

# Work Plan 2017

## Introduction and Context

The HEA Strategic Plan 2012–2016 sets out the overarching objectives and key performance indicators for the HEA for the period to the end of 2017. The Strategic Plan was itself amended following a mid-term review. The development and approval of a new Strategic Plan for the HEA will take place in early 2017. Therefore, this draft 2017 work plan is set within the framework of the HEA Strategic Plan 2012-2016 and the associated mid-term review.

Three overarching outcomes continue to be the drivers for the work of the HEA in 2017. All of our plans and activities underpin the delivery of these outcomes for the higher education sector:

- A higher education system that is optimally structured and governed.
- A higher education system that is responsive to social and economic needs, that provides high quality graduates, that gives a quality student experience and that is financially sustainable.
- A HEA and set of HEIs that set and attain exemplary standards of governance, performance and accountability.

Six strategic objectives underpin the achievement of these outcome. In the next section, these strategic objectives are explained and the high-level outcomes and key performance indicators under each strategic objective in 2017 are specified. The timeframes will be clarified following finalisation of the 2017 budget for the HEA and any modifications needed to take account of the SLA with the Department of Education and Skills. The organisation goals for the HEA in 2017 have been included as a final area.

An indicative budget has been included for three actions (2.2, 2.6 and 6.3); when an update on progress is provided mid-year, this will include the expenditure on these areas.

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### **Key:**

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FC	Fergal Costello
GI	Gemma Irvine
EM	Eucharía Meehan
PM	Padraic Mellett
VP	Vivienne Patterson
CR	Caitríona Ryan
SMT	Senior Management Team
CEO	Chief Executive

## (1) Funding and Sustainability

*The outcome under this strategic objective is a higher education system that is funded sustainably on the basis of performance against national outcomes. The HEA has repeatedly advised the Minister for Education and Skills of the need for a sustainable funding strategy, and the associated risk. The Expert Group chaired by Peter Cassells reported in 2016 and emphasised the same issue. The key objectives planned for 2017 and the key performance indicators representing achievement and success in each objective are:*

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
1.1 To manage and support the review of the allocation model for HEI funding.	<ul style="list-style-type: none"> <li>- Review completed within the agreed terms of reference and timeframe</li> <li>- New funding model developed responsive to local and national social and economic needs and aligned with system goals</li> <li>- Implementation plan agreed for funding allocation process for 2018 and future years</li> </ul>	Q3	AB
1.2 To allocate the grant for 2017, agree budgets with each institution and review and monitor ongoing HEI financial stability.	<ul style="list-style-type: none"> <li>- Grants allocated and budgets agreed with all funded HEIs</li> <li>- Regular reporting on financial position of individual HEIs</li> </ul>	Q2	AB

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
1.3 To agree and monitor three year financial plans with HEIs classified as financially vulnerable to ensure progress towards a balanced budget.	<ul style="list-style-type: none"> <li>- Agreed plans in place with all vulnerable HEIs, and monitoring and reporting structures in place</li> </ul>	Recurrent	AB
1.4 To report on the financial health of the higher education sector following the budget process.	<ul style="list-style-type: none"> <li>- Report completed and presented to the Finance and Governance Committee</li> </ul>	Q3	AB
1.5 To implement a new management information framework for universities, colleges and IoTs	<ul style="list-style-type: none"> <li>- New framework implemented as part of the budget process to ensure more timely and robust information to facilitate HEA and institutional decision-making</li> </ul>	Q2	AB
1.6 To make a submission to the Capital Review process for needs of HE sector and needs of the Irish Research Council	<ul style="list-style-type: none"> <li>- Capital prioritisation exercise completed</li> <li>- Preparation of case for HE based on ongoing survey/consultation</li> <li>- Compelling and comprehensive case submitted on behalf of HEA and IRC, resulting in significant allocations for the sector</li> </ul>	Q1	AB & EM
1.7 To manage capital, PRTLTI and access funding programmes	<ul style="list-style-type: none"> <li>- PRTLTI Cycle 5 programme successfully completed and all monies allocated</li> </ul>	Q2	AB
		Ongoing	AB

<b>Objective</b>	<b>Key Performance Indicator</b>	<b>Timeframe</b>	<b>Lead Responsibility</b>
1.8 To monitor staffing levels across the sector and oversee the implementation of the Delegated Sanction Agreement	<ul style="list-style-type: none"> <li>- Funding allocated efficiently in a transparent manner delivering on system strategic goals</li> </ul>	Q1	AB
	<ul style="list-style-type: none"> <li>- Delegated sanction agreement established with sector, allowing for controlled and strategic recruitment</li> <li>- Staffing monitored and reported on a quarterly basis with timely follow up of breaches of sanction</li> </ul>	Ongoing	AB

## (2) System Development

The outcome under this strategic objective is a coherent system of higher education that is optimally structured and governed and that delivers improved performance to achieve the national objectives as set out by Government. The key objectives and KPIs towards achievement of this outcome in 2017 are:

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
2.1 To prepare the System Report arising from Strategic Dialogue Cycle 3	- The final report, including the evaluation of all the HEIs is approved by the HEA for submission to the Minister	Q1	FC
2.2 To manage final round of strategic dialogue discussions with HEIs	- Final round completed with high level of institutional engagement and support for the process - Report on HEI categorisations	Q4 40K	FC
2.3 To prepare system report arising from the final evaluation of first set of strategic dialogue compacts	- Preparation of report for HEA approval	Q4	FC
2.4 To continue process of landscape reform	- Agree process with DES for the allocation of €4 million ring-fenced funding for TUS - Funding allocated for TU consortia and other merging institutions - Monitoring and reporting of progress of merging institutions - Engagement with DES on progress on regional clusters	Q1 Q2 Ongoing – reports to Board July and December	FC

Objective		Key Performance Indicator	Timeframe	Lead Responsibility
2.5	To prepare basis for next set of HEI compacts	- Revised guidance material available for HEIs based on the new HE performance framework	Q2	FC
2.6	To agree new compacts with HEIs for next 3-year cycle	- New compacts agreed with all HEIs informed by new framework and reflecting strategic and regional priorities.	Q4 40K	FC
2.7	To progress HEA thematic reviews	- Complete background review of engineering - Decision on scale and focus of review	Q2	FC
2.8	To consider any further TU applications (Stage 2 or Stage 4)	- Recommendations for HEA board as per process	As required – dependent on TU legislation. Report to Board July to update	FC
2.9	To manage the National Programme for the Inclusion Coordinators for Early Years Services	- First successful graduate cohort and continued enrolments - Graduate employability tracked through the Graduate Outcomes survey in 2018	Recurrent	VP

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
<b><i>Teaching and Learning/Student engagement</i></b>			
2.10 To implement agreed actions under three-year HEA-QQI MOU	<ul style="list-style-type: none"> <li>- Improved alignment of QQI’s institutional dialogue with the HEA’s strategic dialogue</li> <li>- Joint programme of 2017 activity developed to progress Ireland’s <i>International Education Strategy</i></li> <li>- Full SMT of HEA/QQI meeting held</li> <li>- CEO of each organisation will meet with the Board of the other</li> </ul>	Recurrent  Recurrent  Q1 2017 Q3 2017	CEO  GI FC  GI
2.11 To continue funding and oversight of the National Forum for the Enhancement of Teaching and Learning	<ul style="list-style-type: none"> <li>- Independent review of the National Forum completed and recommendations made</li> <li>- A DES/HEA seminar on Forum-funded research projects demonstrates impact of the project</li> <li>- Review of the implementation of the <i>Roadmap for Enhancement in a Digital World 2015-2017</i> completed</li> <li>- Digital Skills Framework for Irish Higher Education finished</li> <li>- Scoping of new phase of research on student non-completion and transitions in partnership with the National Access Advisory Group completed</li> </ul>	Q2  Q3  Q4  Q2 Q2	GI





Objective	Key Performance Indicator	Timeframe	Lead Responsibility
<i>Research, Development and Innovation (RDI)</i>			
2.15 To support the work of the DES Higher Education Research Group	<ul style="list-style-type: none"> <li>- Papers prepared and submitted to HERG for discussion</li> <li>- Ongoing support for HERG Work Programme (to be agreed with DES)</li> </ul>	Recurrent	GI
2.16 To implement actions which the HEA is the designated lead under Innovation 2020	- Participated in Innovation 2020 (I2020), H2020, SRPG and HLG meetings resulting in advancement of DES, HEA and IRC deliverables under Innovation 2020, and HEA/IRC contributing to broader progress in implementation of national policy.	Recurrent	GI and EM
	- Active engagement in the development of the next PRTL I leads to key roles of the IRC and HEA	Q1	GI, EM & AB
	- Large items of Research Equipment (LIRE) database upgraded	Q2	AB
	- Participated in National Open Access group meetings contributing to broader progress in implementation of I2020 objectives and development of national policy which will benefit the sector.	Recurrent	GI and EM
	- Agreed a standardised categorisation scheme to record public investment in research	Recurrent	GI and EM
	- Developed system-wide tracking of research mobility into industry – Graduate Outcomes Survey/CSO data?	Recurrent	VP/FC

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
2.17 To implement the National Framework for Doctoral Education	<ul style="list-style-type: none"> <li>- Advisory Group for implementation of the National Framework for Doctoral Education established</li> <li>- Programme of work agreed</li> </ul>	Q1	GI
2.18 To become the European Strategy Forum on Research Infrastructures (ESFRI) National Delegate	<ul style="list-style-type: none"> <li>- ESFRI National Delegate role successfully transferred from IRC to HEA</li> </ul>	Q1	GI
Internationalisation			
2.19 To progress the International Education Strategy	<ul style="list-style-type: none"> <li>- Contributing to the HLG on International Education</li> <li>- Revised model for implementation of the Government of Ireland International Education Scholarship Programme agreed</li> <li>- Internationalisation metrics included in the system performance dialogue process</li> <li>- Increased awareness of a broad range of benefit of Internationalisation for HEIs</li> <li>- Closer synergy with the National Forum for the Enhancement of Teaching and Learning on Internationalisation initiatives</li> </ul>	Recurrent  Q4 Q4  Q2  Recurrent	GI

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
2.20 To increase student and staff mobility through our role as national agency for the higher education components of the Erasmus+ (E+) programme	<ul style="list-style-type: none"> <li>- Impact review of Erasmus+ completed and used as input for DES review</li> <li>- Completed impact reviews of selected LLP/E+</li> <li>- System Checks/Audits/Monitoring completed</li> <li>- Annual Erasmus lecture organised</li> <li>- Acted as Project Co-ordinator for the Erasmus+ International Education IT Mobility tool working group</li> <li>- Member of E+ Erasmus Charter for Higher Education (ECHE) working group</li> <li>- Participation in EHEA (Bologna Follow Up Group, BFUG) groups including the Advisory Group 1 ‘International Cooperation’ and the ‘Working Group on New Goals’ to ensure HEA work is informed by relevant developments.</li> </ul>	Q2  Q4 Q4 Q1 Recurrent  Q1-Q2  Recurrent  Q1-Q4	GI
2.21 To engage in BREXIT discussion and activities providing the HE view	<ul style="list-style-type: none"> <li>- Participation in relevant meetings, conferences, and seminars on BREXIT ensures the strategic development of the HE system in Ireland and the maintenance of a shared academic space with UK HEIs.</li> <li>- Preparation of documentation and advice as needed by <i>Inter-Departmental Group on EU-UK Relations – Education subgroup of the Working Group on the Economy</i></li> </ul>	Recurrent  Recurrent	GI

### (3) Governance and Accountability in Higher Education

*The outcome under this strategic objective is an appropriate governance/regulatory relationship between HEIs and the HEA that reflects our new mandate and respects institutional autonomy. The key objectives and KPIs towards achievement of this outcome in 2017 are:*

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
3.1 To continue the implementation of the Governance Framework for Higher Education and ensure effective communication of this framework and associated requirements to all relevant stakeholders	<ul style="list-style-type: none"> <li>- Governance Framework accepted by all HEIs</li> <li>- Governance reporting deadlines to DES met</li> </ul>	Recurrent	AB
3.2 To gather, analyse and report on the Annual Governance Statements from HEIs for 2015/16 and review HEI certified accounts.	<ul style="list-style-type: none"> <li>- Comprehensive report on the Annual Governance Statements compiled and provided to the DES</li> <li>- Appropriate actions agreed with HEIs on all issues identified in audited accounts and governance statements.</li> </ul>	Q4	AB

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
3.3 To engage with HEI chairs/Governing Bodies on outcomes of strategic dialogue	<ul style="list-style-type: none"> <li>- Engagement with Chairs to ensure that governing bodies are informed on the outcomes of the strategic dialogue process</li> </ul>	Q2	FC
3.4 To ensure a signed financial memorandum is received from each HEI outlining respective responsibilities	<ul style="list-style-type: none"> <li>- Signed financial memoranda received from all HEIs giving assurances of undertakings and responsibilities</li> </ul>	Q2	AB
3.5 To monitor the implementation of ECF/Delegated Sanction Agreement and Departures Framework across the HE sector	<ul style="list-style-type: none"> <li>- Delegated sanction agreement established with sector, allowing for controlled and strategic recruitment to improve efficiency and performance</li> <li>- Staffing monitored and reported on a quarterly basis with timely follow up of breaches of sanction</li> </ul>	Recurrent	AB
3.6 To commission the second governance rolling review on an appropriate aspect of governance compliance and implement appropriate actions in response to the findings	<ul style="list-style-type: none"> <li>- Agree the focus of the review with DES</li> <li>- Review completed and action plan agreed in response to findings</li> </ul>	Q4	AB



Objective	Key Performance Indicator	Timeframe	Lead Responsibility
3.10 To implement the recommendations of the Report of the Expert Group: HEA National Review of Gender Equality in Irish Higher Education Institutions	<ul style="list-style-type: none"> <li>- The 12 recommendations outlined for the HEA in the report are progressed</li> <li>- HEA is recognised as leading implementation of the review and has organised meetings with stakeholders</li> <li>- Ireland is recognised internationally as leading on this agenda</li> </ul>	Recurrent	GI, AB, & FC



#### (4) Strategic Planning

*The outcome under this strategic objective is that the HEA is effective in anticipating trends in higher education development nationally and internationally and also enhances the data/evidence base that supports our policy advice to the Minister for Education and Skills.*

*The key objectives and KPIs towards achievement of this outcome in 2017 are:*

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
4.1 To continue implementation of the Data and Knowledge Management Strategy	- Completion of an interactive Statistics Section on the new HEA website	Q2	VP
	- Publication of a full study of completion rates and enhancement of our evidence base for policy development	Q3	
	Working with the Finance and governance section, opportunities have been explored for more efficient interface with HEI's.	Q2	
4.2 To collect student data on an annual basis and report such data in a comprehensive set of statistical publications.	- Completion of Nov and March data collections from HEIs	Q4	VP
	- Key Facts and Figures published, focusing on key strategic themes	Q4	
	- Publication of the First Destination of Graduates Survey	Q1	
	- Results for 2016 graduates and Non Progression Analysis published	Q4	
4.3 To implement the Graduate Outcomes Survey	- Development of a database and web interface for data collection completed	Q1-Q3	VP/FC
	- New graduate outcomes survey piloted in		

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
4.4 To implement the staff database	<ul style="list-style-type: none"> <li>- Scoping exercise on data extraction options for the new staff database is completed</li> <li>- Steering and Sub Groups are put in place to develop database content and development in place</li> <li>- Database development and data fields are agreed by all stakeholder groups</li> <li>- Pilot phase of implementation underway</li> </ul>	Q1-Q4	VP
4.5 To continue development of key institutional statistics	<ul style="list-style-type: none"> <li>- The metrics for the Institutional Profiles for inclusion in the System Performance Framework are further developed, with particular focus on strategic priorities</li> </ul>	Recurrent	FC/VP
4.6 To perform a review of national and international impact assessment models	<ul style="list-style-type: none"> <li>- Impact assessment models relevant to teaching and learning, research and engagement are reviewed</li> <li>- Recommendations about metrics and impact assessment models relevant to measurement of system performance are made to the Department of Education and Skills to assess the impact of higher education on enterprise and society</li> </ul>	Q1	VP/GI
4.7 To maintain ongoing review of trends in higher education to support medium to long term policy development	<ul style="list-style-type: none"> <li>- Participation and/or organising of seminars, conferences and international to inform all HEA work and debate about the future direction of the HE sector</li> <li>- Forward Look Forum held and future direction and format of these events a considered as part of strategic planning process</li> </ul>	Recurrent  Q2 & Q4	GI

## (5) Equity of Access in Higher Education

*The outcome under this strategic objective is that the HEA, through policy direction and strategic dialogue, facilitates the development of a higher education system that is characterised by equality of opportunity, with clear access, transfer and progression pathways and flexibility in modes of learning well mainstreamed into the higher education system. The key objectives and KPIs towards achievement of this outcome in 2017 are:*

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
5.1 To continue implementation of National Access Plan	- Access targets are included in new DES System Performance Framework and HEA/HEI Compacts	Q1 and Q3	CR
5.2 To monitor progress on access targets	- Access performance is part of every strategic dialogue meeting and informs the overall performance report for each HEI	Q3	CR
5.3 To conduct mid-term review of National Access Plan	- Completed mid-term review with actions and targets revised as appropriate	Q4	CR
5.4 To allocate and monitor funds PATH Strand 1	- Path funding allocation announced and projects begin leading to increased access to initial teacher education from access target groups	Q1 Recurrent monitoring	CR

5.5 To complete strategy for non-completion among the target groups	<ul style="list-style-type: none"> <li>- Agreed strategy with the HEIs that is informed by the National Forum for Teaching and Learning</li> <li>- Long-term KPI is increased completion rates for students from target groups</li> </ul>	Q3	CR
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Objective	Key Performance Indicator	Timeframe	Lead Responsibility
5.6 To develop a strategy for improved access data indicators	<ul style="list-style-type: none"> <li>- Completed policy study to inform approach</li> <li>- Pilot study underway of geo-coding new entrants to higher education</li> <li>- Final strategy agreed</li> </ul>	Q4	CR
5.7 To implement recommendations arising from the review of the Student Assistance Fund (SAF)	<ul style="list-style-type: none"> <li>- Designation of change manager in HEA to manage implementation of the SAF Review recommendations.</li> </ul>	Q1	CR
5.8 To complete review of Fund for Students with Disabilities (FSD)	<ul style="list-style-type: none"> <li>- Completed review including clear recommendations on the future development of the Fund and followed by process of recommendations implementation</li> </ul>	Q1	CR
5.9 To liaise with DES on the application of the equity of access budget measures introduced in Budget 2017	<ul style="list-style-type: none"> <li>- Finalised approach on the application of the measures and various roles and responsibilities</li> </ul>	Q1	CR
5.10 To support the DES and HEIs in the implementation of	<ul style="list-style-type: none"> <li>- To be determined, following completion of review in early 2017</li> </ul>	Q1	CR

recommendations arising from the DES review of access to higher education for lone parents

### (6) An Enhanced Partnership with Enterprise

*The outcome under this strategic objective is that the HEA, through policy direction and strategic dialogue, facilitates the development of a system of higher education institutions that are closely connected with their regions and with enterprise so that skills and enterprise research needs can be anticipated and addressed and so that graduates emerge from higher education with the appropriate skills sets to be effective in the workplace. The key objectives and KPIs towards achievement of this outcome in 2017 are:*

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
6.1 To continue active engagement with enterprise agencies	<ul style="list-style-type: none"> <li>- Active strategic engagement with agencies such as EI, IDA, IBEC and AmCham strengthens the relationship between higher education promotion and future employment and innovation.</li> <li>- Institutions are required to develop employability statements for courses and/or disciplines as set out in the National Skills Strategy</li> </ul>	Recurrent	VP
6.2 To manage the 2nd intake of Springboard+ 2016	<ul style="list-style-type: none"> <li>- Remaining places available for 2016/17 filled</li> </ul>	Q1-Q2	VP
6.3 To manage the rollout of Springboard+ 2017	<ul style="list-style-type: none"> <li>- Programme evaluation process underway</li> <li>- Programme and marketing campaign launched</li> </ul>	Q2-3 250k	VP

	- Surveys of participants and trend analysis carried out and reported			
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Objective	Key Performance Indicator	Timeframe	Lead Responsibility
6.4 To continue collaboration on key government strategies	<ul style="list-style-type: none"> <li>- HEA makes a significant contribution to the implementation of the Action Plan for Jobs, the ICT Skills Action Plan and the National Skills Strategy to ensure that HEA strategic goals are reflected in and supported by a range of initiatives</li> <li>- Calls for funding are successfully managed for additional ICT places, ICT summer camps and ICT retention measures</li> </ul>	Recurrent	VP
6.5 To develop and implement new apprenticeships in collaboration with Solas	<ul style="list-style-type: none"> <li>- Assistance provided to in the development and funding of new apprenticeships in higher education</li> <li>- Support is provided to the Apprenticeship Council</li> <li>- A memorandum of understanding is agreed with SOLAS to support mutual co-operation in this new area of work.</li> </ul>	Recurrent  Q3	VP
6.6 To liaise with HEIs and Solas on the delivery of the off the job	<ul style="list-style-type: none"> <li>- Effective engagement with HEIs in the provision of the off the job phases of apprenticeships to meet the increasing demand for places</li> </ul>	Recurrent	VP

phases of existing  
apprenticeships

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
6.7 To manage a call for the delivery of summer camps in Entrepreneurship	<ul style="list-style-type: none"> <li>- Develop a call for the provision through higher education institutions of entrepreneurship camps for second level students</li> <li>- Fund successful proposals and receive reports on initiatives run.</li> </ul>	Q1-Q3	VP
6.8 To run the National Employers Survey	<ul style="list-style-type: none"> <li>- Develop an approach in collaboration with the Regional Skills Fora and enterprise and state agencies to run the third national employer's survey</li> <li>- Survey to be carried out in 2017</li> </ul>	Q3	VP



**(7) HEA as an organisation – Objectives and Key Performance Indicators (KPIs)**

*The delivery of the work programme agreed by the Board is achieved by the executive. The key objectives and KPIs that will support the successful delivery of the work programme in 2017 are:*

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
7.1 To enhance Board capacity	- Digital Board Papers introduced and running smoothly to enhance effectiveness of Board deliberations	Q1	PM
	- New CEO is appointed and induction programme put in place	Q1	
	- New members are provided with strong induction programme to ensure they are fully appraised of the work of the HEA and their role as members.	Q1	
	- Training needs of members are reviewed having regard to Q3 2016 and Q1 2017 induction.	Q3	
	- Terms of reference for Board self-evaluation agreed	Q4	
	- Board self-evaluation exercise to enhance capacity of Board to carry out its functions is completed		

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
7.2 To ensure HEA accountability	<ul style="list-style-type: none"> <li>- New strategic plan in place following extensive consultation with sector</li> <li>- SLA with DES agreed</li> <li>- 2016 annual report approved and published</li> <li>- HEA compliance with new Code of Practice for the Governance of State Bodies reviewed having regard to its effective date 1/9/16.</li> </ul>	Q3  Q1 Q2  Q3	GI  CEO CR  PM
7.3 To ensure an appropriate system of internal financial controls	<ul style="list-style-type: none"> <li>- 2017 HEA Administration Budget and draft 2016 outturn are approved to ensure effective management of voted grants</li> <li>- 2016 Accounts for Audit approved to ensure accountability for funding allocated</li> <li>- Audit Committee review of management of risk in HEA completed to satisfy the Board that Executive is pro-active in the management of risks</li> <li>- Audit Committee considers internal audit report on the System of Internal Financial Controls</li> </ul>	Q1  Q1  Q3  Q3	PM

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
7.4 To enhance capacity of HEA Executive	<ul style="list-style-type: none"> <li>- PMDS role profiles agreed and staff development plan implemented to enhance skills of HEA staff</li> <li>- Review of past year's PMDS work and development plan carried out</li> <li>- PMDS evaluations completed for all staff</li> </ul>	Q2  Q2  Q4	PM
7.5 To enhance IT services in the HEA	<ul style="list-style-type: none"> <li>- Broadband capacity enhanced to improve experience of Board members and visitors to the HEA</li> <li>- MS Office SharePoint rolled-out to enhance capacity of staff to collaborate on work and support increased digitisation of work processes</li> </ul>	Q1  Q2	PM
7.6 To enhance HEA communications	<ul style="list-style-type: none"> <li>- New HEA website in place enabling smoother and better quality engagement with stakeholders and public</li> <li>- Centralised events calendar developed and in use by all sections, providing greater clarity on the communications response required by each section for their upcoming events and better planning and co-ordination across the organisation</li> </ul>	Q3  Q1	CEO  GI

Objective	Key Performance Indicator	Timeframe	Lead Responsibility
	<ul style="list-style-type: none"> <li>- Media monitoring service provider changed to ensure better media intelligence and targeting</li> <li>- Review of Sponsorships / Partnerships completed</li> <li>- New social media strategy and policy completed</li> <li>- Regular reports provided to management and Board on website and social media analytics</li> <li>- Regular internal newsletter outlining key events / activity of sections</li> <li>- Standardised slide pack developed with info on HE sector</li> </ul>	<p>Q1</p> <p>Q1</p> <p>Q1</p> <p>Recurrent</p> <p>Recurrent</p> <p>Q1</p>	