

# OPERATIONAL PLAN 2009-10



Image: Hazel Dunlop

## **Introduction**

The Operational Plan provides *London Higher* members with information about the outputs and outcomes – hard and soft – that are targeted for delivery in the 2009-10 academic year.

In a tight funding climate and a period of economic uncertainty an organisation such as *London Higher* has to be able to show that it provides members with good value for money for the subscription paid. In 2009-10 member subscriptions to *London Higher* will remain unchanged for the sixth consecutive year and will account for less than a quarter of our income; for every pound our member institutions put into we will leverage over £4 from other sources. This represents an excellent return on the investment, quite apart from the worth our work gives to the member group as a whole.

The 2009-10 Plan is set in the context of the agreed business strategy. The main targets and priorities are captured in the grid at the end of this document. This year we have included a column in the grid that identifies three categories of activity:

- new initiatives (or those considerably enhanced from previous levels);
- ongoing core work and activities with which our members are familiar;
- administration – the required internal work that underpins *London Higher* and provides necessary assurance that our resources are being effectively and properly managed.

We propose to deliver over £600,000 of top priority initiatives (not related to administration) across a range of areas. These include launching the London Higher Business Development Unit, the largest project we have yet embarked upon, as well as continuing to roll out established

initiatives such as the longstanding Study London promotional campaign.

Since it was founded 1999, *London Higher* has committed considerable resource and effort to demonstrating to various audiences the many and varied contributions London's universities and higher education (HE) colleges make to the regional and national economy and beyond. This remains a vital area and we will continue to research these issues and to promote the London HE group.

For 2009-10 we will be adding an extra dimension to what we do. We plan to further explore how the partners and stakeholders of London HE can better access the resource that is available on the doorstep. Employers, schools and the wider social community are all major stakeholder groups to whom the Government and funding agencies have directed specific initiatives involving HE. This trend seems set to continue through the downturn and in the run up to the General Election. *London Higher* aims to provide members and partners with information and ideas to enhance mutual understanding and levels of engagement.

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**

In April 2009 *London Higher* became a company limited by guarantee and 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 only about 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 grid 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**

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, if he/she is not already acting as Line Manager, 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*. This is a public document and is 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. Our annual accounts are available to members;

- g) 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**

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 £600,000 of Priority 1 work during 2009-10 that is not related to administration. Over half of this sum pertains to new initiatives. Paramount will be setting-up the LHBDU and London Medicine, but others include:

- Work with London's secondary schools, boroughs and HEIs to enhance student progression into HE, building on the findings of the School and HE report (Gillies 2009);
- Commission focus groups among London's students to gain a deeper understanding of what it means to be a student in London, with specific reference to home students;
- Set up a new Advisory Group to represent the views and perspectives of the London creative and cultural HE Group;
- Develop a project plan for the Study London programme to 2012 (including a possible Mayoral Scholarship)

#### **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 2009-10 we have classified £121,000 of work as Priority 2 and £35,000 as Priority 3.

#### **Priority 2**

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

- Boost registrations by HEIs and FECs to CompeteFor;

- Hold 'Chatham House' debates on contentious HE issues;
- Publish policy briefings on the review of fees cap for London HEIs and the impact of HEFCE efficiency savings;
- Consider setting up a Heads of Advisory Group group to explore strategic matters in more details.

### Priority 3

Among a small number of initiatives for which we at present have no identified funding is a proposal to further develop the micro-site promoting Teacher Education in London and to continue our work on representing the collaborations between and among London HEIs.

### **c) Notes on the Operational Plan programme for 2009-10**

The principal aspects of the proposed programme for 2009-10 are shown on the grid 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 on the grid 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 threats, 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 - 2009-10**

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 2009-10, *London Higher's* officers will be:

<b>2009-10</b>	<b>Institution / title</b>
<b>Board (elected)</b>	
Professor David Latchman (Chair)	Birkbeck, University of London
Mr Anthony Bowne	Trinity Laban
Professor Martin Earwicker*	London South Bank University
Professor Malcolm Gillies (Vice Chair)	City University
Professor Barry Ife OBE	Guildhall School of Music and Drama
Professor Geoffrey Petts	University of Westminster
Mrs Barbara Stevens*	Regional Director, The Open University in London
<b>Board (co-opted)</b>	
Professor Pat Hughes	St George's, University of London
Professor Stephen Smith	Imperial College London
Mr Richard Sumray	Chair, London 2012 Forum
<b>Board (observers)</b>	
John Attree	Director of Skills & Olympics Programmes, London First
Stephen Evans	Director of Skills, LDA
Derek Hicks	HEFCE Regional Consultant
<b>Executive (as at 1 August)</b>	
Jane Glanville	Chief Executive Officer
Kate Filochowski	Culture, Sport and Volunteering Co-ordinator, PODIUM
Maria Hicks	Communications Manager, London Higher
Naz Khan	Projects Officer, Learning & Skills
Kevin McCarthy	Head, Study London
Simon Mccaugherty	Deputy Head of Unit, Study London
Michael Reynier	Deputy Chief Executive Officer
Paresh Shah	Research & Data Analysis Manager
Gareth Smith	Head, PODIUM
Vacancy	Communications Officer, PODIUM

\* member / position elect, to be confirmed at the agm on 23 June 2009

Subject to available finance, *London Higher* expects to offer between 5-8 new full and part-time posts over the 2009-10 academic year. A number of these will be attached to the London Higher Business Development Unit (funding for the Unit has been approved).

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* 2009-10

*London Higher* is primarily 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	Objective	2009-10 Activities & Programmes	Priority	Cost	Days	Funds	New	Unit
A	Maintain an up-to-date and robust <b>evidence base</b> on HE in London	1. Maintain <b>baseline statistics</b> on London HE and the London HE group	a) Develop a tool to capture and represent collaborations between and among London HEIs and externally	3	£15,000	15	Y	New	LH
			b) Purchase HESA and other HE data	1	£2,500	1	Y	Core	LH
			c) Analyse data for patterns relating to the London HE group, or sub-sets thereof	1	£0	10	Y	Core	LH
			d) Commission research or other activities as agreed by London Higher Advisory Groups (e.g. Healthcare, Creative's, Teacher Ed etc.)	2	£70,000	10	Y	New	LH
		2. Develop a more profound <b>understanding</b> of the London HE environment	a) Hold 3 'Chatham House' debates on contentious HE issues	2	£3,000	15	Y	New	LH
B	Respond to, and <b>capitalise upon emerging priorities</b> on behalf of the HE group	1. Monitor DIUS and HEFCE (and related Govt Depts and agencies) to <b>identify key issues</b> for the London HE group	a) Subscribe to a policy monitoring service	3	£5,000	2	N	New	LH
			b) Maintain relations with civil servants in HEFCE, DIUS, LDA and other Govt. departments	2	£1,000	2	Y	Core	ALL
			c) Host discussion meetings, dinners, and events bringing together senior academic leaders, Ministers, regional leaders and stakeholders	3	£5,000	5	N	Core	LH
			d) Host the London HE forum (bringing together HEFCE, London First, the LDA and the City of London)	1	£1,000	10	Y	Core	LH
			e) Prepare proposals to take advantage of emerging funding opportunities	3	£2,500	5	N	Core	ALL
		2. Illustrate the	a) Coordinate the collection of data demonstrating the	1	£34,000	47	N	New	BDU

N	Business Plan Goal	Objective	2009-10 Activities & Programmes	Priority	Cost	Days	Funds	New	Unit
		important role that London HEIs are playing in <b>helping businesses</b> through the economic downturn	contribution London HEI's are making, maintaining a micro-site of evidence and filing returns to HEFCE and DIUS on London activities (the London Barometer)						
			b) Showcase London's expertise in business, economics and legal studies	2	£1,000	10	Y	New	LH
		3. Achieve a <b>sustainable HE legacy</b> in regard to the Olympic Park	a) Set up an Advisory Group to co-ordinate London HE inputs to the Mayor's Office	1	£1,000	6	Y	New	LH
		4. Create targeted, timely, professional and well researched <b>briefing documents</b> on touchstone issues effecting the London HE group	a) Publish policy briefings on the review of fees cap for London HEIs and the impact of HEFCE efficiency savings	2	£1,000	5	Y	New	LH
C	Stimulate <b>collaboration</b> by bringing together members, stakeholders and others (including business) to address specific themes common to sub-sets of the London HE group	1. <b>Bring together senior HE leaders</b> and appropriate stakeholders for informed discussions on the unique specialisms of London's HE group	a) Set up a new Advisory Group to represent the views and perspectives of the London creative and cultural HE Group	1	£1,000	6	Y	New	LH
			b) Develop follow-up activity to the Greater South East (GSE) study into the medium-term research needs in the GSE	1	£7,000	10	N	New	LH
			c) Commission focus groups among London's students to gain a deeper understanding of what it means to be a student in London, with specific reference to home students	1	£5,000	15	N	New	LH
			e) Work with London's secondary schools, boroughs and HEIs to enhance student progression into HE, building on the findings of the School and HE report (Gillies 2009)	1	?	?	?	New	SHL
		2. Continue to host our successful <b>collaborative activities</b> and	a) Run London Higher	1	495,700	X	Y		LH
			b) Host the Study London campaign	1	£200,000	X	Y	Core	SL
			c) Host the Podium Unit	1	£226,000	X	Y	Core	POD
			d) Host London Medicine	1	£81,000	X	Y	Core	LMED



N	Business Plan Goal	Objective	2009-10 Activities & Programmes	Priority	Cost	Days	Funds	New	Unit
		programmes across a wide range of areas	e) Host the Business Development Unit	1	£348,000	X	Y	Core	BDU
		3. Run <b>Advisory Groups</b> To work with subsets of the membership to identify challenges and opportunities	a) Healthcare Education Group	1	£1,000	9	Y	Core	LMED
			b) Research Excellence group		£1,000	9	Y	Core	LH
			c) London Higher Skills Board & BDU Foundation Member Group		£1,000	9	Y	Core	BDU
			d) Europe Group		£1,000	9	Y	Core	LH
			e) 2012 Advisory group		£1,000	9	Y	Core	POD
			f) Teacher Education Group		£1,000	9	Y	Core	LH
			g) Study London Advisory Group		£1,000	9	Y	Core	SL
				h) Offer a workshop for Chairs of Advisory groups; where appropriate place item on AGs on Board agenda	2	£1,000	5	Y	New
		4. Work closely with <b>business</b> to ensure that London HE is a valued partner in the delivery of HLS to the corporate sector	a) Establish a professional website for the BDU	1	£40,000	10	N	New	BDU
			b) Develop and launch a campaign strategy to promote HE services to business	1	£25,000	20	N	New	BDU
			c) Organize a series of stakeholder events & workshops to explore best practice in business/HE engagement	1	£40,000	20	N	New	BDU
			d) Publish a high-profile document targeted at the business audience promoting HE services to the business sector	1	£5,000	10	N	New	BDU
			e) Secure first HE/Business contracts for training & HLS delivery	1	£0	30	N	New	BDU
			f) Set-up a network of employer engagement representatives in HEIs	1	£30,000	10	Y	New	BDU
		5. Facilitate HE engagement with the <b>London 2012 Games</b>	a) Organise a national conference for HE & FE	1	£40,000	10	N	New	POD
			b) Produce two editions of the <i>Spotlight</i> magazine and regular 12 newsletters	1	£40,000	30	N	Core	POD
			c) Develop a strategy for educational engagement with LOCOG volunteering plans	1	£20,000	40	N	New	POD
			d) Assist HEIs and FECs to achieve the Inspire Mark award	1	£12,000	30	N	New	POD
			e) Boost registrations by HEIs and FECs to CompeteFor	2	£8,000	20	N	New	POD

N	Business Plan Goal	Objective	2009-10 Activities & Programmes	Priority	Cost	Days	Funds	New	Unit
			f) Explore with NUS the possibilities of creating a national awards programme and ceremony themes around Olympic and Paralympics values	2	£8,000	20	N	New	POD
			h) Run events and workshops to help HEIs capitalize on games-related opportunities	2	£5,000	25	N	Core	POD
		6. Bring together senior HE <b>healthcare professionals</b> to discuss strategic issues amongst themselves and with stakeholders	a) Map provision of health and healthcare education in London	1	£25,000	25	N	New	LMED
			b) Organize three LONDRO meetings for senior health leaders in London	1	£3,000	6	N	New	LMED
			c) Contribute to the NHS London Conference	2	£5,000	5	Y	New	LMED
<b>D</b>	<b>Advocate, promote and lobby</b> , on behalf of the London HE group	1. Continue to <b>tell the good story</b> about London HE whenever and where possible	a) Advertise London HE in high-profile publications (e.g. <i>Modern Government</i> , <i>British American Business</i> , <i>Parliamentary Monitor</i> )	2	£10,000	2	Y	Core	LH
			b) As required, to publish examples of how London HEIs fulfil certain missions to counter misconceptions	3	£0	5	Y	New	LH
			c) Host, present to or organise HE delegations from overseas	3	£1,000	3	Y	Core	LH
			d) Speak at conferences and seminars	3	£1,000	3	Y	Core	ALL
		2. Promote London as a destination for <b>international students</b>	a) Publish 4 editions of <i>Insight Magazine</i>	1	£80,000	80	Y	Core	SL
			b) Promote London HEIs overseas via online advertising and competitions	1	£30,000	60	Y	Core	SL
			c) Develop a project plan for the Study London programme to 2012 (including possible Mayoral Scholarship)	1	£10,000	100	Y	New	SL
			d) Organize an international student event at City Hall	1	£5,000	20	Y	Core	SL
			e) Collaborate with London agencies to develop a new brand for London	1	£30,000	100	Y	New	SL
			f) Enhanced activities aimed at student markets in India and China	1	£50,000		Y	Core	SL
			g) Coordinate a London HE presence at the Shanghai Expo 2010	1	£10,000	60	Y	New	SL

N	Business Plan Goal	Objective	2009-10 Activities & Programmes	Priority	Cost	Days	Funds	New	Unit
		3. Promote, in a variety of formats and to different audiences the <b>unique contributions</b> made by the London HE group and different sub-sets thereof	a) Publish and otherwise promote the findings from the SILH project (conference, briefings)	1	£20,000	10	Y	Core	LH
			b) Sponsor LCACE's Creative London event	2	£5,000	0	Y	New	LH
		4. Ensure that London HE has <b>representation</b> on major regional strategic decision-making bodies	a) Secure representation on the London Cultural Strategy Group	1	£2,000	0	Y	Core	LH
			b) Secure HE representation on other regional bodies (e.g. the London Health Commission, the London Skills & Employment Board)	1	£0	1	y	Core	LH
		5. <b>Website.</b> Maintain a professional looking web presence that accurately and concisely displays who we are and what we do	a) Review and update the content of the website on a regular basis	3	£5,000	10	Y	Core	ALL
			b) Further develop the micro-site promoting Teacher Education in London	3	£1,000	10	Y	Core	LH
			a) Maintain an area of the website dedicated to Heads of Institution and Member Engagement Co-ordinators	1	£2,000	2	Y	Core	LH
		6. <b>Electronic Communications.</b> Disseminate useful and timely information and data to the membership	a) Ezine. Issue 4 editions of the London Higher E-zine to include topical issues	2	£1,000	20	Y	Core	LH
			b) Emails. Implement a way of generating more targeted emails to our members	3	£0	2	Y	Core	LH
			c) Update and Publish an electronic directory of London HEIs	1	£0	15	Y	Core	LH
			d) Place documentation on the website	1	£0	2	Y	Core	LH
		7. <b>Publications.</b> Produce well written, professional and accessible documents showcasing London's HE group	a) Publish 4 factsheets on London HE (e.g. numbers staff, recurrent funding etc.)	1	£2,500	5	Y	Core	LH
			b) Produce 3 research reports on topical issues affecting London HE (e.g. analysis of the Fees Cap, NSS survey, Research Council Funding etc.)	1	£2,500	5	Y	Core	LH

<b>N</b>	<b>Business Plan Goal</b>	<b>Objective</b>	<b>2009-10 Activities &amp; Programmes</b>	<b>Priority</b>	<b>Cost</b>	<b>Days</b>	<b>Funds</b>	<b>New</b>	<b>Unit</b>
<b>E</b>	To ensure that London Higher is <b>properly managed</b> on behalf of the members, is <b>fit for purpose, cost effective</b> and is fully <b>accountable</b>	<b>1. Board of Directors</b> (strategy formation, decision making; approvals; assess organisational progress; monitor executive performance; & consult with wider membership)	a) 4 Board meetings	1	£1,000	20	Y	admin	LH
			b) Ensure the organization is fit for purpose and is informed of external developments	1	£50,000	20	Y	admin	LH
			c) Explore Associate membership	2	£10,000	5	Y	admin	LH
			d) Explore other sources of funding	3	£1,000	3	Y	admin	LH
		<b>2. 3 year Business Strategy Sets</b> strategic long-term aims for the organisation	a) Revised in 2007-8	3	£0	1	N	admin	LH
		<b>3. 1 year Operational Plan</b> Describes annual outputs, sets priorities and estimates costs	a) This document	1	£200	5	Y	admin	LH
		<b>4. Financial oversight</b> (internal and external monitoring of spending and accounts)	a) 4 Financial reports	1	£0	4	Y	admin	LH
			b) 12 meetings with company accountant	1	£30,000	24	Y	admin	LH
			c) Project and organization audits	1	£15,000	10	Y	admin	LH
			d) Conduct an internal procedures review and implement the findings	1	£5,000	10	Y	New	LH
		<b>5. Annual Report.</b> Provides evidence and evaluation of activities and project outputs	a) One annual report distributed to all members and stakeholders; electronic version placed on website	1	£3,500	5	Y	admin	LH
<b>F</b>	<b>To engage the</b>	<b>1. Plenary</b>	a) 1 Annual general meeting (June)	1	£0	10	N	admin	LH

N	Business Plan Goal	Objective	2009-10 Activities & Programmes	Priority	Cost	Days	Funds	New	Unit
	<b>membership in strategic decision making</b> and ensure that our activities are <b>representative</b>	<b>Meeting / a.g.m</b> Assess progress; discuss & approve Business Strategy and Operational Plans	b) 1 Summer Reception (June)	3	£5,000	10	Y	admin	LH
		<b>2. Membership Engagement.</b> Consult all nominated representatives on new initiatives and matters of common concern; seek advice where appropriate	a) Visit all Membership Engagement co-ordinators at least once each year	1	£500	20	Y	admin	LH
			b) Host a workshop for Membership Engagement co-ordinators	2	£1,000	5	Y	New	LH
			c) CEO visits to newly appointed Heads of Member Institutions and other heads as appropriate	1	£1,000	10	Y	Core	LH
			d) Consider setting up a Heads of Advisory Group group to explore strategic matters in more details	2	£1,000	2	Y	New	LH
<b>G</b>	To ensure that our outputs are at all times <b>robust, professional and accurate</b>	<b>1. Staff.</b> We seek to employ staff who are competent in their areas of specialism	a) Provide support and training opportunities to further up-skill our staff	2	£12,000	9	N	admin	ALL
			b) Comply with charity HR policies	1	£1,000	2	Y	admin	LH
			c) Review the structure, reward and paycales of London Higher	1	£20,000	10	Y	New	LH
		<b>2. Policies.</b> Have in place a comprehensive suite of policies to govern how we work (especially on commissioning, sign-off and complaints); and to review and comply with these	a) Draw up and implement a Data protection Policy	1	£500	10	Y	New	LH
			b) Draw up and implement a Freedom of Information Policy	2	£0	10	Y	New	LH
			c) Revise the London Higher staff handbook	1	£500	5	Y	New	LH
							<b>£2,245,900</b>		