

Appendices

A. Pre-notification Letter (from HEFCE to Non-HEI Stakeholders)

Ipsos MORI



<Title><First Name><Last Name>
 <Position>
 <Organisation>
 <Addline1>
 <Addline2>
 <Addline3>
 <AddPostcode>

Dear <Title> <Last Name>

Improving HEFCE's communications and services

The Higher Education Funding Council for England has commissioned Ipsos MORI to canvass the views of the organisations with which HEFCE fulfils its mission. We are hoping that you, HEFCE's important partners, will tell us what you think about our strategic direction and the relationship you have with us. As a valued member of HEFCE's family of friends, we would be delighted if you could take fifteen minutes of your time to answer some questions about how well you feel we work together. A previous version of this survey, conducted by Ipsos MORI in 2005, revealed useful findings that helped HEFCE monitor and improve its services. I very much hope that you will be able to participate this year so that HEFCE can continue to make further progress.

The research will take the form of a short survey to be completed online. We are keen to minimise any burden this might impose and have taken pains to keep the number of questions to a minimum.

We are aware that some of you who are being invited to participate in the survey may have little or no direct, personal contact with HEFCE. However, we are still interested in your perceptions of the Council because of your importance in the areas in which we operate.

We would be most grateful if you would participate in the survey. If you would like to do take part and the details we have are correct, **please do nothing** – we will send an email invitation within a week of you receiving this letter. If you would prefer not to take part on this occasion, or if the details we have are incorrect please return the fax-back slip attached.

Please be assured that, while the overall results of the survey will be published, all information collected will be treated in the strictest confidence. Participating respondents or institutions will not be identifiable. We will be happy to send you a copy of the report once it is complete to thank you for your participation. If you have any queries please contact Roger Grinyer at HEFCE (0117 931 7307/ r.grinyer@hefce.ac.uk), John Higton at Ipsos MORI (020 7347 3391/ john.higton@ipsos-mori.com).

Thank you in advance for your co-operation. I look forward to your reply.

Yours sincerely

Sir Alan Langlands
 Chief Executive, HEFCE

Fiona Johnson
 Research Director, Ipsos MORI

HEFCE/Ipsos MORI RESEARCH

**IF YOU DO NOT WANT TO TAKE PART,
PLEASE FAX BACK TO: John Higton
FAX: 020 7347 3804**

On this occasion, I would prefer not to take part in this research

Signature _____

Name <Title><First Name><Last Name>

Job Title <Position>

**IF YOU DO WANT TO TAKE PART, BUT THE DETAILS YOU HAVE ARE INCORRECT
PLEASE FAX BACK TO: John Higton
FAX: 020 7347 3804**

Please complete the correct details below:

Name (please print) _____

Job Title: _____

Telephone number: _____

Email address: _____

Thank you for your time and co-operation.

Ipsos MORI, 79-81 Borough Road, London, SE1 1FY

B. Survey Cover Email (from Ipsos MORI to Non-HEI Stakeholders)

Stakeholder

SUBJECT LINE: HEFCE Survey of communications and relations with stakeholders

Dear <<NAME>>,

I am contacting you following a message sent earlier this month by Sir Alan Langlands, Chief Executive of the Higher Education Funding Council for England. As outlined in that message, Ipsos MORI has been commissioned to undertake a review of HEFCE's current performance and assess how HEFCE can improve the way it operates in the future.

We would therefore be grateful if you could complete an online survey which, based on our pilot, takes around 15-20 minutes to complete.

We are primarily interested in your personal viewpoint, rather than those of your colleagues or your organisation as a whole. There may be some questions where you feel unable to answer as they are not relevant to your role – in these instances please feel free to mark the 'Don't know' or 'Not applicable' column.

We will treat the information you provide in the strictest confidence. Ipsos MORI holds the ISO/27001 standard for information security and was the first research organisation to gain this standard. This means you can be confident your information will not be passed to anyone outside the Ipsos MORI project team. All responses given are non-attributable – the data collected is aggregated in order to present survey results in a summary form only. The summary report will be published on the HEFCE website which the public can access, and we will e-mail you the link.

To participate in the online survey, please click on the link below and follow the instructions.

<<UNIQUE LINK>>.

If, for whatever reason, you are having difficulty with the survey, please contact me, John Higton, and I will respond to your enquiry. My details can be found at the foot of this email. If I am unavailable, please contact Guto Hunkin on 0207 347 3339.

HEFCE is genuinely committed to ensure it provides partner organisations the best services possible. Your involvement with the survey will help ensure that commitment is delivered.

Kind regards

John Higton
Research Manager
Ipsos MORI Social Research Institute
Tel: +44 (0)207 347 3391

C. Staff Invitation Email (Ipsos MORI to Staff)

Staff

SUBJECT LINE: HEFCE non-HEI Stakeholder Relations Survey - Staff Survey

Dear <<NAME>>,

I am contacting you regarding an invitation to take part in research sent by Sir Alan Langlands recently. As outlined in that message, Ipsos MORI has been commissioned to undertake a review of HEFCE's current performance and assess how HEFCE can improve the way it operates in the future.

We would therefore be grateful if you could complete an online survey which, based on our pilot, takes around 15 minutes to complete.

We are primarily interested in your personal viewpoint, rather than those of your colleagues. There may be some questions where you feel unable to answer as they are not relevant to your role – in these instances please feel free to mark the 'Don't know' or 'Not applicable' column.

We will treat the information you provide in the strictest confidence. Ipsos MORI holds the ISO/27001 standard for information security and was the first research organisation to gain this standard. This means you can be confident your information will not be passed to anyone outside the Ipsos MORI project team. All responses given are non-attributable – the data collected is aggregated in order to present survey results in a summary form only. A copy of the summary report will be published on the HEFCE website.

To participate in the online survey, please click on the link below and follow the instructions.

<<UNIQUE LINK>>.

If, for whatever reason, you are having difficulty with the survey, please contact me, Guto Hunkin, and I will respond to your enquiry. My details can be found at the foot of this email. If I am unavailable, please contact John Higton on 0207 347 3391.

HEFCE is genuinely committed to ensure it provides the best service possible. Your involvement with the survey will help ensure that commitment is delivered.

Kind regards

Guto Malgwyn Hunkin
Senior Research Executive
Ipsos MORI Reputation Centre
Tel: +44 20 7347 3339

D. Marked-Up Stakeholder Questionnaire

HEFCE STAKEHOLDER RELATIONS SURVEY 2009: STAKEHOLDERS – J35703

FINAL TOPLINE – 20 JULY 2009

- Ipsos MORI interviewed 167 HEFCE Stakeholders via an online survey on behalf of the Higher Education Funding Council for England (HEFCE)
- Sample details were provided by HEFCE
- Fieldwork took place between 22 May and 26 June 2009
- Where results do not sum to 100%, this is due to multiple responses, computer rounding or the exclusion of don't knows/not stated responses
- Results are based on all respondents (167) unless otherwise stated
- These topline also include the results of a similar survey conducted in 2005 (20 June – 22 July 2005), when 154 HEFCE staff completed an online questionnaire
- Although most questions use the same wording as the survey in 2005, several alterations and additions have been made and have been indicated in the topline. All questions starting with '#' are new for 2009 and were not asked in 2005

1. AWARENESS AND VIEWS OF HEFCE

Q1 In order to help place our findings in a broader context, please indicate how well you know each of the organisations listed below.

		<i>Base: All</i>		Know very well	Know a fair amount	Know just a little	Heard of but know nothing about	Never heard of
				%	%	%	%	%
*	A. DCSF (The Department for Children, Schools & Families)	2009	167	28	27	33	10	2
		2005	144	47	44	81	1	-
#	B. DIUS (The Department for Innovation, Universities and Skills)	2009	153	58	37	5	-	-
		2005	N/A	N/A	N/A	N/A	N/A	N/A
	C. DoH (The Department of Health)	2009	165	8	28	48	15	1
		2005	152	7	34	53	5	1
	D. HEFCE (The Higher Education Funding Council for England)	2009	167	63	35	2	-	-
		2005	154	64	34	1	-	-
	E. LSC (The Learning and Skills Council)	2009	159	26	31	40	3	1
		2005	146	18	40	34	8	-
	F. QAA (The Quality Assurance Agency for Higher Education)	2009	161	26	32	34	7	1
		2005	153	22	34	35	7	3
	G. Research Councils	2009	161	17	39	36	7	1
		2005	154	19	34	42	5	-
*	H. GuildHE	2009	167	24	22	23	13	18
		2005	153	20	25	27	13	16
*	I. TDA (The Training and Development Agency for Schools)	2009	166	9	21	43	17	10
		2005	153	8	27	46	17	2
	J. Universities UK	2009	159	43	39	14	3	1
		2005	150	38	43	15	2	2
#	K. BERR (the Department for Business, Enterprise and Regulatory Reform)	2009	167	17	30	32	12	8
		2005	N/A	N/A	N/A	N/A	N/A	N/A
#	L. DECC (the Department of Energy and Climate Change)	2009	167	5	8	40	36	11
		2005	N/A	N/A	N/A	N/A	N/A	N/A
#	M. Other UK funding bodies (SFC, HEFCW, DELNI)	2009	151	21	34	33	9	3
		2005	154	23	35	28	12	2

* = name change since 2005

= new Department from 2005

= note DIUS no longer exists – responsibilities moved to the Department for Business, Innovation and Skills (BIS) during the survey period.

Q2 You indicated that you know at least a little about the organisation(s) below. Please mark the appropriate circle below indicating how favourable or unfavourable your overall opinion or impression of each is. It is your overall opinion or impression that we are interested in.

		Base: All know at least a little at Q1 %	Very favoura ble %	Mainly favoura ble %	Neither favoura ble nor unfavo rable %	Mainly unfavo rable %	Very unfavo rable %	No opinion %	
*	A. DCSF (The Department for Children, Schools & Families)	2009	146	3	36	44	10	-	8
		2005	153	6	48	33	9	1	3
#	B. DIUS (The Department for Innovation, Universities and Skills)	2009	153	6	49	29	13	2	1
		2005	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	C. DoH (The Department of Health)	2009	139	2	22	59	7	1	9
		2005	146	1	22	59	7	-	12
	D. HEFCE (The Higher Education Funding Council for England)	2009	167	31	51	13	5	-	1
		2005	154	16	66	12	5	-	1
	E. LSC (The Learning and Skills Council)	2009	154	2	14	47	27	4	6
		2005	143	4	24	45	21	1	3
	F. QAA (The Quality Assurance Agency for Higher Education)	2009	148	9	33	40	3	-	14
		2005	140	9	40	37	4	1	9
	G. Research Councils	2009	148	6	42	39	3	-	11
		2005	146	9	42	37	1	-	11
*	H. GuildHE	2009	115	16	41	36	1	-	7
		2005	110	12	43	40	-	-	
*	I. TDA (The Training and Development Agency for Schools)	2009	121	5	22	54	5	2	12
		2005	125	2	24	61	6	-	7
	J. Universities UK	2009	153	10	59	22	4	-	5
		2005	148	11	56	26	4	-	3
#	K. BERR (the Department for Business, Enterprise and Regulatory Reform)	2009	133	5	29	50	8	-	9
		2005	N/A	N/A	N/A	N/A	N/A	N/A	N/A
#	L. DECC (the Department of Energy and Climate Change)	2009	88	3	16	58	1	-	22
		2005	N/A	N/A	N/A	N/A	N/A	N/A	N/A

* = name change since 2005

= new Department from 2005

= note DIUS no longer exists – responsibilities moved to the Department for Business, Innovation and Skills (BIS) during the survey period.

- Q3. Thinking about the relationship your organisation has with HEFCE, how would you rate HEFCE compared to other bodies associated with higher education with which you are familiar (e.g. DCSF, DIUS, LSC, QAA, GuildHE, TDA, Universities UK and the Research Councils).

	<u>2005</u> (%)	<u>2009</u> (%)
One of the worst	-	1
Below average	4	4
About average	19	19
Above average	40	33
One of the best	34	38
No opinion	3	5
I am not familiar with other organisations associated with HE		-

- Q4 How long have you personally been dealing with HEFCE?

	<u>2005</u> (%)	<u>2009</u> (%)
Less than 6 months	3	2
More than 6 months, less than a year	6	4
More than a year, less than 3 years	23	16
More than three years	68	75
Don't know	-	1
Not applicable – I have never personally dealt with HEFCE	1	2

- Q5 Below are some phrases or adjectives which may or may not describe HEFCE. Thinking of HEFCE overall, on the scale below, please select the option that comes closest to your own opinion.

HEFCE is...

- Q5A Approachable/Unapproachable

	<u>2005</u> (%)	<u>2009</u> (%)
Very approachable	55	47
Fairly approachable	38	38
Neither approachable nor unapproachable	1	7
Fairly unapproachable	4	7
Very unapproachable	2	-
No opinion	-	1

Q5B **Effective/Ineffective**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very effective	23	26
Fairly effective	57	60
Neither effective nor ineffective	11	8
Fairly ineffective	5	5
Very ineffective	2	-
No opinion	3	1

Q5C **Flexible/Inflexible**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very flexible	7	7
Fairly flexible	51	54
Neither flexible nor inflexible	18	17
Fairly inflexible	19	16
Very inflexible	3	2
No opinion	2	4

Q5D **Displays sector leadership/Does not display sector leadership**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Displays excellent leadership	n/a	10
Displays good leadership	n/a	50
Displays neither good nor poor leadership	n/a	28
Displays poor leadership	n/a	7
Displays very poor leadership	n/a	1
No opinion	n/a	4

Q5E **Efficient / Inefficient**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very efficient	n/a	23
Fairly efficient	n/a	55
Neither efficient nor inefficient	n/a	11
Fairly inefficient	n/a	4
Very inefficient	n/a	1
No opinion	n/a	6

Still thinking of HEFCE overall, on the scale below, please select the option that comes closest to your own opinion.

HEFCE is...

Q5F **Innovative/Slow to change**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very innovative	3	5
Fairly innovative	55	47
Neither innovative nor slow to change	14	22
Fairly slow to change	22	17
Very slow to change	3	5
No opinion	4	5

Q5G **Reactive /Proactive**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very reactive	3	4
Fairly reactive	29	32
Neither reactive nor proactive	18	17
Fairly proactive	6	34
Very proactive	3	5
No opinion	-	8

Q5H **Not respected/Respected**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Not at all respected	-	-
Not very respected	6	3
Neither respected / not respected	15	7
Fairly respected	60	53
Very respected	16	34
No opinion	3	4

Q5I **Not transparent/Transparent**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Not at all transparent	3	2
Not very transparent	22	19
Neither transparent / not transparent	17	8
Fairly transparent	47	50
Very transparent	10	14
No opinion	1	7

Q5J **Displays expertise in the field of higher education/ Does not display expertise in the field of higher education**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Displays excellent expertise	n/a	40
Displays good expertise	n/a	48
Displays neither good nor bad expertise	n/a	10
Displays poor expertise	n/a	1
Displays very poor expertise	n/a	1
No opinion	n/a	1

Q6 **From your knowledge and experience of HEFCE how would you personally rate each of the following?** If you do not deal with a particular part of HEFCE, please choose 'not applicable'.

		Very good	Fairly good	Some good, some poor	Fairly poor	Very poor	Don't know	Not applicable
		%	%	%	%	%	%	%
A. Quality of HEFCE senior management	2009	37	34	17	1	1	5	6
	2005	29	42	16	1	1	8	7
B. Quality of HEFCE staff overall	2009	31	42	19	-	-	2	6
	2005	21	48	25	2	-	3	1
# C. Quality of governance of HEFCE	2009	16	30	11	1	-	23	20
D. Positive coverage of HEFCE in the media	2009	4	34	37	5	1	15	5
	2005	3	26	44	8	-	12	7
E. Reputation amongst bodies with an interest in Higher Education*	2009	20	47	26	3	-	2	1
	2005	5	35	39	6	1	7	6

* Statement E worded slightly differently in 2005; "Reputation amongst bodies with an interest in Higher Education other than HE institutions"

Q7 **Which one of the phrases below best describes the way you would speak of HEFCE to people outside of the organisation?**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Speak highly without being asked	15	25
Speak highly if asked	36	34
Would be neutral	36	32
Would be critical if asked	12	7
Would be critical without being asked	1	1
Don't know	1	1

2. HEFCE's ROLE

Q8 Thinking about HEFCE's current role, how strongly do you personally agree or disagree with each of the following statements?

		Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
		%	%	%	%	%	%
A. HEFCE is an agent of the government	2009	23	49	14	10	3	1
	2005	26	49	14	10	1	1
B. HEFCE is an advocate or spokesperson for the HE sector	2009	11	46	22	18	3	-
	2005	10	42	23	21	3	1
C. HEFCE is primarily a regulatory body	2009	3	26	25	34	8	4
	2005	3	30	19	34	9	5
D. HEFCE is a planning body*	2009	4	39	19	26	9	3
	2005	10	48	21	12	5	5
E. HEFCE effectively consults bodies with an interest in higher education	2009	23	47	14	8	2	6
	2005	12	51	19	11	1	6
F. HEFCE acts in the public interest	2009	23	49	17	6	2	2
	2005	14	48	28	6	1	3
G. HEFCE effectively works in partnership with bodies with an interest in higher education	2009	32	45	11	7	3	2
	2005	18	56	19	5	1	1
# H. HEFCE is more than just a funding body	2009	27	44	10	15	2	1

* Statement D worded differently in 2005; "HEFCE is increasingly a planning agency"

Q9 How important or unimportant do you personally think each of the following roles and activities should be for HEFCE?

		Very importa nt	Fairly importa nt	Neither importa nt nor unimporta nt	Fairly unimporta nt	Very unimporta nt	Don't know
		%	%	%	%	%	%
A. Support for the strategic development of universities and colleges	2009	57	35	5	2	-	1
	2005	46	40	6	5	2	1
B. Support for the enhancement of learning and teaching	2009	51	35	8	4	1	1
	2005	45	42	5	3	3	2
C. Support for widening participation	2009	43	43	6	6	-	2
	2005	43	47	5	3	-	1
D. Support for the enhancement of research	2009	43	41	9	5	-	1
	2005	45	44	6	3	1	1
E. Support for links with businesses and the community	2009	35	48	9	7	1	1
	2005	33	45	13	6	2	1
F. Support for leadership, governance and management	2009	40	43	11	4	-	1
	2005	34	51	6	4	2	3
G. Higher education policy development	2009	52	32	11	3	1	1
	2005	49	37	6	4	2	1
H. Minimising the accountability burden	2009	28	47	19	4	-	3
	2005	42	38	10	6	-	3
I. Promoting sustainability	2009	41	37	12	7	1	2
	2005	29	44	18	7	2	1
J. Supporting higher education institutions in difficulty	2009	33	46	11	7	1	2
	2005	31	46	12	8	1	3
# K. Engaging with employers in skills development*	2009	23	40	19	15	2	1
# L. Managing change in relation to government policies in higher education*	2009	63	32	2	2	-	2

Q10 And to what extent, if at all, do you feel the following aspects of HEFCE's activities are carried out effectively?

		Very effectively	Fairly effectively	Not very effectively	Not at all effectively	Don't know
		%	%	%	%	%
A. Support for the strategic development of universities and colleges	2009	16	51	10	1	22
	2005	8	58	17	1	16
B. Support for the enhancement of learning and teaching	2009	15	47	14	1	23
	2005	8	64	10	2	16
C. Support for widening participation	2009	12	59	10	1	18
	2005	11	66	12	2	10
D. Support for the enhancement of research	2009	13	52	4	2	29
	2005	12	51	12	4	21
E. Support for links with businesses and the community	2009	5	44	20	3	27
	2005	3	44	23	6	23
F. Support for leadership, governance and management	2009	14	53	6	1	26
	2005	7	55	14	3	22
G. Higher education policy development	2009	20	54	13	1	11
	2005	11	62	11	4	12
H. Minimising the accountability burden	2009	6	46	16	5	28
	2005	2	36	29	8	25
I. Promoting sustainability	2009	10	41	18	2	29
	2005	3	32	24	6	34
J. Supporting higher education institutions in difficulty	2009	13	41	8	-	38
	2005	11	48	6	1	33
# K. Engaging with employers in skills development*	2009	2	37	22	6	34
# L. Managing change in relation to government policies in higher education*	2009	13	60	11	2	14

Q11 How satisfied are you with each of the following aspects of your relationship with HEFCE?

		Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know	Not applicable
		%	%	%	%	%	%	%
A. Makes you feel valued	2009	25	38	15	12	4	-	7
	2005	18	44	18	13	3	1	5
B. Consults you on its plans and policies	2009	17	37	22	11	4	1	8
	2005	16	44	21	12	4	1	3
C. Listens to your views	2009	23	43	13	11	5	-	4
	2005	14	51	18	6	6	0	5
D. Understands the needs of your organisation	2009	23	38	16	14	4	1	4
	2005	19	48	14	11	4	0	4
E. Collaborates effectively with your organisation on shared objectives	2009	31	38	13	8	5	1	4
	2005	22	45	16	8	4	0	5
F. Has input into your organisation's plans and policies	2009	19	31	20	7	3	1	20
	2005	13	36	22	6	2	3	18
G. Works in partnership with your organisation	2009	32	40	11	10	2	-	5
	2005	24	49	12	6	2	1	5

Q12 Overall, how satisfied or dissatisfied are you with the relationship your organisation has with HEFCE?

	<u>2005</u> (%)	<u>2009</u> (%)
Very satisfied	23	31
Fairly satisfied	54	38
Neither satisfied nor dissatisfied	15	12
Fairly dissatisfied	7	14
Very dissatisfied	1	3
Don't know	-	2

Q13 **And, to what extent do you feel your relationship with HEFCE has got better or worse over the last three years (or since you have been working with HEFCE if less than three years)?**

	<u>2005</u> (%)	<u>2009</u> (%)
Much better	26	23
Slightly better	38	30
No change	18	29
Slightly worse	8	9
Much worse	1	4
Don't know	-	1
Not applicable, HEFCE has not been dealing with the stakeholder organisation long enough to say	8	4

Q14 **Have the following areas of your relationship with HEFCE improved, stayed the same or deteriorated over the last three years?**

Base: All answering relevant question at Q11 AND coding 1 to 5 at Q13			Improve d	Stayed the same	Deterior ated	Don't know	N/A
			%	%	%	%	%
A. Valuing your organisation	2009	151	30	52	13	3	1
	2005	142	36	46	11	4	4
B. Consulting you on its plans and policies	2009	148	25	55	12	4	3
	2005	142	39	45	8	5	3
C. Listening to your views	2009	154	34	50	12	1	3
	2005	142	32	53	8	4	3
D. Understanding the needs of your organisation	2009	154	29	55	9	3	5
	2005	142	37	51	8	3	2
E. Collaborating effectively with your organisation on shared objectives	2009	154	40	43	12	2	3
	2005	142	48	36	8	3	5
F. Having input into your organisation's plans and policies	2009	128	16	65	11	4	4
	2005	142	20	51	9	4	15
G. Working in partnership with your organisation	2009	153	39	47	11	1	2
	2005	142	46	38	11	2	4

- Q15 Which of the following best describes how frequently you have personally been in direct contact with HEFCE over the past 12 months? By direct contact we mean direct verbal or written (including email) communication with HEFCE staff.

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Daily contact	1	1
Weekly contact	31	29
Monthly contact	44	37
Quarterly contact	19	21
Six monthly contact	3	5
Annual contact	1	2
No contact at all	1	4
Other	-	1

- # Q16 And would you say this amount of contact is too little, about right or too much?

	<u>2009</u> <u>(%)</u>
Too little	20
About right	75
Too much	1
No opinion	4

Q17 With which, if any, of the following in HEFCE have you had direct contact in the past 12 months?

Base 2005: All answering (152)

Base 2009: All answering (160)

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Director level contact	69	70
Staff involved in policy development	51	59
Staff in institutional teams (responsible for managing HEFCE's relations with universities and colleges)	n/a	53
Chief Executive	49	46
Staff responsible for corporate communications (e.g. PR, events and publications)	28	35
Switchboard or reception staff	30	31
Board members	30	29
Staff responsible for analytical services (statistics and data collection)	22	27
Finance staff	24	25
Staff responsible for institutional risk and audit	17	16
Chair	18	13
Staff responsible for dealing with enquiries (the HEFCE Knowledge Centre)	4	8
Staff responsible for estates	8	7
Don't know	1	2

Q18 How would you rate the quality of dealings you have had with HEFCE staff over the past 12 months?

Base 2005: All answering (152)

Base 2009: All answering (160)

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very good	42	51
Fairly good	41	33
Neither good nor poor	16	15
Fairly poor	0	1
Very poor	1	-
Don't know	-	-

Q19 What are your main methods of communicating with staff at HEFCE?

Q20 In which two or three ways would you prefer to communicate with staff at HEFCE?

	Q19		Q20	
	2005	2009	2005	2009
	%	%	%	%
By email	90	84	74	78
In person – formal meeting	79	75	47	45
By telephone	78	71	56	54
In person – informal meeting	73	63	74	72
At conferences/workshops/ Seminars	56	53	19	15
# Via video-conferencing	N/A	18	N/A	7
In writing (other than email)	27	15	4	2
Not applicable – I never communicate with HEFCE staff	1	2	N/A	N/A
Not applicable – I would never need to communicate with HEFCE staff	N/A	N/A	0	1
Other	2	2	3	1

Q21 To what extent do you agree or disagree with each of the following...?

		Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
		%	%	%	%	%	%
A. I would like contact with HEFCE staff at a more senior level	2009	7	20	50	16	5	2
	2005	3	12	45	27	11	2
B. HEFCE staff are accessible	2009	30	49	10	7	1	2
	2005	23	58	12	5	1	1
C. I know who to contact at HEFCE if I have any queries	2009	40	44	8	4	3	1
	2005	36	47	6	9	1	0

Q22 Overall, how well or poorly does HEFCE communicate with your organisation?

	2005 (%)	2009 (%)
Very well	19	29
Fairly well	70	51
Fairly poorly	9	13
Very poorly	1	1
Don't know	1	5

Q23 To what extent, if at all, does HEFCE keep you informed about its activities?

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very well informed	14	18
Fairly well informed	62	52
Gives me only a limited amount of information	19	23
Doesn't tell me much at about what it does	5	4
Don't know	1	3

Q24 What are your main methods of communicating with staff at HEFCE?**Q25 In which two or three ways would you prefer to communicate with staff at HEFCE?**

	Q24		Q25	
	2005 %	2009 %	2005 %	2009 %
Contact with HEFCE staff	90	80	84	75
Informal contact with colleagues	56	60	42	44
HEFCE website	60	63	45	43
# HEFCE e-newsletter	N/A	22	N/A	35
HEFCE publications available electronically (on the website)	40	42	31	31
'Admin-hefce' (the Council's email alert service)	21	24	29	29
HEFCE publications and reports	55	54	28	25
HEFCE Council Briefing (Newsletter)	42	26	27	24
Meetings in your own organisation	38	41	19	23
HEFCE conferences/seminars/meetings	32	35	29	22
* Education media – print	N/A	38	N/A	9
* Education media – online	N/A	23	N/A	4
HEFCE Guide to Funding	9	8	4	1
* Education press	47	N/A	12	N/A
Other (PLEASE WRITE IN)	4	4	3	4
I do not get any information about HEFCE's activities	-	2	N/A	N/A
No preference	N/A	N/A	5	4

* - Questionnaire change from 2005 – “Education Press” spilt into two options – media print and media online.

Q26 How often, if at all, do you access HEFCE's website (www.hefce.ac.uk)?

	2005 (%)	2009 (%)
At least once a week	18	19
At least once a month	35	37
A few times a year	35	35
Never accessed it	12	8

Q27 How useful do you personally find the following...?

Base: Options Band C only those who have used the website. Others All

			Very useful	Fairly useful	Not very useful	Not at all useful	Don't know	Not applicable
			%	%	%	%	%	%
A. Publications relating to Council business	2009	167	12	37	7	2	16	26
	2005	154	10	43	10	1	16	20
B. Research and Evaluation reports on the HEFCE website	2009	153	17	49	8	1	12	14
	2005	154	13	41	8	2	18	18
C. The HEFCE website	2009	153	27	63	5	-	3	3
	2005	136	28	60	5	1	3	3
D. 'Admin-hefce' (the Council's email alert service)	2009	167	13	13	7	1	25	42
	2005	154	8	15	5	1	29	43
E. Council Briefing	2009	167	6	23	11	1	23	36
	2005	154	6	39	12	2	18	23
# F. HEFCE e-newsletter	2009	167	4	27	8	1	23	37

Q29 Which role do you mainly hold in your organisation currently?

	2005 (%)	2009 (%)
Director	24	26
Chief Executive	25	21
Manager	16	16
Research/Policy Development	N/A	10
Head of Department	13	8
Advisor	5	2
Chair	3	2
Deputy CEO	3	2
Administrator	4	1
Company Secretary	1	1
Head of Finance	1	1
Consultant	3	1
Statistician	1	-
IT Specialist	N/A	-
Other	-	9

E. Marked-Up Staff Questionnaire

HEFCE STAKEHOLDER RELATIONS SURVEY 2009: STAFF SURVEY – J35703

FINAL TOPLINE – 17 JULY 2009

- Ipsos MORI interviewed 192 members of HEFCE staff via an online survey on behalf of the Higher Education Funding Council for England (HEFCE)
- Sample details were provided by HEFCE
- Fieldwork took place between 22 May to 26 June 2009
- Where results do not sum to 100, this is due to multiple responses, computer rounding or the exclusion of don't knows/not stated
- Results are based on all respondents (192) unless otherwise stated
- An asterisk (*) represents a value of less than one half of one percent, but not zero
- These toplines also include the results of the same survey conducted in 2005 (20 June-22 July 2005), when 193 HEFCE staff completed an online questionnaire
- All questions starting with '#' are new for 2009 and were not asked in 2005

1. VIEWS OF HEFCE

Q1. **Below are some phrases or adjectives which may or may not describe HEFCE. Thinking of HEFCE overall, on the scale below, please select the option that comes closest to your own opinion.**

HEFCE is ...

Q1A **Approachable/Unapproachable**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very approachable	38	53
Fairly approachable	54	42
Neither approachable nor unapproachable	2	3
Fairly unapproachable	2	1
Very unapproachable	1	-
No opinion	3	1

Q1B **Effective/Ineffective**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very effective	22	41
Fairly effective	70	54
Neither effective nor ineffective	2	4
Fairly ineffective	2	1
Very ineffective	1	-
No opinion	4	1

Q1C Flexible/Inflexible

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very flexible	13	20
Fairly flexible	59	63
Neither flexible nor inflexible	11	8
Fairly inflexible	12	7
Very inflexible	1	-
No opinion	4	2

Q1D Displays sector leadership/Does not display sector leadership

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Displays excellent leadership	n/a	16
Displays good leadership	n/a	59
Displays neither good nor poor leadership	n/a	14
Displays poor leadership	n/a	3
Displays very poor leadership	n/a	-
No opinion	n/a	8

Q1E Efficient/Inefficient

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very efficient	n/a	36
Fairly efficient	n/a	52
Neither efficient nor inefficient	n/a	9
Fairly inefficient	n/a	3
Very inefficient	n/a	-
No opinion	n/a	1

Still thinking of HEFCE overall, on the scale below, please select the option that comes closest to your own opinion.

HEFCE is ...

Q1F Innovative/Slow to change

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very innovative	10	10
Fairly innovative	48	49
Neither innovative nor slow to change	16	18
Fairly slow to change	22	17
Very slow to change	3	2
No opinion	3	4

Q1G Reactive/Proactive

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Very reactive	5	3
Fairly reactive	36	32
Neither reactive nor proactive	18	11
Fairly proactive	32	41
Very proactive	6	6
No opinion	3	7

Q1H Not respected/Respected

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Not at all respected	1	-
Not very respected	10	2
Neither respected / not respected	11	4
Fairly respected	56	48
Very respected	18	42
No opinion	5	4

Q1I Not transparent/Transparent

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Not at all transparent	1	-
Not very transparent	17	7
Neither transparent / not transparent	10	6
Fairly transparent	52	57
Very transparent	13	23
No opinion	7	6

Q1J Displays expertise in the field of higher education/Does not display expertise in the field of higher education

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
Displays excellent expertise	n/a	55
Displays good expertise	n/a	37
Displays neither good nor bad expertise	n/a	5
Displays poor expertise	n/a	-
Displays very poor expertise	n/a	-
No opinion	n/a	3

Q2 From your knowledge and experience of HEFCE how would you personally rate each of the following?

		Very good	Fairly good	Some good, some poor	Fairly poor	Very poor	Don't know	Not applicable
		%	%	%	%	%	%	%
A. Quality of HEFCE senior management	2009	43	35	17	1	1	4	1
	2005	22	40	30	2	1	3	2
B. Quality of HEFCE staff overall	2009	61	28	11	-	-	-	-
	2005	32	46	20	1	1	1	1
# C. Quality of governance of HEFCE*	2009	38	38	9	1	-	12	3
D. Positive coverage of HEFCE in the media	2009	6	38	40	8	1	6	2
	2005	3	33	35	14	2	11	3
E. Reputation amongst bodies with an interest in Higher Education*	2009	36	43	10	1	-	9	1
	2005	16	48	16	2	0	17	3

*Statement E worded slightly differently in 2005: "Reputation amongst bodies with an interest in Higher Education other than HE institutions"

Q3 Which one of the phrases below best describes the way you would speak of HEFCE to people outside of the organisation?

	<u>2005</u> (%)	<u>2009</u> (%)
Speak highly without being asked	25	38
Speak highly if asked	44	45
Would be neutral	23	15
Would be critical if asked	4	2
Would be critical without being asked	1	-
Don't know	4	-

2. HEFCE's ROLE

Q4 Thinking about HEFCE's current role, how strongly do you personally agree or disagree with each of the following statements?

		Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
		%	%	%	%	%	%
A. HEFCE is an agent of the government	2009	15	51	19	11	1	4
	2005	21	54	15	6	2	3
B. HEFCE is an advocate or spokesperson for the HE sector	2009	23	48	18	6	-	5
	2005	17	40	20	17	2	4
C. HEFCE is primarily a regulatory body	2009	5	23	23	34	5	9
	2005	3	24	17	42	5	10
D. HEFCE is a planning body*	2009	6	29	20	23	15	7
	2005	1	42	25	17	2	12
E. HEFCE effectively consults bodies with an interest in higher education	2009	33	48	9	2	1	8
	2005	18	51	16	6	1	8
F. HEFCE acts in the public interest	2009	43	43	9	1	-	4
	2005	25	47	14	6	0	8
G. HEFCE effectively works in partnership with bodies with an interest in higher education	2009	39	46	9	3	-	3
	2005	17	60	11	5	0	7
# H. HEFCE is more than just a funding body	2009	52	34	7	3	-	4

*Statement D worded slightly differently in 2005: "HEFCE is increasingly a planning agency"

Q5 **To what extent, if at all, do you feel the following aspects of HEFCE's activities are carried out effectively?**

		Very effectively %	Fairly effectively %	Not very effectively %	Not at all effectively %	Don't know %
A. Support for the strategic development of universities and colleges	2009	23	51	6	-	19
	2005	15	58	6	2	20
B. Support for the enhancement of learning and teaching	2009	23	47	7	-	22
	2005	18	55	7	1	20
C. Support for widening participation	2009	27	49	7	1	16
	2005	23	53	10	0	14
D. Support for the enhancement of research	2009	26	53	2	1	19
	2005	23	49	7	1	20
E. Support for links with businesses and the community	2009	21	47	6	-	26
	2005	20	50	8	1	22
F. Support for leadership, governance and management	2009	21	46	6	2	26
	2005	13	46	9	2	29
G. Higher education policy development	2009	29	53	5	1	13
	2005	12	58	11	0	18
H. Minimising the accountability burden	2009	25	46	7	1	21
	2005	18	48	17	1	16
I. Promoting sustainability	2009	27	49	8	-	17
	2005	7	42	23	3	26
J. Supporting higher education institutions in difficulty	2009	35	46	3	1	16
	2005	37	45	2	0	16
# K. Engaging with employers in skills development	2009	12	38	12	3	35
# L. Managing change in relation to government policies in higher education	2009	28	54	2	-	16

Q6 **HEFCE Stakeholder Relations Managers (SRMs) are colleagues whose role involves overseeing relations between HEFCE and a particular stakeholder or stakeholders. With this in mind, please select the option below which best applies to you.**

	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
I am currently a SRM	24	21*
I am not sure if I am a SRM	12	10
I am not currently a SRM and do not want to be a SRM	48	41
I am not currently a SRM but I would be interested in finding out more about the role of SRMs	17	27

*The HEFCE sample contained 34 listed SRMs. A further 7 respondents said that they were an SRM at this question. Questions 9 to 13A were asked to those listed on the sample only as SRMs, hence the base size of 34 (not 41).

3. HEFCE'S RELATIONSHIP WITH STAKEHOLDERS

Q7A Thinking about HEFCE's relationship with stakeholders other than higher education institutions (for SRMs: Thinking about HEFCE's relationship with [STAKEHOLDER]), to what extent do you agree or disagree that HEFCE ...

		Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
		%	%	%	%	%	%
A. Understands the needs of [STAKEHOLDER]*?	2009	21	50	14	2	1	13
	2005	12	43	18	8	1	17
B. Consults [STAKEHOLDER] on HEFCE's plans & policies?	2009	30	43	11	4	-	12
	2005	22	44	11	6	1	17
C. Listens to the views of [STAKEHOLDER]?	2009	29	49	9	2	-	10
	2005	19	47	16	3	1	15
D. Has input into [STAKEHOLDER'S] plans and policies?	2009	10	42	14	9	2	24
	2005	8	33	21	11	2	25
E. Works in partnership with [STAKEHOLDER]?	2009	21	53	10	3	1	13
	2005	14	51	16	5	1	12
F. Collaborates effectively with [STAKEHOLDER] on shared objectives?	2009	20	51	13	3	1	14
	2005	14	44	17	6	1	18
G. Makes an effort to make [STAKEHOLDER] feel valued?	2009	22	44	13	5	-	17
	2005	13	38	18	8	2	21

*Where "[STAKEHOLDER]" appears above, a text substitution took place. That is, for SRM respondents, the name of a specific stakeholder organisation for which they are responsible appeared in the text. For non-SRM respondents, the phrase "its stakeholders" would appear instead of the text referring to a specific organisation.

Q8 Overall, how would you describe the relationship HEFCE has with stakeholders other than higher education institutions (SRMs: the relationship HEFCE has with [STAKEHOLDER])?

	2005 (%)	2009 (%)
Very good	17	27
Fairly good	48	49
Neither good nor poor	16	10
Fairly poor	5	2
Very poor	0	-
Don't know	14	13

- Q9 **And to what extent do you feel HEFCE's relationship with [STAKEHOLDER] has got better or worse over the last three years (or since you have known the stakeholder if less than three years)?**

<i>Base: SRMs (2005=45, 2009=34)</i>	<u>2005</u> (%)	<u>2009</u> (%)
Much better	18	26
Slightly better	40	26
No change	24	21
Slightly worse	9	6
Much worse	2	3
Don't know	4	12
Not applicable, HEFCE has not been dealing with the stakeholder organisation long enough to say	2	6

4. STAKEHOLDER RELATIONS CONTACT

- Q10 **How frequently, if at all, have you been in direct contact with [STAKEHOLDER] over the past 12 months? By direct contact we mean direct verbal or written communication (including email) with staff at that organisation.**

<i>Base: SRMs (2005=45, 2009=34)</i>	<u>2005</u> (%)	<u>2009</u> (%)
Daily contact	4	-
Weekly contact	29	44
Monthly contact	51	29
Quarterly contact	2	9
Six monthly contact	4	-
Annual contact	4	3
No contact at all	4	3
Other	-	12

- # Q11 **And would you say this amount of contact is too little, about right or too much?**

<i>Base: SRMs (34)</i>	<u>2009</u> (%)
Too little	3
About right	94
Too much	-
No opinion	3

- Q12A **How often, if at all, do you review and evaluate stakeholder relations with [STAKEHOLDER] ...**
a. with your line manager/ director?
b. with [INSERT NAME OF STAKEHOLDER]?

<i>Base: SRMs (2005=45, 2009=34)</i>	Q12a		Q12b	
	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>	<u>2005</u> <u>(%)</u>	<u>2009</u> <u>(%)</u>
At least once every three months	18	15	11	9
Once every three to six months	18	12	9	3
Once every six months to a year	42	38	47	32
Less often than once a year	7	21	4	26
Never	16	15	29	29

- # Q12B **And approximately how often, if at all, do you review and, if necessary, update the stakeholder contact information you are responsible for on 'Councilnet'?**

<i>Base: SRMs (34)</i>	<u>2009</u> <u>(%)</u>
Monthly	3
Quarterly	3
Once every six months to a year	21
When I am requested to do so by other HEFCE staff	68
Never	6

- # Q12C **Do you seek information and advice about your role as a SRM from 'Councilnet'?**

<i>Base: SRMs (34)</i>	<u>2009</u> <u>(%)</u>
Yes	18
No	68
I don't know where to find SRM guidance on Councilnet	15

- # Q12D **How useful do you find 'Councilnet' for getting information and advice about the SRM role?**

<i>Base: SRMs who use Councilnet to seek information/advice (6)</i>	<u>2009</u> <u>(%)</u>
Very useful	-
Quite useful	50
Of limited use	50
Not at all useful	-
Don't know / Not applicable	-

Q12E Do you use the stakeholder input tool on 'Councilnet'?

Base: SRMs who use Councilnet to seek information/advice (6)	2009 (%)
Yes, for information and to update contact details	33
Yes, to update contact details only	50
Yes, for information only	-
No	17
I have not heard of the stakeholder input tool	-

Q12F How useful is 'HEFCE People' for getting the stakeholder information you seek?

Base: SRMs who use Councilnet to seek information/advice (5)	2009 (%)
Very useful	40
Quite useful	40
Of limited use	20
Not at all useful	-
Don't know	-

Q13A Thinking about your role as a SRM, how strongly do you agree or disagree with each of the statements below?

		Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
		%	%	%	%	%	%
Base: SRMs (2005=45, 2009=34)							
A. I feel supported by my line manager in my role as a SRM	2009	47	24	24	3	3	-
	2005	38	29	13	9	2	9
B. I feel supported by the relevant director in my role as a SRM	2009	35	32	21	6	6	-
	2005	42	22	18	4	4	9
C. I have a good understanding of what is expected of me as a SRM	2009	21	47	12	21	-	-
	2005	22	42	7	18	2	9
D. I do not have the necessary time to carry out my role as a SRM	2009	-	9	15	59	18	-
	2005	4	31	27	24	4	9
E. I would benefit from training to carry out my SRM role more effectively	2009	-	26	21	41	6	6
	2005	2	27	27	22	9	13
F. I know enough about [STAKEHOLDER] to do justice to the relationship	2009	53	38	3	3	3	-
	2005	38	42	2	7	4	7
G. I see stakeholder relations management as a core part of my job	2009	59	21	6	15	-	-
	2005	36	36	13	7	2	7
H. I feel my nomination as SRM is appropriate	2009	68	24	3	3	-	3
	2005	51	24	4	9	-	11

Q13B How strongly do you agree or disagree with each of the statements below?

		Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
		%	%	%	%	%	%
Base: Non-SRMs (2005=148, 2009=158)							
I. I know enough about stakeholders to do justice to my contact with them	2009	17	50	13	8	1	11
	2005	8	43	16	15	3	14
J. I see stakeholder relations as an important part of my job	2009	29	36	17	6	3	8
	2005	26	39	13	9	4	9
# K. If I want to find out about contacting stakeholders, I know what to do	2009	30	39	11	9	2	9

Q14 Thinking about your colleagues, how strongly do you agree or disagree with each of the statements below?

		Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
		%	%	%	%	%	%
A. My <u>line manager</u> does not give sufficient priority to stakeholder relations management	2009	-	5	11	31	36	17
	2005	1	5	11	35	28	20
B. My <u>director</u> does not give sufficient priority to stakeholder relations management	2009	-	3	10	23	39	25
	2005	1	5	14	22	29	30
C. I should be kept more informed about joint activities that are being carried out with stakeholders that affect my work	2009	10	29	28	17	8	9
	2005	12	36	23	18	2	9
D. Stakeholder relations are not taken into account sufficiently in the way my performance is assessed (e.g. mid-year development review, annual review, using the "Relationship Enabler")	2009	2	11	22	28	21	16
	2005	3	13	24	26	16	18
Base: SRMs (34) E. I know what other colleagues are doing in relation to [STAKEHOLDER]	2009	15	50	18	12	3	3
	2005	18	49	16	16	-	2
Base: Non-SRMs (158) F. I know who the Stakeholder Relations Manager (SRM) is for the stakeholders who I deal with	2009	15	29	9	16	12	18
	2005	11	22	10	21	16	20

F. Statistical Reliability

The table below shows the statistical reliability, at the 95% confidence level for different sample sizes at the aggregate level. As the total populations of HEFCE staff and stakeholders are relatively small, data are more statistically reliable than they would be if populations were infinite. The approximate population sizes that we have assumed for the purpose of calculating sampling tolerances are shown in brackets.

Sampling tolerance applicable to results at or near these percentages bases (based on 95% confidence level)			
	10/90%	30/70%	50%
	±%	±%	±%
Sample Size:			
167 stakeholders	5	7	8
192 HEFCE staff	4	6	7

Source: MORI

If the results of the survey of 167 stakeholders show that around 50% would speak highly of HEFCE - the range within which the true figure would lie (if all stakeholders had been interviewed) is + 8 percentage points, i.e. between 42% and 58%. In fact the true figure is likely to lie at the mid-point of the range (i.e. 50%), rather than at either extremes.