the Strategy and are already developing an action plan, which includes reviewing the current HE funding approaches.

Viewed purely in business terms, higher education represents a significant part of the economy in Wales. Work published in 2006/07 identified that the university sector in Wales:

- had a turnover of over £1 billion;

- generated a £2 billion output to the Welsh economy including direct multiplier effects;

- gained export earnings for Wales of £170 million, including £65 million from EU/overseas research grants and £104 million in fees and 'knock-on' expenditure from international students, and;

- earned £121 million in total research grants for Wales and over £205 million from contracts and other income streams.

The HE sector in Wales employs nearly 16,000 full time equivalent staff and it is estimated that as many jobs again are generated by HE activity in Wales. Beyond these measurable economic outputs there is also the less tangible but real benefit that flows from research done in our universities - the single most significant locus of research in Wales, in contrast to the position elsewhere in the UK.

Altogether, therefore, there is no doubt that the public investment in higher education in Wales is handsomely repaid, even without taking account of the personal benefits to graduates and the wider social and cultural benefits.

Higher education funding

HEFCW is the largest single channel of funding for HE in Wales, accounting for some 38% of sector income in 2007/08, with the proportion varying considerably between institutions according to their capacity to access other potential sources. This section summarises the sources of funding, which are complex and numerous. HEFCW and WAG funding apart, all the others involve competition on a UK-wide or international basis with all other HEIs in the UK, or abroad. The challenge involved in winning these funds, and the vital importance of reasonable success, is why we consider that WAG funding via HEFCW needs to be sufficient to provide a competitive basis for HEIs in Wales.

a) HEFCW

We encourage the sector to deliver Assembly Government priorities by adopting a strategic approach to the use of our core funding, and of additional funds made available under "Reaching Higher". We are committed to moving to even more strategic use of core funding, including reallocating funds from core activities to strengthen the support for WAG and Council priorities - Research, Welsh Medium and Widening Access.

Although we have announced our grant allocation for academic year 2009/10, we give here figures from 2008/09 because, that year being now over, we can give a more complete picture than for the current year.

In academic year 2008/09, we made grant payments of **£432 million** from our recurrent funding (rounded to the nearest £million). This included:

£297 million for teaching, including £7 million for the Open University in Wales;

£78 million for research, including £6 million for postgraduate research training; and,

£9 million in support of third mission activity, including £3 million for GO Wales.

Most of our funding is distributed as block grants to institutions, allocated by formulae which take account of student recruitment, the amount of high quality research, and other factors. We add 'premium', or extra, payments for widening access, disabled and Welsh medium students. Of the £297 million for teaching identified above, some £8 million was in the form of premium payments.

We allocate capital funds to support the learning, teaching, IT and research infrastructure. We require institutions to take a long-term strategic approach to their capital investment needs, taking into consideration the full range of possible funding sources, including commercial loans. During academic year 2008/09, we made recurrent capital grant payments of **£24 million**.

We also fund a range of strategic initiatives broadly aimed at encouraging the sector further to deliver WAG priorities. In academic year 2008/09, we spent **£24 million** of our core recurrent funding in support of a range of such initiatives.

In addition to the above recurrent funding, WAG provides additional "above baseline" funding under the 10-year "Reaching Higher" strategy to provide further support for widening access and to support reconfiguration and collaboration. We have used this fund to fund four "Reaching Wider" partnerships, which focus on widening access to HE, and to secure significant progress in respect of mergers and other forms of collaboration. A study by the Wales Audit Office, published in January 2009, of "Collaboration between Higher Education Institutions" concluded that HEFCW had generally managed this fund effectively but that there remains more to achieve in respect of collaboration within the sector. This "Reaching Higher" funding, along with additional funding to support particular "One Wales" priorities, is provided on a WAG financial year basis and, for financial year 2008-09, amounted to **£27 million**.

b) NHS

Although we provide funding for medical and dental training, and for some professions allied to medicine, the National Health Service provides funding directly to institutions for non-medical health and social care courses (e.g. nursing), usually on a contractual basis. This activity, in terms of both NHS funding and associated student fees, generated income of some £42m for those institutions involved in 2007/08.

c) European Funds

Universities in Wales have worked hard to win EU regional funding to regenerate the economy of Wales in both the 2000-2006 programming period and the current round. In 2000-2006 this amounted to £79.4m from the European Regional Development Fund and £55m from the European Social Fund (ESF).

In the current period several HE projects have already been approved by WEFO, including a new £22m Centre for NanoHealth at Swansea University and cross-institutional projects promoting Work Based Learning and Foundation Degrees. Universities are also actively involved in A4B, a £50m, 6 year programme of support, funded by the Department of Economy and Transport and ESF, aimed at simplifying knowledge transfer from academia to business.

Universities also engage directly in Brussels in Europe-wide research competitions, specifically for European Research Council funds, and for EU Framework Programme (FP) research funds. In the sixth round of FP funding, 158 awards were won by Welsh universities,

totalling €39.5m (£35m).

d) UK Government Research Funds

Universities across the UK compete for funds from the Research Councils and the Technology Strategy Board. Research Council income to Welsh HEIs in 2007/08 was £43.9m.

e) Student Fees

Universities charge fees for teaching programmes. Fees for part-time undergraduate and almost all postgraduate programmes are unregulated. Fees for international students are a particularly important source of income, amounting to £63m in 2007/08.

As from 2006/07 new flexible fees for full-time UK and EU undergraduate students were introduced in England, regulated to be no more than £3000. With inflation, this will be £3290 in 2010/11. This practice was extended to Wales from 2007/08, (with a payment of £33m - the so-called 'Supplementary Income Stream' - being made by WAG to the sector in 2006/07 to offset the loss of fee income relative to England in that year). Fee income in Wales from full-time UK and EU undergraduate students was £65m in 2007/08 and is expected to have been in excess of £90m in 2008/09. This increase is caused by the fact that 2008/09 was the first year in which students on all three years of a full-time degree will have been paying the higher fees. This income source is, therefore, likely to stabilise at about this level.

f) Commercial activities

HEIs also generate income through a range of commercial activities. These include commercialisation of intellectual property, training and consultancy services, contract research, workbased learning and continuing professional development, and hire of specialist equipment and/or facilities (including sports and performing arts related facilities). In academic year 2007/08, the Welsh HE sector earned £37m from commercial and charity funded research, £62 million from residences and catering, and £76 million from other commercial services.

g) Philanthropy

In 2009 we launched a 'matched fundraising' scheme to support the efforts of universities in Wales to raise funds from philanthropic sources. Our expectation is that, over the years, this will add a useful further funding stream, although all the international evidence is that growth will be slow in the early years, as the foundations are laid.

Promoting efficient use of resources

We work with the sector to ensure that resources are used efficiently and effectively. Examples of the kind of actions undertaken include:

Supporting and facilitating the sector to deliver 3% per annum procurement savings by commissioning procurement fitness health checks at each institution and by funding collaborative training provision to increase procurement awareness among non-procurement staff. In 2007/08, the sector achieved savings of £11.1m, or 3.1%

HEFCW, along with the other UK HE funding bodies, funds collaborative activity which enhances the effectiveness of the sector whilst providing efficiency savings through economies of scale. One example of this is the provision of a very high speed, high bandwidth network, JANET, which would not be feasible for institutions working alone.

There are also collaborative arrangements within Wales to deliver services more effectively than institutions could on their own. One example is the Wales International Consortium, which supports the recruitment of overseas students.

Development of methods for assessment of efficiency in the use of space.

Development of an externally verified environmental management system.

The requirement by HEFCW for estate strategies providing a clear plan for the future of the individual HEI estate, including a detailed assessment of existing performance, future need and development proposals.

HEFCW Monitoring

We monitor the financial performance of the sector by reviewing past performance and future forecasts. Each HEI in Wales is required annually to publish its Accounts by the end of December, based on financial years ended 31 July. These results are reviewed in relation to the institution's own strategic plan and financial strategy. A sector consolidation is also produced and we publish the sector-level results.

Every July we receive financial information from each institution based on the latest estimated outturn for the current year and a forecast for the next four years. This information is reviewed for consistency with the strategic and financial strategies as well as against forecast student recruitment and staffing information, and to ensure that reasonable assumptions have been made for future levels of council funding.

HEFCW has recently developed a revised framework for strategic engagement with the HE sector in Wales and for institutional risk assessment. This new framework is intended to help us focus more sharply on the key strategic issues facing institutions and on longer

term institutional sustainability, as well as alignment with the delivery of government policy and key strategic priorities. This includes working with Governors to strengthen the capacity of HEIs to manage their affairs effectively under increasingly volatile economic circumstances.

Financial state of sector

Total income for the sector in 2007/08 was £1,090m (2006/07: £999m), of which 38.45% came from funding council grants (2006/07: 43.31% but this included extra grant funding of £33.1m - the Supplementary Income Stream). Staff costs, the largest element of expenditure, were 58.1% of income and an overall operating surplus (for re-investment) of £29.3m was reported. On a historic cost basis (i.e. after adjustments for depreciation and exceptional surpluses or deficits on asset disposals and acquisitions) the surplus was £43.3m, or 3.9% of income. However, if full economic cost adjustments (a set of adjustments agreed with HM Treasury to give a more complete accounting picture) are made for the cost of capital and infrastructure, the sector recorded a deficit of £46m, or 4.2% of income.

The sector's balance sheet remained relatively strong in 2007/08, although the pension liability under FRS (Financial Reporting Standard) 17 increased to £191.6m. A number of key financial indicators showed improvement from the previous years, including net liquid assets to days' expenditure (98 days, from 85 in the previous year), current ratio (current assets: current liabilities) (2.03, from 1.92). Although long term borrowing increased significantly in the year (mainly to fund capital projects), its overall level as a proportion of income, at 9.5%, is considerably lower than the average borrowing for the UK sector of 18.7%.

In reviewing the future sustainability of the sector we note that the latest financial forecast (made in July 2009, looking forward to 2012/13) shows a deteriorating operating performance and worsening of the liquidity position. The increased pressure on future financial operating performance is from salary cost settlements, higher pension contributions to fund the pension deficits, and rises in energy costs. We are aware that as a result of these pressures the sector as a whole is already reviewing its staffing levels. It is also likely that spending constraints will affect estates expenditure (both capital and revenue).

Issues

Jones Review and For our Future

Partly in response to debate over funding issues, and partly because of the impending end of the lifetime of "Reaching Higher," Professor Merfyn Jones was commissioned by the Minister for Children, Education, Lifelong Learning and Skills in June 2008 to review the mission, purpose, role and funding of Higher Education in Wales. For present purposes, the relevant outcomes from that process were, first, a decision substantially to remodel the system of student support in Wales with a view to targeting the support more effectively to those entering higher education from low income households. Secondly, funding released as a result, estimated by the Minister to amount to over £31 million each year by 2015-16, is to be allocated to the HE sector in line with the priorities identified in November 2009 in "For Our Future".

Taking forward "For Our Future" represents a considerable challenge for the sector, not least because of the underlying pressures on public finance which will limit the amount of financial headroom available to meet transition and development costs, whilst maintaining current levels of service. A sharper prioritisation of funding will be required which we have already begun to address through our recent consultation on the more strategic use of core funding.

Comparison with England

Since 2005, at the request of the then Minister, we have produced an analysis which compared levels of funding for HE in Wales, England and, to a lesser degree, Scotland. The last of these was based on 2006/7 data. Because the HE funding methods in each part of the UK differ significantly, the process for making this comparison requires a number of working assumptions, with resulting limitations to the robustness of the conclusion.

The main analysis (in the table below) is based on the grant-in-aid received by each funding council and the numbers of fundable full-time equivalent (FTE) students. The total grant-in-aid figure is divided by the fundable FTE number to give the amount of funding 'per head'. This calculation has been made separately for England and Wales and the difference per head applied to the total number of fundable FTE students in Wales (in 2006/07 this was 78,470). The 'gap' is the amount of additional funding required to enable students in Welsh higher education institutions (HEIs) to be funded at the same level as England.

The policy significance of such a gap lies in the fact that the Welsh HE sector is part of a broader UK and, to an extent, an international, system which means that Welsh HE institutions have to compete for students, staff and for research and commercial contracts with institutions in England and beyond. In order to attract the best to the Welsh sector and, therefore, to sustain an HE sector which can serve Wales effectively, the Welsh sector has to remain competitive in the UK and beyond.

It is important to note, with reference to our earlier discussion of other funding sources, that the method compares only the funding which flows through each HE funding council, as shown in their accounts at year end. Given all the complexities that flow from differences in funding methods, it is our professional judgment that this is the only basis on which a reasonably robust comparison can be made. We lack adequate cross-UK data on the other funding sources identified above and so have not attempted to use these in our analyses.

Further analysis of the methodology can be found on our website.

In summary, the funding gap with England for the years 2004/05 - 2006/07 was estimated as follows:-

2004/05	2005/06	2006/07
£40m	£70m	£66m

The reduction in the gap in 2006/07 is due in part to an increase in the grant-in-aid per fundable full time equivalent (FTE) of 5.7%. "In 2006/07 just over half the funding gap (51%) related to capital grant-in-aid; in 2005/06 the capital element was only 40% of the gap.

Future Assembly Government budget uncertainty

We receive our grant from the Assembly Government on a financial year basis (1 April to 31 March), but allocate most of it on an academic year basis (1 August to 31 July). This means that calculating an academic year allocation requires knowledge of two financial years' grants. There is therefore a difficulty when the Assembly Government is unable to publish more than one year's funding. Given the lack of budget information for financial year 2011-12, we will have to make assumptions about that year, and have advised the sector to plan for reductions in core funding from AY10/11.

Impact of funding position on provision

It is difficult to predict precisely the impact of any reductions in funding for higher education. As indicated above, the major part of HEFCW grant is allocated as block funding and institutions are responsible for determining its internal allocation. Similarly, it is the HE providers, as legally autonomous bodies, who will have to determine how to adjust their portfolios in the light of any reductions in HEFCW funding, taking into account such freedom of manoeuvre as their other funds may allow. We expect that decisions on internal allocation will be made in the light of local circumstances and priorities and with due regard to the potential impact of allocations in terms of their statutory responsibilities, including for equality and diversity.

Given, though, the limited levels of surplus that universities have been able to generate historically, it is inconceivable that reductions in grant will not result in the reshaping of provision and, quite probably, the sector. This is, therefore, likely to mean some reduction of the breadth of learning opportunities, of commercial services and of research which will be offered by the HE sector. Because staff costs amount to 58% of total sector costs, it is also likely to result in staffing reductions, possibly including compulsory redundancies. In addition, we should expect reductions in Research Council funding, and in several others of the additional sources of funding referred to above, with their own staffing consequences.

As these pressures unfold, and the sector responds to them, we will wish to see the balance between research and teaching maintained and to see maintenance of a reasonable subject mix in the sector. This is not without its challenges, though. Provision in Science, Technology, Engineering and Mathematics (STEM) subjects, for example, will become increasingly exposed, given the relatively expensive nature of such provision and the still limited student demand in some subjects. Within a fixed, and reducing, funding envelope, protection of (higher cost) STEM would require significant reductions of (lower cost) non-STEM provision, further reducing opportunities for students in Wales.

As typically happens in times of economic pressure, we can also expect (indeed, we already see) increased demand for places, leading to a tendency to recruit larger numbers of students who enter HE on a 'fees-only' basis. That is, the HE provider receives only the student fee, with no funding from HEFCW. Recruitment of a modest proportion of fees-only students, for whom provision can be delivered at marginal additional cost, is well established in HE. Should the proportion become too large, though, two possible adverse implications arise. First, taking too many students at marginal income levels can cause difficulties in resourcing a good quality experience for all students. Second, recruitment of too many students has implications for the cost of student support, which could lead to a debate over the need to cap the total number of students in the system.

Conclusion

We hope that this account of HEFCW's role in the funding of HE in Wales, of the variety of funding sources available to universities, and of the issues that we currently foresee is helpful to the Committee.

The economic recession is arguably the most significant factor impacting upon the higher education sector at present as it starts to address the substantial challenges identified by the Assembly Government in "For our Future". HEFCW is encouraging HEIs to respond positively to the economic downturn, both in terms of their support for individuals, communities and businesses across Wales in inclusion and upskilling and also in their roles as significant local and regional employers. At the same time, we are developing a range of steers in our funding which will encourage a sharper focus on Assembly Government priorities in the light of "For our Future".

We are at the disposal of the Committee for further work on this subject.

Annex 1

The following tables are extracted from the latest HEFCW annual circular on the financial health of the HE sector in Wales. The full circular can be found at the following link:

[http://www.hefcw.ac.uk/documents/publications/circulars/09_09HE - Analysis of the financial position of the HE sector 2007_08.pdf](http://www.hefcw.ac.uk/documents/publications/circulars/09_09HE_-_Analysis_of_the_financial_position_of_the_HE_sector_2007_08.pdf)

Sector income and expenditure account

	2005/06	2006/07	2007/08
INCOME	£k	£k	£k
Funding Council Grants	383,413	432,766	419,205
Tuition fees and Education contracts	199,984	214,856	286,546
Research grants and contracts	124,657	135,775	145,783
Other income	214,205	215,798	238,626
Total Income	922,259	999,195	1,090,160
EXPENDITURE			
Staff costs	531,703	574,665	631,143
Exceptional Restructuring Costs	4,038	4,439	1,823
Other operating expenses	325,435	341,194	368,221
Depreciation	40,814	47,028	50,373
Interest payable	8,099	8,775	9,269
Total Expenditure	910,089	976,101	1,060,829
Surplus on continuing operations after depreciation of fixed assets at valuation and before tax	12,170	23,094	29,331
Profit /(loss) on disposal of assets	5181	(8,240)	1,288
Benefit on acquisition			4,117
Share of JV profit/(loss)	(63)	316	(74)
Surplus on continuing operations after depreciation of tangible fixed assets at valuation and disposal of assets but before tax	17,288	15,170	34,662
Taxation	0	0	0

Surplus on continuing operations after depreciation of assets at valuation, disposal of assets and tax	17,288	15,170	34,662
Transfer from accumulated income within specific endowments	(795)	(1,034)	(366)
Surplus retained within general reserves	16,493	14,136	34,296
Difference between Historical Cost depreciation and the actual charge for the period calculated on the re-valued amount	8,577	8,152	8,137
Realisation of property revaluation gain of previous years	149	6,227	479
Historic Cost Surplus for the period	26,014	29,549	43,278

N.B.

'Funding Council Grants' - the 2006/07 HEFCW grant included £33.5m relating to the Supplementary Income Stream.

'Tuition fees and Education contracts' - from 2007/08 Welsh HEIs were able to introduce flexible fees payable by full-time home and EU undergraduate students.

Sector balance sheet

	As at 31 July 2006	As at 31 July 2007	As at 31 July 2008
Fixed Assets	£k	£k	£k
Land and Buildings	916,044	890,410	925,054
Equipment	36,342	37,007	44,457
Other	12,534	36,505	25,360
Sub total	964,920	963,922	994,871
Endowment Asset Investment	91,158	96,998	88,879
Current assets			
Stock	1,993	2,208	3,251
Debtors	96,025	109,865	115,605
Short term investments	175,822	154,378	221,246

Cash at bank and in hand	58,563	70,037	59,244
Total Current Assets Sub total	332,403	336,488	399,346
Creditors: amounts falling due within one year			
Bank loans and overdraft	12,761	8,910	9,381
Other Creditors	154,969	165,901	187,529
Total Current liabilities Sub total	167,730	174,811	196,910
Net Current Assets	164,673	161,677	202,436
Total assets less current liabilities	1,220,751	1,222,597	1,286,186
Creditors: amounts falling due after more than one year			
Reimbursable by HEFCW	0	0	0
External borrowing	78,548	81,023	103,605
Other Creditors	42,655	54,532	48,614
Total long term liabilities	121,203	135,555	152,219
Provisions	9,900	10,334	9,331
Net Assets Excluding Pension Liability	1,089,648	1,076,708	1,124,636
Pension liability	(178,921)	(145,566)	(191,556)
Net Assets Including Pension Liability	910,727	931,142	933,080
Deferred Capital grants	225,851	248,127	269,129
Endowment			
Permanent Endowments	57,739	74,221	77,984
Expendable Endowments	33,351	22,778	11,002

Total Endowments	91,090	96,999	88,986
Reserves			
Revaluation reserve	366,663	297,388	287,966
Restricted reserve	37,873	42,588	19,344
General reserve excluding pension liability	368,171	391,606	455,070
Pension reserve	(178,921)	(145,566)	(187,415)
General reserve including pension liability	189,250	246,040	267,655
Total Reserves	593,786	586,016	574,965
Total Funds	910,727	931,142	933,080

Sector cash flow statement

	2005/2006	2006/2007	2007/08
	£k	£k	£k
Net cash inflow from operating activities	37,178	30,018	59,635
Returns on investments and servicing of finance			
Income from endowments	3,515	3,715	3,681
Income from short term investments	1,757	1,911	4,164
Other Interest received	8,164	8,804	9,761
Interest paid	(4,598)	(4,841)	(5,750)
Other items	0	0	0
Sub total cash inflow from investments	8,838	9,589	11,856
Tax paid	0	0	0

Investing activities			
Payments to acquire tangible assets	(88,236)	(95,067)	(73,136)
Payments to acquire endowment asset investments	(4,153)	(7,026)	(5,496)
Total Payments to acquire fixed/endowment assets	(92,389)	(102,093)	(78,632)
Receipts from sale of tangible assets	6,564	4,029	2,790
Receipts from sale of endowment assets	2,001	4,248	6,835
Deferred capital grants received	38,194	45,001	31,932
Endowments received	1,040	987	1,042
Other items	0	0	114
Sub total cash outflow from investing activities	(44,590)	(47,828)	(35,919)
Net cash inflow before financing	1,426	(8,221)	35,572
Management of Liquid Resources	(28,046)	21,234	(62,366)
Financing			
Capital element of finance lease payments	(7)	0	(92)
Mortgages and loans acquired	30,704	8,831	28,944
Mortgages and loan capital repayments	(7,522)	(5,686)	(5,540)
Other items	0	0	0
cash (outflow) / inflow from financing	23,175	3,145	23,312
Increase / (decrease) in cash	(3,445)	16,158	(3,482)

Annex 2

Further information can be found at the following links.

Reaching Higher

<http://wales.gov.uk/dcells/publications/>

For our Future

<http://wales.gov.uk/docs/dcells/publications/091214hestrategyen.pdf>

2009-10 Remit letter

http://www.hefcw.ac.uk/documents/about_he_in_wales/wag_priorities_and_policies/HEFCW%20-Remit%20letter%202009-10.pdf

HEFCW 2009-10 to 2011-12 Corporate Plan

http://www.hefcw.ac.uk/documents/publications/corporate_documents/Corporate%20Plan%2009-10%20to%2011-12.pdf

HEFCW 2008-09 Annual Report

http://www.hefcw.ac.uk/documents/publications/corporate_documents/Annual%20Report/Annual%20Report%202008-09.pdf

HEFCW Matched Funding circular

<http://www.hefcw.ac.uk/documents/publications/>

Teaching Funding method

http://www.hefcw.ac.uk/documents/about_he_in_wales/funding_he_in_wales/Teaching%20Funding%20Method%202009.pdf

Research Funding method

http://www.hefcw.ac.uk/documents/policy_areas/research/qr%20funding%20method.pdf

Funding method for Postgraduate Research Students

http://www.hefcw.ac.uk/documents/policy_areas/research/pgr%20funding%20method.pdf