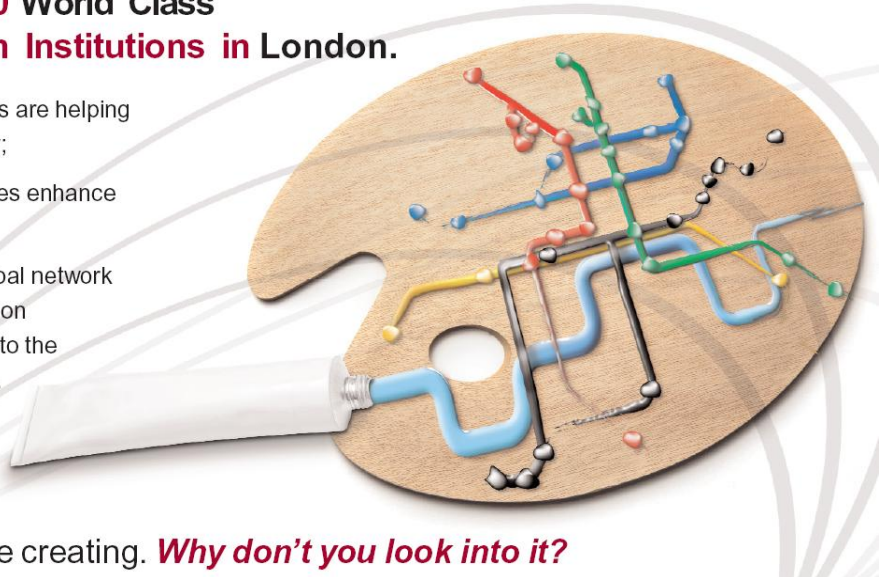


OPERATIONAL PLAN 2010-2011

**There are over 40 World Class
Higher Education Institutions in London.**

- Our research innovations are helping to drive the UK economy;
- Our world class graduates enhance productivity; and
- By working across a global network of research and innovation we are a valued partner to the world's knowledge base.



It's the future we are creating. *Why don't you look into it?*

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 2010-11 academic year.

We propose to deliver over £480,000 of top priority initiatives this year (not related to administration) across a range of areas. These include:

- Publishing an updated economic impact study for London HE and promoting the diverse contributions of London HEIs to our key stakeholders in the post-election period;
- Developing and launching a campaign strategy to promote HE services to business and securing HE-Business contracts for training & HLS delivery;
- Hosting sponsored overseas recruitment events.

The full 2010-11 Plan, including targets and priorities, is presented in the grid at the end of this document.

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.

However, in the midst of challenging times *London Higher* can provide its members with a powerful lobbying force, over and above institutions' own targeted efforts. By making a strong *positive* case for sustained investment

in the region, the association contextualizes the many and varied arguments of its members for continued resources. Without such context some of this may seem to central Government like special pleading.

In 2010-11, and in response to the intense pressure on public funding, we intend to explore how we may help members come together where they have shared interests. We will approach this sensitive issue with caution and, as always, we will be lead by the demand and interest of those members who wish to engage in the work.

Aware, as ever, of the demand to continually demonstrate value for money, in 2010-11 member subscriptions to *London Higher* will remain unchanged for the seventh consecutive year, accounting for less than a quarter of our income. For every pound our member institutions put into *London Higher* we will leverage over £5 from other sources. You will also see we are actively looking at ways to further enhance our value for money through associate membership and lowering our own costs.

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 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 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 £480,000 of Priority 1 work during 2010-11 that is not related to administration. Over half of this sum pertains to new initiatives, including:

- Publishing an updated economic impact study for London HE and promoting the diverse contributions of London HEIs to our key stakeholders in the post-election period;
- Setting up an active and 'live' evidence base in support of London's health and healthcare HE group;
- Developing and launching a campaign strategy to promote HE services to business and securing HE-Business contracts for training & HLS delivery;
- Developing sponsored overseas recruitment events for international students;
- Hosting a London 2012 Training Camps Conference;
- Setting up a permanent advisory group representing London's creative and cultural HE group with a remit to develop impact methodologies

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 2010-11 we have classified c. £165,000 of work as Priority 2 and c.£10,000 as Priority 3.

Priority 2

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

- Commission research reports as directed by our advisory groups;
- Develop a map of health and healthcare in London;
- Organise National Games /Podium Conference in late 2010;
- Involve students' unions in the recruitment of Student Ambassadors to work with schools collaborating with Aimhigher
- Test and utilise web on-line forums for debates and peer-review of draft data summaries and consultant reports

Priority 3

Among a small number of initiatives for which we at present have no identified funding are proposals to further develop our web presence and to continue our work on representing the collaborations between and among London HEIs.

c) Notes on the Operational Plan programme for 2010-11

The principal aspects of the proposed programme for 2010-11 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 (2010-11)

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 2010-11, *London Higher's* officers will be:

2010-11	Institution / title
Board of Trustees (elected)	
Professor Malcolm Gillies (Chair Elect)*	London Metropolitan University
Professor Peter Kopelman (Vice Chair)*	St George's, University of London
Professor Anthony Bowne	Trinity Laban Conservatoire of Music and Dance
Professor Barry Ife CBE	Guildhall School of Music and Drama
Barbara M Stephens OBE	Regional Director, The Open University in London
Professor Geoffrey Petts *	University of Westminster
Professor Paul Webley *	School of Oriental and African Studies, University of London
Board of Trustees (co-opted)	
Professor Fiona Ross *	Chair of Healthcare Education Group
Mr Richard Sumray	Chair, London 2012 Forum
Board of Trustees (observers)	
John Attree	Director of Skills & Olympics Programmes, London First
Steven Evans	Director of Employment & Skills, LDA
Derek Hicks	HEFCE Regional Consultant

* member / position elect, to be confirmed at the agm on 10 June 2010

London Higher Executive (as at 1 April 2010)

London Higher	
Jane Glanville	Chief Executive Officer
Michael Reynier	Deputy Chief Executive Officer
Liz Afolabi	Office Manager
Maria Hicks	Communications Manager
Paresh Shah	Project Officer, Research
Study London	
Kevin McCarthy	Head, Study London
Simon McCaugherty	Project Manager, Study London
Podium	
Gareth Smith	Head, Podium
Kate Filochowski	Project Officer, Culture, Sport and Volunteering
Matthew Haley	Communications & Media Manager
Schools & HE (SHELL)	
John Hall	Consultant, SHELL
Naz Khan	Project Officer, Learning & Skills
London Medicine	
Chris Gulik	Project Officer, London Medicine
London Higher Business Development Unit	
Ralph Blunden	Head, BDU
Brad Coales	Deputy Head, BDU
Tracy Goodwin	Executive Assistant, BDU

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* 2010-11

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.

Operational Plan 2010-11

N	Business Plan Goal	Anticipated Objectives	2010-11 Activities & Programmes	Priority	Cost	Funds	Funds	Funds
A	Maintain an up-to-date and robust evidence base on HE in London	1. Maintain baseline statistics on London HE and the London HE group	a) Purchase HESA and other HE data	1	£2,500	Y	Core	LH
			b) Analyse data for patterns relating to the London HE group, or sub-sets thereof	1	£0	Y	Core	LH
			c) Agree a brief which sets out how an evidence base for London Medicine will be developed	1	£2,000	Y	New	LMED
			d) Conduct a survey of the London Medicine members and key stakeholders to identify key issues for them and opportunities for promoting them	2	£2,500	Y	New	LMED
			e) Purchase HESA and other HE data for international students	1	£800	Y	Core	SL
			f) Analysis of statistical sources on pupil destinations to London HEIs	1	£2,000	Y	New	SHL
			g) Commission research or other activities as agreed by London Higher Advisory Groups (e.g. Healthcare, Creative's, Research Excellence etc.)	2	£50,000	Y	New	LH
		2. Develop a more profound understanding of the London HE environment	a) 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 (e.g. Univ. Manchester/Warwick)	2	£3,000	Y	New	LH
		b) Run focus groups among London's international students	1	£1,582	Y	Core	SL	

			c) On-going spreadsheet of status of partnerships of London's 400+ secondary schools	1	?	Y	Core	SHL
			d) Develop a map, in collaboration with the Healthcare Education Group, which represents London's healthcare and medical and allied health profession education resources	2	£25,000	Y	New	LMED
			e) Test and utilise web on-line forums for 3 confidential debates and peer-review of draft data summaries and consultant reports	2	£500	Y	New	LH
B	Respond to, and capitalise upon emerging priorities on behalf of the HE group	1. Monitor DBIS, HEFCE, DCSF, DH (and related Govt Depts and agencies) to identify key issues for the London HE group	a) Maintain relations with civil servants in HEFCE, DIUS, LDA and other Govt. departments	2	X	Y	Core	ALL
			b) Host discussion meetings, dinners, and events bringing together senior academic leaders, Ministers, regional leaders and stakeholders	3	£5,000	N	Core	LH
			c) Host the London HE forum (bringing together HEFCE, London First, the LDA and the City of London)	1	£1,000	Y	Core	LH
			d) Work with functional areas of LOCOG on opportunities including jobs, opportunities and research	1	£10,000	N	Core	POD
			e) Keeping abreast of related national schools/DCSF initiatives and programmes	1	?	Y	Core	SHL
			f) Prepare proposals to take advantage of emerging funding opportunities	3	X	N	Core	ALL
			2. Illustrate the important role that London HEIs are playing in helping businesses through the economic downturn	a) Submit the final London Barometer report to HEFCE, agree how to wrap up the project;	1	£0	Y	New
3. Create targeted, timely, professional and well researched briefing documents on touchstone issues effecting the London HE group	a) Produce an updated Economic Impact analysis on the collective and individual contribution of London's HE institutions to GDP in London and the region	1	£1,000	Y	New	LH		

		e) Host the Schools and HE Project	1	£79,186	Y	Admin	SHL	
		f) Host the Business Development Unit	1	£404,243	Y	Admin	BDU	
	3. Run Advisory Groups To work with subsets of the membership to identify challenges and opportunities	a) Healthcare Education Group	1	£1,000	Y	Core	LMED	
		b) Research Excellence group	1	£1,000	Y	Core	LH	
		c) London Higher Skills Board & BDU Foundation Member Group	1	£1,000	Y	Core	BDU	
		d) Europe Group	1	£1,000	Y	Core	LH	
		e) 2012 Advisory group	1	£1,000	Y	Core	POD	
		f) Establish a new advisory group to explore how London HEIs might work together on the Green IT agenda	2	£1,000	N	New	LH	
		g) Study London Advisory Group		£1,000	Y	Core	SL	
	4. Work closely with business to ensure that London HE is a valued partner in the delivery of HLS to the corporate sector	a) Develop and launch a campaign strategy to promote HE services to business	1	£20,000	Y	New	BDU	
		b) Organise a series of stakeholder events & workshops to showcase best practice in business/HE engagement	1	£30,000	Y	New	BDU	
		c) Purchase and set up a CRM system	1	£10,000	Y	New	BDU	
		d) Secure first HE/Business contracts for training & HLS delivery	1	£1,000	Y	New	BDU	
		e) Expansion of member participation in BDU (employer engagement)	1	£30,000	Y	New	BDU	
	5. Facilitate HE engagement with the London 2012 Games	a) Assist HEIs to develop Inspire Mark projects	1	£12,000	N	Core	POD	
		b) Host Training Camps Conference	1	£20,000	N	New	POD	
		c) Maximise FE registrations on Get Set and the numbers joining the network	1	£20,000	N	Core	POD	
		d) Work to develop ICSEMIS PEP	2	£5,000	N	New	POD	
	6. Bring together senior HE healthcare professionals to discuss strategic issues amongst themselves and with stakeholders	See London Medicine & London Healthcare Education Group (elsewhere in Plan)	X	X	X	X	LMED	
D	Advocate, promote and lobby , on behalf of the London HE group	1. Continue to tell the good story 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	£2,500	Y	Core	LH

		b) Prepare statement on HE in London which can be used and adapted as required; publish examples of how London HEIs can help London in political, social and/or economic arenas to counter misconceptions	2	£500	Y	New	LH
		c) Promotion to both sectors on the benefits and mechanics of school governor recruitment & training	1	£3,000	Y	New	SHL
		d) Speak at conferences and seminars	3	X	Y	Core	ALL
		e) Host a reception to launch the findings of our research into the economic impact of London HE engagement with the EU	2	£2,000	Y	New	LH
	2. Promote London as a destination for international students	a) Promote London via online advertising and competitions	1	£19,600	Y	Core	SL
		b) Maintain student enquiry generator	1	£8,000	Y	New	SL
		c) Incentives and new communication tools, including hiring student reporters	1	£5,000	Y	Core	SL
		d) Develop sponsored overseas recruitment events	1	£400	N	New	SL
		e) Maintain relations with Mayor's Office; LDA; London Agencies, etc	1	NA	NA	Core	SL
		f) HEI visits throughout the year	1	NA	NA	Core	SL
		g) Ensure the smooth transfer of the project to a new agency if needed	1	£5,000	NA	New	SL
	3. Promote, in a variety of formats and to different audiences the unique contributions made by the London HE group and different sub-sets thereof	a) Sponsor London Health Commission Awards ceremony	2	£5,000	Y	New	LMED
		b) Work with LEP Awards to recognise effective partnership working	2	£5,000	Y	Core	SHL
		c) Organise London-based student/staff events (at City Hall, etc)	1	£9,400	Y	Core	SL
		d) Seek to organise <i>National Games /Podium Conference</i> in late 2010	2	£40,000	N	New	POD
		e) Contribute to the NHS LondonHealth Conference	2	£2,000	Y	Core	LMED
		f) Host, present to or organise HE delegations from overseas	1	NA	NA	Core	SL

			g) Work with NUS on Coca-Cola initiative to maximise students and SU's engagement with the Games	2	£5,000	N	New	POD
		4. Ensure that London HE has representation on major regional strategic decision-making bodies	a) Secure HE representation on regional bodies	1	£0	y	Core	LH
		5. Website. 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	£0	Y	Core	ALL
			b) Develop and maintain webpages for SHELL, London Medicine and London Higher intranet	3	£1,000	Y	Core	LH
			c) On-going development of the SHELL website & Directory and its value and traffic	1	£5,000	Y	New	SHL
			d) Update the content on Study London website on a regular basis	1	£2,100	Y	Core	SL
			e) Establish a professional website for the BDU	1	£40,000	N	New	BDU
			f) Maintain an area of the website dedicated to Heads of Institution and Member Engagement Co-ordinators	1	£0	Y	Core	LH
		6. Electronic Communications. 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	£200	Y	Core	LH
			b) Update and Publish an electronic directory of London HEIs	1	£0	Y	Core	LH
			c) Place documentation on the website	1	£0	Y	Core	LH
		7. Publications. 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	Y	Core	LH
			b) Publish 4 editions of <i>Insight</i> Magazine	1	£37,000	Y	Core	SL
			c) Study London Guide distribution	1	£5,000	Y	Core	SL
			d) Publish annual International Student fact sheet	1	NA	NA	Core	SL
			e) Produce one major promotional document for London Medicine	1	£25,000	Y	New	LMED

			f) Produce multiple editions of the <i>Spotlight</i> magazine and regular newsletters. Continue to develop website	1	£40,000	N	Core	POD
			g) Produce 3 research reports on topical issues affecting London HE (e.g. economic impact, NSS survey, Research Council Funding etc.)	1	£500	Y	Core	LH
E	To ensure that London Higher is properly managed on behalf of the members, is fit for purpose, cost effective and is fully accountable	1. Board of Trustees (strategy formation, decision making; approvals; assess organisational progress; monitor executive performance; & consult with wider membership)	a) 4 Board meetings	1	£2,000	Y	Admin	LH
			b) Ensure the organisation is fit for purpose and is informed of external developments	1	£13,500	Y	Admin	LH
			c) Explore Associate membership	2	£10,000	Y	Core	LH
			d) Explore other sources of funding	3	£1,000	Y	Admin	LH
		2. 3 year Business Strategy Sets strategic long-term aims for the organisation	a) Conduct a survey of our members and stakeholders to inform the development of the new Business Strategy for 2011-2012	3	£1,000	N	Admin	LH
		3. 1 year Operational Plan Describes annual outputs, sets priorities and estimates costs	a) This document	1	£200	Y	Admin	LH
		4. Financial oversight (internal and external monitoring of spending and accounts)	a) 4 Financial reports	1	£0	Y	Admin	LH
			b) 12 meetings with company accountant	1	£30,000	Y	Admin	LH
			c) Project and organisation audits	1	£15,000	Y	Admin	LH
			d) Conduct an internal Risk Analysis and implement the findings	2	£5,000	Y	New	LH
5. Quality Assurance (ensure accurate data are placed in the public domain)	a) Nominate a Board member to review statistics and publications	1	£0	Y	New	LH		
6. Annual Report. 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	Y	Admin	LH		
F	To engage the membership in strategic decision making and ensure that our activities	1. Plenary Meeting / a.g.m Assess progress; discuss & approve Business Strategy and Operational Plans	a) 1 Annual general meeting (June)	1	£5,000	N	Admin	LH
			b) 1 Summer Reception (June)	1	£10,000	Y	Admin	LH

	are representative	2. Membership Engagement. 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	Y	Admin	LH
			b) Host a workshop for Membership Engagement co-ordinators	2	£1,000	Y	New	LH
			c) CEO visits to newly appointed Heads of Member Institutions and other heads as appropriate	1	£100	Y	Core	LH
			d) Have one-to-one meetings with each member of London Medicine.	1	£100	Y	New	LMED
			e) Consider setting up a Heads of Advisory Group to explore strategic matters in more details	2	£1,000	Y	New	LH
G	To ensure that our outputs are at all times robust, professional and accurate	1. Staff. 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 (costs included in C2 Budget)	2	X	Y	Admin	ALL
			b) Comply with charity HR policies	1	£1,000	Y	Admin	LH
			c) Work towards securing the <i>Investors in People</i> mark	2	£1,000	y	New	LH
			d) Run an active Staff development programme (budget under ' <i>Hosting</i> ' costs)	1	X	Y	Core	LH
		2. Policies. 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) Implement our Data protection Policy	1	£500	Y	New	LH
			b) Implement our Freedom of Information Policy across all LH Units in stages; provide staff training as appropriate and acquire systems and office furniture (e.g. archive space, secure filing cabinets) to ensure requisite compliances are achievable	1	£5,000	Y	New	LH
			c) Revise the London Higher staff handbook	1	£1,000	Y	New	LH
			d) Contingency	2	£219,569	Y	X	ALL
				TOTAL	£2,396,384			