



# Operational Plan

## 2011 - 2012



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England and Wales No. 05731255.  
Registered Charity No.1114873.

## Introduction

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The Operational Plan provides *London Higher* members with information about the outputs and outcomes – hard and soft – that are targeted for delivery in the 2011-12 year.

We propose to deliver c. £600,000 of top priority initiatives this year (not related to administration) across a range of areas. These include:

- Developing and launching AccessHE, a new programme aimed to assist members in meeting their OFFA requirements;
- Initiating new services to support members investigating cost efficiencies and revenue generation;
- Expanding our Workforce Development programme.

The full 2011-12 Plan, including targets and priorities, is presented in the table at the end of this document.

This year sees the introduction of a new three year Business Plan for London Higher, which will guide our activities from 2011-12 through to 2013-14 (see separate document). We have therefore re-structured our programmes to align them with the updated vision, mission and aims set out in the plan and added new activities where appropriate.

In challenging times London Higher is both a resource for efficiency and preparedness and a powerful lobbying force, over and above institutions' own targeted efforts. By developing and managing successful HE collaborations, constantly monitoring the

HE landscape in London and seeking out new opportunities for our members we make a strong *positive* case for sustained investment in the region.

In 2011-12, as the sector prepares for the implementation of the White Paper and the new fees regime, and as London sees the winding-up of regional bodies like the Strategic Health Authority, Aimhigher and the London Development Agency, London Higher can, and must, fulfil the crucial linking role left by the demise of these intermediary initiatives. We intend to step-up our activity in these areas.

Aware, as ever, of the demand to continually demonstrate value for money, in 2011-12 member subscriptions to London Higher will again be reduced, accounting now for less than a quarter of our income. For every pound our member institutions put into London Higher we will leverage over £2.50 from other sources. You will also see we are actively looking at ways to become financially sustainable in the longer-term through partnerships, lowering our own costs and generating revenue.

More details about the individual initiatives can be found on the London Higher website; and, of course, we always welcome your suggestions for work we should tackle in the future and offers to get involved in what we do.



**Jane Glanville**  
Chief Executive Officer

## 1. Parameters and approach

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In April 2009 *London Higher* became a company limited by guarantee and a registered charity. This places particular requirements on the way we have to plan, manage and account for our business and our finances.

Our income is not assured. Subscriptions are paid over a period of several months, grant payments are made in instalments and we cannot guarantee in advance securing sponsorship or new money. Predicting the total level of resources that will be available to us even in the year immediately ahead is hard. Member subscriptions now represent less than a quarter of our income. The Executive has to date been successful in attracting additional funds – but very often this happens ‘in-year’. We must therefore adopt a cautious approach towards planning and management. ***Our standing rule is never to initiate a project before all the associated funding is in place and the risks are judged to be manageable.***

The priorities shown on the table that follows are indicative. If and when anticipated funding for any particular initiative or activity – including any due from members – does not materialise then we can, and will, realign the *Operational Plan* according to priority and with the approval of the Board. We may also make changes to reflect new and/or emerging circumstances whether positive or negative.

The Executive continually scans the HE and London environment to identify new needs, risks and opportunities. *London Higher* is a nimble, fleet organisation that has demonstrated it can respond and flex very quickly – it is imperative it is kept that way.

## 2. Assurance and monitoring

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As required by our legal and charitable status, as well as our obligations to members and grant funders, *London Higher* operates a rigorous approach towards activity, project and communications management. Controls are formally tiered:

- a) The first level of control for any individual activity/project lies with an identified manager and his or her Line Manager;
- b) The *London Higher* CEO has overall monitoring and assessment responsibilities within the executive;
- c) Detailed progress and finance reports are received and considered by the *London Higher* Board four times a year;
- d) For all major activities and projects where there is an external funding stream, an Advisory Group is established. These groups are given a monitoring role. They involve senior staff from an appropriate spread of member HE institutions (HEIs) and usually have external representatives as well;

- e) Independent financial and budget audit of London Higher is obligatory. London Higher itself is audited independently. Major grants are also subject to externally audited Annual Statements of Grant Expenditure; all require regular progress reports to the funder;
- f) Every year London Higher produces an *Annual Review* and an *Operational Plan*. These are public documents and are presented for approval to members at the annual general meeting of the plenary group in June of the academic year in question. The *Annual Review* charts the overall advance of the organisation for that year. It covers the major activities described in the *Operational Plan* and includes a financial summary.
- g) Every year we submit our audited accounts in a *Trustees Report* to the Charities Commission and Companies House, where they are available for public scrutiny.

Updates about our continuing major projects and activities and potential new ones can be found on the London Higher website and members' area. Members wishing to have additional information are welcome to contact the Executive or a member of the Board.

### **3. Prioritisation of the *Operational Plan***

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To help manage the risks, and to ensure that our main objectives are met, we prioritise each output in the *Operational Plan* according to the following schema: 1 = funds available / output to be delivered within the year; 2 = funding likely / medium-term; 3 = no funds yet identified / longer-term. The priorities shown in the grid that follows are indicative.

#### **a) Priority 1 Initiatives**

Across the organisation we expect to deliver nearly £600,000 of Priority 1 work during 2011-12 that is not related to administration. *Cira* £338,000 of this sum pertains to new initiatives, including:

- Developing and launching AccessHE, a new programme aimed to assist members in meeting their OFFA requirements;
- Hosting multiple events and training workshops to bring employers and HEIs together to plan workforce development initiatives;
- Initiating new services to support members investigating cost efficiencies and revenue generation (so-called shared services);
- Running a series of events in the build-up to the London 2012 Games;
- Conducting an evaluation of the London Medicine initiative.

## **b) Priority 2 and 3 Initiatives**

We categorise work for which we do not at present have full funding as Priority 2 and those for which we at present have no funding as Priority 3.

It is important to note that this categorisation relates solely to the probability of funding success, *not* to the perceived value of the work specified. We are often able to raise Priority 3 work to priority 1 to work during the year.

In 2011-12 we have classified c. £33,200 of work as Priority 2. We currently have no Priority 3 initiatives.

### *Priority 2*

Some examples of the work we hope to carry out in the plan include:

- Setting up a permanent advisory group representing London's creative and cultural HE group with a remit to develop impact methodologies;
- Re-launching the *London Bioguide* to complement the London Medicine website and support innovation across London;
- Conducting the first of an annual series of membership surveys aimed at providing valuable trend data across the London region;
- Continue to provide relevant and up-to-date facts sheets and data on the London Higher HE group

## **c) Notes on the *Operational Plan* programme for 2011-12**

The principal aspects of the proposed programme for 2011-12 are shown on the table that follows. In addition to the points already made, when considering the programme as a whole it is important to bear in mind the following:

- It is unlikely all the identified activities can be pursued. Key factors will include resource constraints (finance, people), stakeholder interests, member decisions and emerging demands;
- There are links between tasks; the Executive try to identify ways of complementary working and achieving economies of scale;
- The costs represent the estimated financial input from London Higher. In the case of a few of the larger initiatives the total resource required may be in excess of the figure suggested; there are some activities in the plan that have not been assigned an indicative contribution (those marked 'tbc'). Costings are established by the Executive during the first stages of the preliminary scoping

work for any initiative and then, as necessary, at the outset of any subsequent stage;

- A small number of initiatives are of primary interest to a particular cluster group of member HEIs; the Executive may, with approval from the Board, seek a specific marginal contribution from those particular institutions;
- It is probable that fresh opportunities, or challenges, will arise during the course of the year; developing and implementing a specific response could result in new activities taking precedence over those that are listed.

#### 4. The London Higher Board and Executive team (2011-12)

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The delivery of the *Operational Plan* will be monitored by the London Higher Board who will represent the interests of the membership. The Board will meet at least four times during the academic year. The *London Higher* annual general meeting, to which all heads of member institutions are invited, usually takes place in June.

**In 2011-12, *London Higher's* officers will be:**

<b>Board of Trustees (elected)</b>	<b>Institution / title</b>
Professor Anthony Bowne*	Trinity Laban Conservatoire of Music & Dance
Professor Malcolm Gillies (Chair)	London Metropolitan University
Professor Geoffrey Petts	University of Westminster
Barbara M. Stephens OBE	The Open University in London
Professor Paul Webley	School of Oriental and African Studies, University of London
Professor Julius Weinberg**	Kingston University
<b>Board (co-opted)</b>	
Professor Geoffrey Crossick	University of London
Professor Fiona Ross	Kingston University & St George's, University of London
Mr Richard Sumray MBE	Chair, London 2012 Forum
<b>Board (observers)</b>	
John Attree / John Dickie	Director of Skills & Olympics Programmes, London First
Mark Kleinman	Assistant Director, Economic & Business Policy, GLA
David Noyce /Derek Hicks	Region Director / Consultant, HEFCE

\* re-elected, to be confirmed at the agm on 16 June 2011

\*\* member / position elect, to be confirmed at the agm on 16 June 2011

### London Higher Executive (as at 1 April 2011)

<b>London Higher</b>	
Jane Glanville	Chief Executive Officer
Michael Reynier	Deputy Chief Executive Officer
Liz Afolabi	Office Manager
Maria Hicks	Communications Manager
Paresh Shah	Project Officer, Research
<b>Study London</b>	
Kevin McCarthy ( <i>seconded to London &amp; Partners</i> )	Head, Study London
Simon McCaugherty ( <i>seconded to London &amp; Partners</i> )	Project Manager, Study London
<b>Podium</b>	
Gareth Smith	Head, Podium
Kate Filochowski	Project Officer, Culture, Sport and Volunteering
Matthew Haley	Communications & Media Manager
<b>Schools &amp; HE (SHELL)</b>	
John Hall	Consultant, SHELL
Naz Khan	Project Officer, Learning & Skills
<b>London Medicine</b>	
Chris Gulik	Project Officer, London Medicine
<b>London Workforce Development</b>	
Ralph Blunden	Head, LWD
Brad Coales	Deputy Head, LWD
Claire Williams	Marketing and Communications Manager

The *London Higher* Board makes final decisions concerning membership of Advisory Groups. Expressions of interest from individuals representing *London Higher* member institutions who would like to join new or reconstituted Advisory Groups will be sought by the Executive by letter, email and/or through the website.

## Priority Activities for *London Higher* 2011-12

*London Higher* is an outward looking organisation. The focus of our activity is on the promotion and advocacy of higher education (HE) in London. Our strategic reference in this respect is set out in the *Vision & Excellence* statement, which sets the goal of the London HE group to establish London as the undisputed 'Knowledge Capital of the World'. The *London Higher Business Strategy* and our annual *Operational Plan* describe how *London Higher* intends to support and further these goals.

N	Business Plan Goal	Anticipated Objectives	2011-12 Activities & Programmes	Priority	Cost (+) income (-)	Funds	Activity	Division
A.	Understand the HE landscape	1. Identify areas of common interest	a) Maintain an evidence base on HE using HESA and survey data	1	£2,500	Y	Core	LH
			b) Collect data and information on the wider HE sector in London including educational providers accredited by HEIs and offices in London by non-London HEIs	2	£2,000	N	New	LH
			c) Membership Engagement Programme (site visits for all members & partners)	1	See admin	Y	Core	LH
			d) Advisory Groups (Healthcare, Europe, Research Excellence, Creative)	1	See admin	N	Core	LH
		2. Test understanding for broad applicability	a) Host breakfast seminars and workshops	2	£1,000	N	Core	LH
			b) LWD Leads Generation (outsourced)	1	£20,000	Y	Core	LWD
			c) LWD Advisory Consultant	1	£20,000	Y	New	LWD
			d) Commission new LMED research report	1	£20,000	Y	New	LMED
			e) Conduct feasibility studies for new projects	2	£0	N	New	LH
B.	Develop and manage collaborations	1. Develop new collaborations	a) LCCI / HEI Project	1	£60,000	Y	Core	LWD
			b) LEEP Initiative	1	£54,000	Y	Core	LWD
			c) Corporate Academies initiative	1	£15,000	Y	Core	LWD
			d) Professional Development Non-Accred	1	£30,000	y	Core	LWD
			e) Develop Bioguide concept	1	£33,000	N	New	LMED
			f) Initiate AccessHE programme	1	£200,000	Y	New	AHE
			g) Scoping new initiatives for LMED	2	£10,000	Y	New	LMED
			h) Set up ShareCapital initiative	2	£10,000	N	New	LH
			i) Set up Creative & Cultural group	2	£0	N	New	LH

N	Business Plan Goal	Anticipated Objectives	2011-12 Activities & Programmes	Priority	Cost (+) income (-)	Funds	Activity	Division
		2. Manage existing collaborations	a) Run London Higher	1	£568,096	Y	Admin	LH
			b) Run case for HE	1	£0	Y	Admin	LH
			c) Host the Study London campaign	1	£160,236	Y	Admin	SL
			d) Host the Podium Unit	1	£216,094	Y	Admin	POD
			e) Host London Medicine	1	£87,305	Y	Admin	LMED
			f) Wind down SHELL	1	£64,139	Y	Admin	SHL
			g) Host London Workforce Development	1	£327,221	Y	Admin	LWD
			h) LWD Project / Account Management	1	£8,000	Y	Admin	LWD
			i) Run LMED meetings and events	1	£7,000	Y	Core	LMED
C.	Promote outcomes	1. Measure and quantify the impacts of collaborations	a) Conduct evaluation of LMED programme	1	£5,000	Y	New	LMED
			b) Implement a new CRM	1	See admin	Y	New	ALL
			c) SMT dashboard meetings	1	See admin	Y	Admin	ALL
			d) LH Board Meetings	1	See admin	Y	Core	LH
			e) Income generation	1	See admin	Y	New	ALL
			f) Membership survey	2	See admin	N	New	LH
		2. Inform stakeholders about our successful collaborations	a) Produce factsheets & Briefings for the membership	2	£0	Y	Core	LH
			b) Develop LMED website	1	£5,000	Y	New	LMED
			c) HEI training workshops	1	£1,000	Y	New	LWD
			d) LWD marketing campaign	1	£44,000	Y	core	LWD
			e) LWD Events (participation and hosting)	1	£34,000	Y	New	LWD
			f) Podium regional events	1	£14,250	Y	Core	POD
			g) Spotlight Magazine	1	£10,000	Y	Core	POD
			h) Develop Podium website	1	£20,000	Y	New	POD
i) Launch Bioguide website	2	£10,200	Y	New	LMED			
		j) Annual review	1	See admin	Y	Core	LH	
		k) Plenary meeting	1	See admin	Y	Core	LH	
D.	Generate, attract & draw down Income	1. London Higher	Total Core Grants	1	-£37,500	Y	Core	LH
			Total Other Income	2	-£56,750	TBC	Core	LH
			Total Subscriptions	2	-£384,750	TBC	Core	LH
			Total Carry-over from 2010-11	1	-£105,643	Y	Core	LH

N	Business Plan Goal	Anticipated Objectives	2011-12 Activities & Programmes	Priority	Cost (+) income (-)	Funds	Activity	Division		
		2. Study London	Total Core Grants	0	- £0	N	x	SL		
			Total Other Income	0	- £0	N	x	SL		
			Total Subscriptions	0	- £0	N	x	SL		
			Total Carry-over from 2010-11	1	-£170,925	Y	Core	SL		
		3. SHELL	Total Core Grants	0	£0	x	x	SHL		
			Total Other Income	0	-£3,000	TBC	New	SHL		
			Total Subscriptions	0	- £0	x	x	SHL		
			Total Carry-over from 2010-11	1	-£63,592	Y	Core	SHL		
		4. London Workforce Development	Total Core Grants	2	-£450,000	TBC	Core	LWD		
			Total Other Income	2	-£195,000	TBC	New	LWD		
			Total Subscriptions	2	-£30,000	TBC	New	LWD		
			Total Carry-over from 2010-11	1	-£35,086	Y	Core	LWD		
		5. Podium	Total Core Grants	2	-£200,000	Y	Core	POD		
			Total Other Income	2	-£125,000	Y	Core	POD		
			Total Subscriptions	0	- £0	x	x	POD		
			Total Carry-over from 2010-11	1	-£76,235	Y	Core	POD		
		6. London Medicine	Total Core Grants	0	- £0	x	x	LMED		
			Total Other Income	2	-£35,000	TBC	New	LMED		
			Total Subscriptions	2	-£124,800	Y	Core	LMED		
			Total Carry-over from 2010-11	1	-£32,561	Y	Core	LMED		
		7. AccessHE	Total Core Grants	0	- £0	x	x	AHE		
			Total Other Income	2	-£200,000	Y	New	AHE		
			Total Subscriptions	0	- £0	TBC	New	AHE		
			Total Carry-over from 2010-11	0	- £0	x	x	AHE		
				<b>SURPLUS/DEFICIT (Neg = Surplus)</b>			<b>-£266,801</b>			