

# Operational Plan

## 2015-2016



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## Introduction

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The *Operational Plan* provides *London Higher* members with information about the outputs and outcomes – both hard and soft – that are targeted for delivery in the 2015-16 Academic Year.

With a budget envelope of just over £1.2 million we propose to deliver c. **£113,000** of advocacy activities, c. **£125,000** of collaborations, **£36,500** of events and **£24,500** of networking opportunities.

New initiatives this year include:

- A flagship event for **London MPs** to introduce them to London's globally admired HE group;
- An extensive series NCO projects to **widen access to HE** across London;
- Substantially increased London **HE representation in Brussels** ahead of the EU referendum;
- Developing of range of **special projects** including around student experience, medical training, diversity and UK recruitment of students.

The full 2015-16 Plan, including targets and priorities, is presented in the table at the end of this document.

The year ahead promises to be a particularly challenging one for the higher education (HE) sector as a whole, and for London HE providers in particular. Later this summer we expect an interim budget to be announced by the new Conservative Government. A Comprehensive Spending Review (CSR) is expected to follow with the prospect of

further announcements in the Autumn Statement. The pace does not let up in 2016. In May there will be elections for a London Mayor. It is also possible that the referendum of the UK's membership of the European Union (EU) will take place at some point during 2016 (certainly there seems a desire to hold the referendum sooner rather than later). And then there is the growing expectation of greater regional devolution of powers and what this may mean for London.

So how will London Higher support our members through this turbulent period? 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. Our goals this year, therefore, will be two-fold. First to ensure that the narrative for London's HE group is presented to our key champions and stakeholders, including (but not exclusively) to London MPs and the current and new Mayor and his/her staff. No one should doubt the powerful contribution London HE providers make to the regional and national wellbeing.

Second, we will support members enhance their efficiency across the board, through student recruitment and experience, research, estates, in Europe, in access and in other areas of HE. By leading the way on collaborative working we will demonstrate that London HE providers can not only rise to the challenge of modern higher education, but that they excel in it.

By developing and managing successful HE collaborations, constantly monitoring the HE landscape in London and seeking out new opportunities for our members we will make

a strong *positive* case for sustained investment in the region.

More details about the individual initiatives can be found in Table 1 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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*London Higher* is a company limited by guarantee and a registered charity. This places particular requirements on the way we plan, manage and account for our business and our finances.

Our income is not assured. Member contributions are paid over a period of several months, grant payments (increasingly hard to come by) 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.

We 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 in **Table 1** 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 proved over a number of years that 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, partners 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 project manager within *London Higher* 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 often have external representatives as well;
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- 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 ahead of the new academic year. The *Annual Review* charts the overall advance of the organisation for the most recent 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 are available / output to be delivered within the year;
- 2 = funding likely or expected / medium-term;
- 3 = no funds yet identified / longer-term.

The priorities shown in Table 1, and outlined below, are indicative.

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

Across the organisation we expect to deliver *circa* £176,500 of Priority 1 activities during 2015-16 (excluding salaries, overheads and administration costs). These are initiatives and outputs we are confident in delivering during the year. For example, *London Higher* will:

- organise a flagship event for **new London MPs** to introduce them to London's globally admired HE group;
- offer an extensive series NCO projects to **widen access to HE** across London;
- substantially increase London **HE representation in Brussels** ahead of the EU referendum;
- develop of range of **special projects** including around the London Enterprise

Panel (LEP), health training in London, and UK recruitment of students.

As well these new initiatives, *London Higher* will retain the capacity to respond to opportunities and challenges as they emerge through its extensive range of networks, events and meetings, as well as maintaining working relationships with over fifty HE stakeholder organizations and agencies, in particular the Mayor of London and the London Enterprise Partnership.

In regard to our special projects we expect to develop a number of initiatives including working with the GLA to support HE engagement with the London Enterprise Partnership (LEP) and a new piece of work in support of health training in London. We will be setting up a Task Group to look at London Weighting and plan a new document promoting the London HE group.

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

We categorise activity for which we do not at present have full funding as Priority 2 and those dependent on raising the entirety of their resource in-year as Priority 3. We have currently assigned c. £31,000 of expenditure as Priority 2 and a further c. £93,400 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 2 work to priority 1 in-year.

#### *Priority 2*

If we are successful in drawing in the requisite funding, some examples of the work we hope to carry out in the plan include:

- Continuing our important work on diversity in HE leadership;
- Running a new student-led project for ‘London is my Campus’;
- Developing the business case for a London Proof of Concept fund;
- Exploring interest in an HE consortium to access ESIF funding.

In addition to these activities we anticipate hosting pan-London round tables to address emerging HE issues and to continue to explore the case for a UK marketing campaign to support recruitment to London.

#### *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:

- Develop a campaign to support the economic value of providing higher education in London, to include London Weighting in funding formulae but also in other areas.

Also in this category we include activity to support HE engagement with business at a strategic level and potential consultancy we may be able to provide to Boston 2024, leveraging our considerable experience in setting-up and running Podium.

### **c) Notes on the *Operational Plan* programme for 2015-16**

The principal aspects of the proposed programme for 2015-16 are shown in Table 1.

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 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 represent the interests of the membership. The Board will meet at least four times during the academic year. The *London Higher* Annual General Meeting (AGM), to which all heads of member institutions are invited, usually takes place in June.

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.

**In 2015-16 London Higher's officers will be:**

**Board of Trustees (elected) <sup>1</sup>**

Professor Peter John	University of West London
Professor Paul Layzell <sup>1</sup>	Royal Holloway, University of London
Professor Veronica Lewis OBE	Conservatoire for Dance and Drama
Patrick Loughrey (Vice Chair) <sup>1</sup>	Goldsmiths, University of London
Professor David Maguire <sup>1</sup>	University of Greenwich
Professor Geoffrey Petts (Chair)	University of Westminster
Professor Julius Weinberg	Kingston University London

**Board of Trustees (co-opted)**

Professor Anthony Bowne	Trinity Laban Conservatoire of Music and Dance
Professor Sir Adrian Smith	University of London
Professor Steve Tee	King's College London
Keith Zimmerman	The Open University

<sup>1</sup> elected / re-elected, to be confirmed at the AGM on 16 June 2015. N.B. one Board position remains to be filled.

**London Higher Executive (as at 1 June 2015)**

The first level of control for any individual activity/project lies with an identified project manager and his or her Line Manager. The *London Higher* CEO has overall monitoring and assessment responsibilities within the Executive:

Jane Glanville	Chief Executive Officer
Graeme Atherton	Head, AccessHE
Alex Hall	AccessHE NCO Operations Officer
Lauren Hedges	Operations Manager, AccessHE
Naz Khan	Projects & Communications Manager, AccessHE
Amy Lightstone	Head, London Medicine & Healthcare
Neville Riley	Office Manager
Michael Reynier	Deputy Chief Executive Officer, Case for HE
Paresh Shah	Research Manager, Case for HE
Jenny Wetherill	Project Assistant

## Table 1. Priority Activities for *London Higher* 2015-16

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 or expected / medium-term; 3 = no funds yet identified / longer-term. The priorities shown in Table 1, and outlined below, are indicative.

Operational Plan 2015-16							
	Business Plan Goal	Key Actions	2015-16 Activities & Programmes	Prior	Cost	New	Use
A.	Advocacy	1. Engage actively with important regional stakeholders	a) Establish formal links with London LEP and support HE Rep to LEP Board	1	£3,000	NEW	LH
			b) Identify a working partner to help members access ESIF funds	2	£0	NEW	LH
			c) Explore potential for engaging with London business networks (e.c. CBI or Chamber)	3	£1,400	NEW	LH
			d) Establish contact with Mayoral Candidates ahead of 2016 Mayoral election	1	£2,000	NEW	LH
			e) Continue to work with colleagues at the GLA to represent the position of London HE to the Mayor and his/her advisors	1	£250	CORE	LH
			f) Investigate formal links with NUS London	2	£100	NEW	LH
			g) Establish contact and develop relations with selected new London MPs post the General Election	1	£5,000	NEW	LH
			2. Concentrate efforts on making the Case for HE in London through evidence	a) Maintain evidence-base on statistical health of the London HE landscape	1	£3,500	CORE
		b) Re-fresh London Higher website to better promote the HE group	3	£15,000	NEW	LH	
		c) Publish a new document promoting HE in London	1	£5,000	NEW	LH	
		d) Publish regular blogs, briefings and newsletters raising awareness of issues within the London HE Group	1	£0	CORE	ALL	
		e) Update London Medicine & Healthcare website	1	£4,500	CORE	LMHC	
		f) Update AccessHE website	1	£3,500	CORE	AHE	
		g) Set-up a multi-professional task group to promote multi-disciplinary training in health	2	£500	NEW	LMHC	
		h) Develop London Higher Europe website	1	£2,000	CORE	LHE	
		i) Develop an eye-catching series of London HE infographics based on statistical data	2	£2,000	NEW	LH	
		3. Participate in consultations and respond to policy concerns	a) Convene round table discussions on emerging issues as required	2	£4,000	CORE	LH
		b) Compile the collective responses of members in response to consultations as need be	2	£0	CORE	LH	
		c) Host two panel debates in Brussels	1	£10,200	NEW	LHE	
		d) Respond to medical and healthcare consultations	2	£1,000	CORE	LMHC	
4. Co-ordinate a campaign to highlight the additional costs of providing HE in London	a) Set-up Task Group to defend London Weighting	1	£250	NEW	LH		
b) Commission / Initiate research to defend LW, if remitted/resourced to do so	3	£50,000	NEW	LH			

Operational Plan 2015-16									
	Business Plan Goal	Key Actions	2015-16 Activities & Programmes	Priori	Cost	New	Um		
B.	Collaborations	5) Help members scope and <b>develop new collaborations</b> (where remitted)	a) Explore a design/engineering PoC fund for London HE	2	£5,000	NEW	LH		
			b) Explore interest in a consortium to access ESIF funds	1	£3,000	NEW	LH		
			c) Develop a consortium to attract UK domiciled students to London - 'London Works' Campaign	2	£2,000	NEW	LH		
		6) <b>Review the ongoing value and sustainability</b> of other collaborations, such as Podium and London Higher Europe during this business cycle	a) Effectively transfer NEON out of London Higher to the University of Bedfordshire	1	£0	NEW	AHE		
			b) Conduct two-year review of 'London Higher Europe'	2	£0	NEW	LHE		
		7) <b>Manage our existing collaborative initiatives</b> and campaigns (e.g. AccessHE, London Medicines & Healthcare, London Higher Europe & Case for HE)	a) Host London Higher (Core, Case for HE)	1	£479,943	ADMIN	LH		
			b) Host AccessHE	1	£368,984	ADMIN	AHE		
			c) Host London Medicine & Healthcare	1	£68,459	ADMIN	LMHC		
			d) Host London Higher Europe	1	£0	ADMIN	LHE		
			e) Host NEON / and transfer out of London Higher	1	£13,500	ADMIN	NEON		
		8) Develop and <b>manage projects</b> on behalf of our members	a) Commission a new piece of research to support medical and health training in London	1	£20,000	NEW	LMHC		
			b) Run a second <i>London is our Campus</i> initiative to engage the student body	2	£5,000	NEW	LH		
			c) AccessHE Advocates project	1	£1,500	CORE	AHE		
			d) Develop Phase Two of the Diversity in HEI Leadership project	2	£5,000	NEW	LH		
			e) NCO Projects	1	£60,000	NEW	AHE		
			f) Manage two consultants to deliver <i>London Higher Europe</i> activities in London and Brussels	1	£26,000	CORE	LHE		
			g) Offer consultancy services to Boston 2024 to leverage Podium experience & knowledge	3	£25,000	NEW	LH		
		C.	Events	9) Develop training and dissemination events to meet the needs of our members	a) Host a major panel discussion / debate	2	£4,000	CORE	LH
					b) London Higher Europe delegations to Brussels	1	£4,500	NEW	LHE
					c) Run LMED workshops	3	£2,000	NEW	LMHC
d) Host London Higher Summer Reception	1				£0	CORE	LH		
e) AccessHE conferences	1				£25,000	CORE	AHE		
10) We will continue to develop the ConnectingHE events initiative.	a) We propose to wind-down this initiative		3	£0	NEW	LH			
	b) ad hoc training events (as directed by members)		2	£1,000	NEW	LH			
	a) Research Excellence Group		1	£800	CORE	LH			
	b) Healthcare Education Group		1	£2,000	CORE	LMHC			
	c) HE Planners' Group		1	£500	CORE	LH			
D.	Networks	11) Use our networks to <b>identify new opportunities and challenges</b> for our members and to inform our advocacy, collaborations, events and projects.	d) Access Action Forums	1	£8,000	CORE	AHE		
			e) London Europe Group	2	£400	CORE	LH		
			f) IT Directors' Group	1	£500	CORE	LH		
			g) London Medicine Committee	1	£9,000	CORE	LMHC		
			h) London Centre Group	1	£1,000	CORE	LH		
			i) Marketing Directors' Group	1	£500	CORE	LH		
			12) Expand our <b>HE networks</b> to include new levels and roles of both academic and administrative staff, where appropriate	a) Develop the London Higher 'Visa Club' to include compliance officers	1	£0	NEW	LH	
				b) Continue establishing the London Healthcare Access Forum	2	£1,000	CORE	LMHC	
			13) We will seek to further our representation of, and <b>engagement with, the student body</b>	a) Re-initiate the London Student Experience network	1	£800	CORE	LH	
		14) We will <b>review our current networks</b> to ensure that they are delivering valued outputs for the membership	a) Review outputs of current Advisory Groups	2	£0	CORE	LH		

Operational Plan 2015-16							
	Business Plan Goal	Key Actions	2015-16 Activities & Programmes	Priori	Cost	NEW	U
E.	Value for Money	15) Review membership criteria an contribution bands	a) Implement a revised membership banding scheme, if approved at AGM	1	£0	NEW	LH
			b) Approve and implement protocol on mergers in the membership	1	£0	NEW	LH
		16) Re-tender for core services (such as audiut, HR, and IT)	a) Re-tender for our accountancy software	1	£1,000	NEW	LH
			17) Operate a balanced in-year budget	a) Control costs and maximise unrestricted income	1	£0	CORE
		18) Conduct an evaluation of London Higher in time to inform the next Business Strategy	a) Establish ToR for a Review	1	£250	NEW	LH
F.	Generate, attract & draw down Income	1. London Higher	a) Membership Contributions	1	-398,400	Core	LH
			b) Partner Contributions	1	-56,000	Core	LH
			c) Hefce HERA funding	1	-37,500	Core	LH
			d) Grants	1	0	NEW	LH
			e) Sponsorship	2	-8,000	NEW	LH
			f) Other Income	3	-60,000	NEW	LH
			g) ConnectingHE Events	2	-2,000	NEW	LH
			h) % surcharge to raise funds for LW campaign	3	0	NEW	LH
			i) x-charges	1	-46,000	Core	LH
			2. London Medicine & Healthcare	a) LMHC Membership Fees	1	-107,000	Core
		b) Access to Healthcare fees		x	0	NEW	LMHC
		c) Grant		3	0	NEW	LMHC
		d) Seminar/workshop fees		2	-1,000	NEW	LMHC
		3. AccessHE	a) Membership fees AHE	1	-157,400	x	AHE
			b) Other - AHE events	3	-1,300	x	AHE
			c) Other - London Target	2	-14,000	CORE	AHE
			d) PG Mentoring Project	1	0	NEW	AHE
			e) EAN GAPS Project	3	-12,000	x	AHE
			f) HEFCE Grants	1	-120,000	NEW	AHE
			g) Other Grants	2	-20,000	NEW	AHE
			h) NCO grant vired from members	1	-150,000	NEW	AHE
		4. London Higher Europe	a) Membership fees	1	-34,000	Core	LHE
			b) Grants	2	-10,000	NEW	LHE
			c) Other Income	3	0	x	LHE
		5. NEON (wind-down)	a) Membership	1	-15,500	Core	NEON
b) Events	1		-3,000	Core	NEON		
SURPLUS/DEFICIT (Neg = Surplus)					£5,737		