



# Operational Plan

## 2012-2013



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

## Introduction

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This year will be the second of our three-year Business Plan to 2013-14. We have made only one change to our overarching objectives and that is to give more emphasis to our advocacy activities. It has become clear during this year that members value this work highly.

We propose to deliver c. £270,000 of new initiatives this year across a range of areas. These include:

- Developing an initiative aimed at supporting a new narrative for HE in London ahead of the CSR;
- Launching a new website to support London HE life sciences.
- Re-focusing our London Workforce Development programme.

However we expect our turn-over to decrease this year from over £2 million to £1.4 million as grants for London Workforce Development (LWD) and Podium come to an end. We are committed to continuing LWD and will be running a revised business model for this programme during the year. We shall also be looking to secure the legacy from the very successful Podium work post the 2012 Games.

In addition to our new activities we expect that AccessHE, our pan-London platform for access, will continue to develop as will London Medicine, playing an important part in the newly emerging London Life science strategy.

We have made substantial savings in our operating costs and the organization remains incredibly good value for money. For every one pound members put in,

London Higher generates c. £2.5 from other sources and we continue to investigate other ways of lightening the cost-burden on members.

But it is worth reflecting that our work benefits London HEIs, *not* London Higher. This year alone we have secured millions of pounds of resource for our members, whether it be through helping to secure London Weighting, the many contracts that Podium has helped London HEIs win for the 2012 Games, the international students encouraged to apply to London HEIs through Study London or our work helping members in the area of access. These benefits are not inevitable nor are they without cost.

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. We look forward to members' continued support.

More details about the individual initiatives can be found at the end of this document and 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. Core member subscriptions still represent less than a quarter of our total 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, projects 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. 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 over £300,000 of Priority 1 work during 2012-13 that is not related to administration. *Circa* £246,000 of this sum pertains to new initiatives, including:

- Running Games time events during the 2012 Olympic and Paralympic Games;
- New research demonstrating the value of London's life science HE;
- Developing an exciting initiative aimed at changing the narrative for HE;
- Stimulating new work in promoting access to STEM subjects;
- Refocusing our Workforce Development offering for London HEIs and partners.

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

We categorise work for which we do not at present have full funding as Priority 2.

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 2 work to priority 1 in-year.

In 2012-13 we have classified c. £15,500 of work as Priority 2.

### *Priority 2*

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

- Developing an initiative aimed at linking employers, HEIs and schools around the employability agenda;
- Conducting a 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

### *Priority 3*

Those initiatives for which we at present have no funding are classified as Priority 3. Some examples of the work we hope to carry out in the plan include:

- Overhauling the *London Higher* website to make it more effective at supporting HE in London.

## **c) Notes on the *Operational Plan* programme for 2012-13**

The principal aspects of the proposed programme for 2012-13 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 '£0'); these are usually costs covered elsewhere in the plan, typically under the hosting costs;

- 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

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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 2012-13, *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) <sup>1</sup>	London Metropolitan University
Professor Peter Kopelman (Vice Chair) <sup>1</sup>	St George's, University of London
Professor David Maguire <sup>2</sup>	University of Greenwich
Professor Geoffrey Petts	University of Westminster
Professor Paul Webley	School of Oriental and African Studies, University of London
Professor Julius Weinberg	Kingston University London
<b>Board (co-opted)</b>	
Nominee TBC <sup>2</sup>	University of London
Professor Fiona Ross	Kingston University & St George's, University of London
Mr Richard Sumray MBE	Chair, London 2012 Forum
Barbara M. Stephens OBE <sup>2</sup>	The Open University in London
<b>Board (observers)</b>	
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
Kevin McCarthy	Head of Study London, London & Partners

<sup>1</sup> re-elected, to be confirmed at the agm on 14 June 2012

<sup>2</sup> member / position elect, to be confirmed at the agm on 14 June 2012

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.

***London Higher Executive (as at 1 April 2012)***

Jane Glanville	Chief Executive Officer
Liz Afolabi	Office Manager
Graeme Atherton	Head, AccessHE
Ralph Blunden	Head, London Workforce Development
Brad Coales	Deputy Head, London Workforce Development
Jonathan Eames	Programmes & Communications Officer, AccessHE
Tom Marsh	Engagement & Events Manager, Podium
Amy Hall	Project Officer, London Medicine
Matthew Haley	Communications & Media Manager, Podium
Maria Hicks	Communications Manager, London Higher
Naz Khan	Projects & Communications Manager, AccessHE
Simon McGuinness	Projects & Communications Officer, AccessHE
Michael Reynier	Deputy Chief Executive Officer
Paresh Shah	Research Manager
Gareth Smith	Head, Podium
Laura Mangan (seconded)	Brightside Trust, AccessHE



## Priority Activities for *London Higher* 2012-13

*London Higher* works closely with our members, partners and HE stakeholders to ensure that as a group London HEIs are informed, efficient and well represented. We do this in **three** ways: by collecting and **researching** data on higher education in the capital; by **developing** feasible and efficient collaborations; and by **advocating**, on behalf of our members, the case for London's HE.

N	Business Plan Goal	Anticipated Objectives	2012-13 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	£1,000	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	£500	y	Core	LH		
			c) Commission research into HE/FE Games inputs	1	£7,000	y	NEW	POD		
			d) UCAS data purchase	2	£2,000	y	Core	AHE		
			e) Advisory Groups (Healthcare, Europe, Research Excellence, Creative, Shared Services, IT)	1	£5,000	y	Core	LH		
			2. Test understanding for broad applicability			a) Host breakfast seminars and workshops	1	£1,000	y	NEW
		b) LWD Intern	2	£15,000	y	NEW	LWD			
		c) Commission new LMED research report	1	£30,000	y	NEW	LMED			
		d) STEM Consultant	1	£10,000	y	NEW	AHE			
		e) Action Forums	1	£1,500	y	NEW	AHE			
		f) Conduct feasibility studies for new projects	2	£2,000	Y	NEW	LH			
		B.	Develop and manage collaborations	1. Develop new collaborations	a) Employability project access (LEEP)	2	£5,000	y	NEW	LWD
b) LWD Emotional Intelligence module	1				£7,000	y	NEW	LWD		
c) Run Games-time events	1				£15,000	y	NEW	POD		
d) Artwork Project	1				£3,500	y	NEW	POD		
e) Develop Bioguide concept	1				£20,000	y	NEW	LMED		
f) Podium Awards Grants	1				£10,500	y	NEW	POD		
g) Changing the HE narrative project	1				£15,000	y	NEW	LH		
h) Legacy plan for podium	1				£0	y	Admin	POD		

N	Business Plan Goal	Anticipated Objectives	2012-13 Activities & Programmes	Priority	Cost (+) income (-)	Funds	Activity	Division
			i) 10:10 Access project	1	£10,000	y	NEW	AHE
			j) Knowing Sport Project	1	£10,000	y	NEW	POD
			k) STEM Grant awards	1	£50,000	y	NEW	AHE
		2. Manage <b>existing collaborations</b>	a) Host London Higher & Case for HE	1	£501,116	y	Admin	LH
			b) Host the Podium Unit	1	£200,055	y	Admin	POD
			c) Host London Medicine	1	£68,164	y	Admin	LMED
			d) Host London Workforce Development	1	£129,286	y	Admin	LWD
			e) Host AccessHE	1	£256,116	y	Admin	AHE
			f) Run LMED meetings and events	1	£9,000	y	Core	LMED
C.	Promote outcomes	1. Measure and quantify the <b>impacts</b> of collaborations	a) Membership survey	2	£0	y	Core	LH
			b) Implement a new CRM	2	£0	n	Admin	LH
			c) SMT dashboard meetings	1	£0	y	Admin	LH
			d) LH Board Meetings	1	£0	y	Admin	LH
			e) Income generation	1	£0	y	Core	ALL
		2. <b>Inform</b> stakeholders about our successful collaborations	a) Produce factsheets & Briefings for the membership	1	£500	y	Core	LH
			b) Develop Podium website	1	£9,000	y	Core	POD
			c) Opportunity prospectus	1	£5,000	y	NEW	AHE
			d) Develop Games Experts website	1	£10,000	y	Core	POD
			e) LWD London Courses website	1	£5,000	y	Core	LWD
			f) Develop AccessHE website	1	£10,000	y	Core	AHE
			g) STEM Conference	1	£6,000	y	NEW	AHE
			h) Build STEM website	1	£7,500	y	NEW	AHE
			i) LWD Events (participation and hosting)	3	£0	n	NEW	LWD
			j) Expo Events	1	£10,000	y	NEW	AHE
			k) Podium media team	1	£13,800	y	NEW	POD
			l) Speaking at conferences	2	£1,000	y	NEW	AHE
			m) London HE advocacy campaign	1	£5,000	y	Core	LH
			n) Launch Bioguide website	1	£6,000	y	NEW	LMED
			o) Conference on looked after children	1	£6,000	y	NEW	AHE
			p) Teacher guide publication	1	£2,000	y	NEW	AHE

N	Business Plan Goal	Anticipated Objectives	2012-13 Activities & Programmes	Priority	Cost (+) income (-)	Funds	Activity	Division
			q) Develop LH website	3	£0	n	Core	LH
			r) Annual review	1	£0	y	Admin	LH
			s) Plenary meeting	1	£0	y	Core	LH
D.	Generate, attract & draw down Income	1. London Higher resources	Total Core Grants	1	-£37,500	Y	Core	LH
			Total Other Income	2	-100,100	Y	Core	LH
			Total Subscriptions	1	-£379,500	?	Core	LH
			Total Carry-over from 2011-12	1	-£36,003	Y	c/o	LH
		2. Podium	Total Core Grants	1	-225,000	Y	Core	POD
			Total Other Income	1	-11,500	Y	Core	POD
			Total Subscriptions	0	0	x	x	POD
			Total Carry-over from 2011-12	1	-47,316	Y	c/o	POD
		3. London Medicine	Total Core Grants	0	0	x	x	LMED
			Total Other Income	2	-10,000	?	New	LMED
			Total Subscriptions	1	-110,000	Y	Core	LMED
			Total Carry-over from 2011-12	1	-29,914	Y	c/o	LMED
		4. London Workforce Development	Total Core Grants	3	-40,000	Y	Core	LWD
			Total Other Income	3	0	?	New	LWD
			Total Subscriptions	3	0	?	New	LWD
			Total Carry-over from 2011-12	1	-125,593	Y	c/o	LWD
5. AccessHE	Total Core Grants	0	0	x	x	AHE		
	Total Other Income	1	-135,000	Y	New	AHE		
	Total Subscriptions	2	-210,000	?	New	AHE		
	Total Carry-over from 2011-12	1	-74,007	x	c/o	AHE		
			<b>SURPLUS/DEFICIT (Neg = Surplus)</b>		<b>-£89,896</b>			