



UNIVERSITY  
OF LONDON



# Strategy 2014–2019





# Strategy 2014–2019

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# This Strategy

This University of London Strategy covers the period 2014 to 2019. It will be underpinned by specific strategies that encompass the key areas of our work, these are referenced under each aim, and a more detailed Operating Plan for the central University that will be produced each summer. This Plan will contain a rolling set of objectives and targets (to be updated annually as required) arising from this Strategy. Given the pace of change, it is inevitable that the University will need to review this Strategy periodically and amend it accordingly, in consultation with its partners and stakeholders.

**For further details about the University Strategy  
please contact the Planning and Projects Office in the first instance –**

**Richard Elliott or Alex Bussey on  
020 7862 8005/8012  
or  
[www.london.ac.uk/strategy](http://www.london.ac.uk/strategy)**

# Foreword



Sir Adrian Smith,  
Vice-Chancellor of the  
University of London

The central University has a renewed confidence, purpose and momentum. In response to an ever-changing national and international landscape, this five year Strategy maps out an ambitious programme of investment and development. I believe that this will ensure that our many stakeholders continue to feel pride in, and get value from, their continued association.

Since its foundation in 1836, the University of London has built a distinctive approach to learning, teaching and research, has provided high-quality and innovative services and has acquired an extensive portfolio of property. Based on the principles of excellence, access

and innovation, these three core areas are interdependent and mutually supporting and form the backbone of this new Strategy. None of this would be possible without the continuing quality, innovation and commitment of our staff; investment in organisational development, to be the best we can, is at the heart of everything we do.

The University's Colleges and Institutes are at the centre of our Strategy and crucial to our success. The maturity and collaborative nature of our federal structure allows us to work both independently and together, drawing on our collective strength and London location. This strategy recognises that membership means different things to different stakeholders and enables flexibility of engagement.

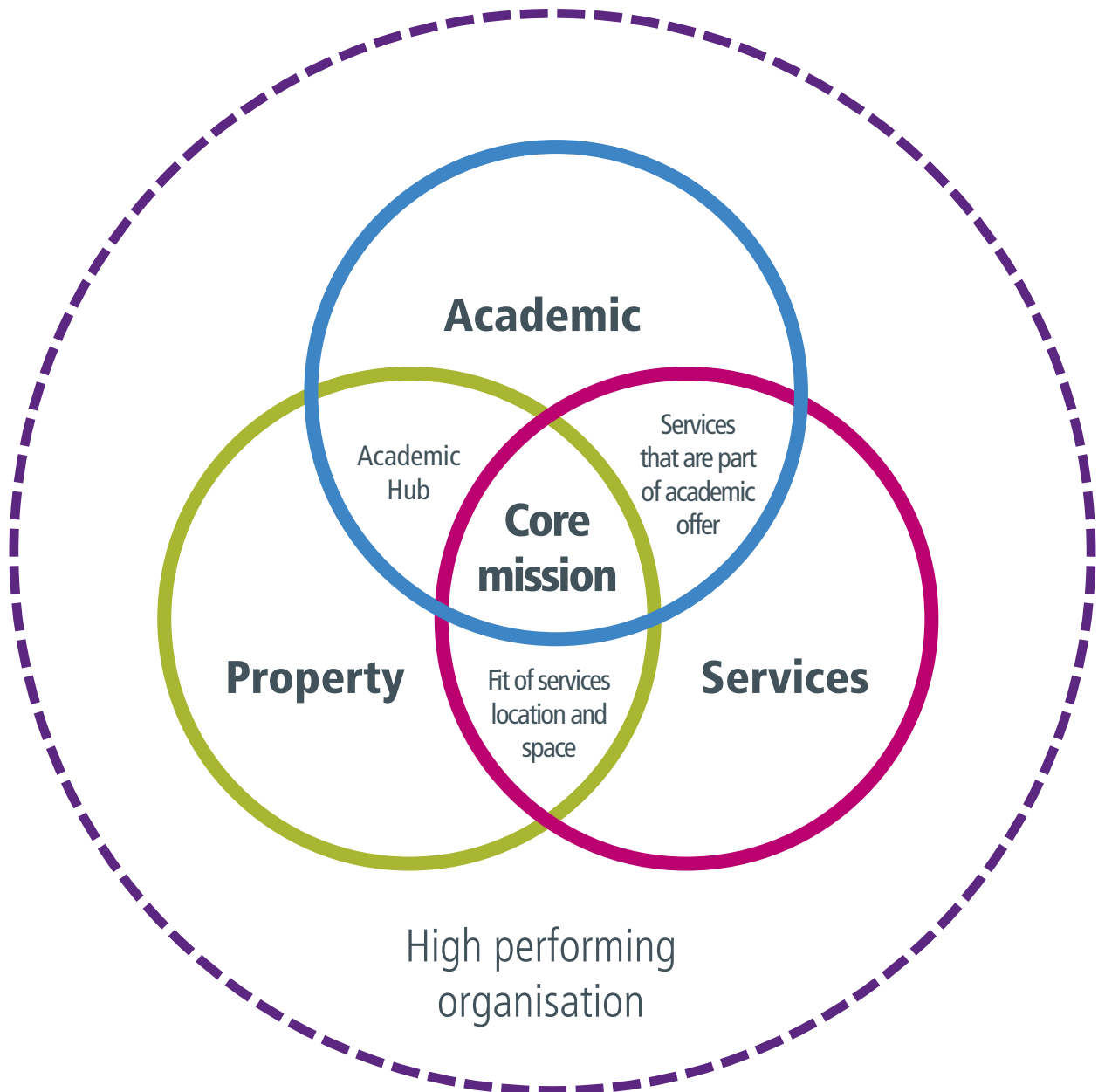
We believe that we have to continue to innovate and develop our activities in order to sustain a successful future, and have set ourselves a number of ambitious targets to achieve by 2019:

- Launch five new International Programmes with an overall goal of 70,000 students
- Fulfil our Humanities Research Promotion and Facilitation remit through growing our national and international role, fostering greater interdisciplinary study and increasing research usage of our libraries
- Expand our portfolio of innovative academic support and professional services for students and institutions
- Provide an additional 2000 new bed spaces in student halls of residence and private letting
- Raise the level of financial operating surplus to 5% in order to sustain the investment we need to deliver our plans

I look forward to working with you all to achieve these targets and to celebrating our future success.

A handwritten signature in black ink, which appears to read 'Adrian Smith'. The signature is fluid and cursive, written over a white background.

# Strategy 2014–2019



# Who we are – our strategic vision and aims

## Our strategic vision for 2014–19

To make a unique contribution to learning and research-led scholarship through our unrivalled network of member institutions, our global reach and reputation, and the breadth of our high-quality innovative academic services and infrastructure.

The Strategy for 2014–19 is to:

- **invest in our academic excellence to widen student access through flexible learning and to fulfil an ambitious programme of research promotion and facilitation in the humanities**
- **develop, augment and commercialise our portfolio of services for the University's members and the education sector, with the aim to be the “go to” provider of student and academic support services**
- **create a vibrant academic hub, through a property portfolio which balances the needs of the University's members with maximising income opportunities**

This is a strategy for growth capable of fulfilling our future plans and ambitions, and also evolutionary in that it builds upon our heritage, public benefit mission and existing strengths. These strengths are founded on the distinctive and inter-related mix of academic, service and property activities.

■ **This is a strategy for growth capable of fulfilling our future plans and ambitions**

Fundamental to this Strategy is an environment with well-motivated and highly-skilled staff, who are confident and clear about the University's purpose and the contribution they individually make.

This strategy is complementary to that of the federal members, and are integral to a successful Federation whereby members act both independently and together in partnership. The University will support opportunities whereby members can pursue joint ventures on areas of mutual interest.

**Aims** – This Strategy sets out how this vision for the central University will be delivered through our inter-related academic, services and property roles. Our roles are underpinned by a sustainable high-performing financial and organisational base. The Strategy is therefore captured in four aims:

- Aim 1: deliver academic excellence**
- Aim 2: provide innovative high-quality academic support and professional services**
- Aim 3: property that is valued and relevant**
- Aim 4: manage a high-performing organisation**

# Who we are – our history, context and institutions



■ **The University is a federal institution consisting of self-governing Colleges of outstanding reputation**

The University of London is one of the oldest, largest and most diverse universities in the UK. Established by Royal Charter in 1836, the University is recognised globally as a world leader in Higher Education.

The University of London was founded for public benefit, to promote education and knowledge, and was a pioneering institution in making higher education available to women and those unable to pursue traditional forms of study. From its establishment, the federal University was committed to awarding degrees irrespective of a student's religious affiliation. In 1878 the University became the first in the UK to admit women on the same terms as men, and the first female graduates received their degrees in 1880. In 1858 the University established its 'External Programme', administering exams and awarding qualifications to students learning at other institutions or pursuing self-directed courses of study. This activity continues to this day through the International Programmes, run as a collaboration between the University and a number of the Colleges. Through its external awards and through a number of special relationships, the University has also encouraged the development of educational institutions across the UK and around the world.

The University is a federal institution consisting of self-governing Colleges of outstanding reputation and a number of highly acclaimed Central Academic Bodies and activities. Federally, there are c.170,000 students across the Colleges and the central University, including the International Programmes. The central University, in addition to its Central Academic Bodies, provides a suite of innovative high-quality academic support and professional services, and manages a valuable property portfolio.

## Central University Key Statistics

- **Over 54,000 students studying with the International Programmes run by the University in partnership with the federal Colleges**
- **SAS has over 60,000 attendees at over 2,000 research, public engagement and research training events each year**
- **c.150,000 library visitors to Senate House Library and its collections**
- **c.115,000 federal students served by careers, housing and other employment services**
- **3 million Moodle (a virtual learning environment) users**
- **c.800 staff employed**
- **Annual turnover in excess of £145 million**
- **The University estate is of significant value and size (c.390,000 m<sup>2</sup>) – located primarily in the Bloomsbury Knowledge Quarter**





■ London is the global hub for academic excellence and the University of London is a renowned mark of excellence

*Our work is influenced by a number of underpinning themes:*

**London and the world** – London is the global hub for academic excellence and the University of London is a renowned mark of excellence, differentiating its members from an increasingly crowded field. The federal University is at the intellectual heart of this hub, enabling us to play a key regional role in promoting learning and knowledge via our partnerships and networks. While our roots are in London, we have a national and global reach through our academic work and have a brand that is the envy of others. Internationally, the Federation plays a significant role through its academic endeavour and as a UK ambassador.

**Access and the student experience** – Widening access to education and knowledge creation, promotion and facilitation, have always been at the heart of our mission since our foundation. Our International Programmes extend across 180 countries providing access to excellent education at affordable prices, and our School of Advanced Study and Libraries have a unique national remit in Humanities Research, Promotion and Facilitation (RPF). The central University plays a vital role in enhancing student life, through high-quality services and facilities that provide an excellent learning environment, the development of employability skills and job opportunities, and essential services. The University is therefore, well-placed to enhance the student experience through its distinctive combination of academic activity, services and facilities.

**Public benefit** – The University was founded for the purpose of public benefit, and that mission continues to shape our activities, not least in the provision of affordable higher education around the world delivered by the International Programmes. The University also promotes learning and scholarship, and its research seminars are open to the public and available online. The federal University contributes to London communities through public engagement projects and offers local access to its facilities.

**Collaboration** – The relationship between the central University and the federal Colleges and Institutes is fundamental to our success and this Federation is a focal point for networking, knowledge sharing and collaboration. It is a partnership whereby each institution can fulfil its own distinctive activities and also act together for mutual benefit, as and when appropriate, creating a potency that is more than the sum of its parts. The development of our work will be complementary to the activities of the Colleges and there will be an underlying principle that Federation membership is recognised in our academic development, service offer and property strategy. This Strategy reflects an increasingly transparent and mature relationship of equals with a good balance of shared risk and reward. Flexibility and innovation are core attributes of this partnership, and the nature of how the University engages with its members will necessarily change over time.

# Aim 1: deliver academic excellence



## 2014 onwards – the role and direction of the University

Our academic mission encompasses the pursuit of excellence through, amongst others, our research institutes and libraries, and also the widening of student access to academic attainment through flexible learning. Excellence and access are mutually supportive goals, and these themes are developed further in specific strategies for International Programmes and the School of Advanced Study. The future direction for International Programmes has been developed by a federal working group led by the Vice-Chancellor. The SAS strategic framework is founded on the endorsement from HEFCE which expressed its confidence in the research promotion and facilitation and public benefit that we provide to the humanities, broadly defined. This framework is centred around a national and international mission focusing on Research, Promotion and Facilitation (RPF).

The University of London brand and our collective academic reputation provide Colleges and the Central Academic Bodies with a substantial reach and visibility. The collective membership of the University is also a powerful network for research partnerships and a means to promote success, access unique research facilities and collaborate with other world-class institutions. The University's Central Academic Bodies will continue to work with Colleges on specific ventures where opportunities arise, and to negotiate the appropriate boundaries of their academic activity, in order to ensure our work is complementary rather than competitive.

The University will also continue to pursue opportunities, in partnership with Federal members and others, to contribute to the London cultural economy and influence policy through London-wide initiatives and forums.

A flexible and innovative approach is required to meet the challenges posed by a highly competitive environment, technology advances and downward pressures on higher education funding. The University will invest in its academic assets and programmes in order to ensure that they continue to be held in the highest regard, following discussions with Colleges, other institutions and policy-makers. Crucial to the financial support for our academic strategy is the development of income sources from research grants and a fundraising capacity linked to specific activities that avoids competing with Colleges.

The other components of this Strategy focusing on services and property play a vital role in enhancing our academic offer, through for example embedding employability in the academic curriculum, the provision of innovative virtual learning environments, and developing Senate House as an academic hub. All these components, across our four aims, combine to constitute our distinctive academic contribution.



Dr. Mary Stiasny,  
Pro Vice-Chancellor  
(International)  
Dean and Chief Executive of  
the International Programmes

**“The global education sector is changing rapidly, but the mission of the International Programmes remains the same – to make affordable, high-quality university education available to all. To maintain our unrivalled record in the field we will enhance our network of teaching Institutions, develop new programmes, and continue to ensure our existing programmes are academically stimulating and relevant.”**

## What success will look like – key outcomes and activities

**International Programmes:** Our vision is, in collaboration with Colleges, to be the world’s leading provider of flexible modes of education that are focused on student learning and build opportunities for our students and their communities. We will have developed a multi-track approach to our programme offer that provides different models of collaboration and involvement.

From 2014 onwards, we will further enhance and develop:

- **the International Programme offer** through new programmes, a variety of access channels for students and different programme models
- **the student service portfolio**, streamlining our systems and communications with students, and delivering new learning and assessment tools
- **student progression and achievement** through enhanced pedagogy and student support, and through engagement with teaching institutions
- **the financial sustainability of International Programmes** and its financial contribution to the University through increased student numbers, cost management and the provision of optional value-added student services
- **collaborative provision**, working closely with Lead Colleges, developing new services for our partners and exploring collaborative ventures, such as our involvement in the project to develop a new campus at the South China University of Technology



Professor Roger Kain,  
Pro Vice-Chancellor (Research)  
Dean and Chief Executive of  
the School of Advanced Study

**“Our challenge is to become an indispensable component of the UK humanities research infrastructure.”**

**The School of Advanced Study (SAS)**, its institutes and libraries will continue to fulfil the national and international RPF mission, to provide excellent facilities and services for the humanities, broadly defined. The unique role of the School was endorsed in 2013 by HEFCE, and a new strategic framework has been agreed, with three strategic ambitions to:

- **provide world-class support to individuals, networks and organisations conducting humanities research, nationally and internationally;** identify and lead debates that stimulate new agendas and innovate thinking; showing creativity in developing research services, resources and research training and ensure that the social, cultural and economic benefits of humanities research in the UK are publically recognised – this will include fostering interdisciplinary research projects and networks with a focus on fellowships and early career scholars, enhancing our UK-wide research training provision, and public engagement events such as an annual UK Humanities Festival
- **produce and disseminate exemplary internationally-recognised research** to underpin the School’s research promotion and facilitation mission
- **continue to develop doctoral researcher training and market-leading taught postgraduate programmes** leading to University of London degrees, complementary to the work of Colleges

This requires further investment in the academic staff of the School, which in turn will raise the research profile, enhance the student experience and promote the reputation of the University. In the medium-term this should enable the University to attract a greater level of research funding.



**Senate House Library (SHL)** has a dual role of supporting federal taught students in their studies and providing first-class research facilities for researchers and academics, in its prestigious location, working closely with the SAS (its Institutes and libraries) and Colleges. It will seek to enhance its national research standing through the development of its historic and modern collections, collaborative projects and hosting conferences. In order to continue to provide first-class library services to the Federation and beyond, the University will work to improve the financial position of SHL, through attracting new research users, a re-balancing of open and closed access and a business model that can cover the cost of providing services to users.

**The University of London Institute in Paris (ULIP)** will seek to grow and diversify its teaching programme and research base focusing on Europe and North Africa, using appropriate federal and other partnerships. This includes closer links with SAS through the Institute of Modern Languages Research and the development of the Centre for Post-Colonial Studies.

**The University of London Degree and QAA** – In 2017–18 the University will be subject to a QAA Review. The University's position is a complex one, given its unique relationship to Colleges and the global reach of its International Programmes. Academic quality matters, and maintaining the world-class standard of the University of London degree, will therefore continue to receive a high priority across all academic areas. To this end, we will examine potential enhancements to the central University quality assurance system and student administration support. The University will assess its success through a satisfactory outcome to the 2017–18 QAA Review.

**Federal Academic Collaboration** – The University will seek to promote and facilitate federal academic endeavour exploring academic opportunities with interested federal partners. This could relate to new programme development and cultural initiatives, including academic support and property linkages.

## How will we and others know we have succeeded?

The annual Operating Plan of the central University will use the aims and objectives set out in this Strategy and provide more detail on the planned activities for that year, with targets and benchmarks where appropriate. This will provide greater flexibility and immediacy to our performance framework. As a general guideline, we will review our performance in relation to this aim through the use of the following evidence areas:

Evidence Area	Baseline Position	Target Direction
<b>New programme development in International Programmes</b>		Five new programmes by 2017
<b>Academic progression and achievement in International Programmes</b>	Indicator/targets under development	Indicator/targets under development
<b>International Programmes student numbers</b>	International Programmes (IP) – c.54,000 ‘active’ students [March 2013]	Target of 70,000 (‘active’ students) by 2019
<b>Research Promotion and Facilitation (HEFCE Support)</b>	HEFCE provide £8.5M annual University funding for SAS to deliver its RPF objectives [funding agreed from 2013–14]	Securing continuing approval from HEFCE for rolling five year programme of funding
<b>Securing specific research grants (in total and per academic FTE)</b>	SAS research income: £1.3M, £53k per FTE [2012–13]	SAS and ULIP research targets to be reviewed through the annual Operating Plan. Aim to increase volume and per FTE figures by 10%
<b>Research use of Senate House Library and its collections</b>	SHL – 120,000 postgraduate/research visits [2012–13]	Increase research use (online and in person) of the libraries by 15% by 2019
<b>Levels of student and academic satisfaction, measured through surveys</b>	SAS postgraduate teaching and research surveys: c.91–92% satisfaction [2012–13] Other baselines to be established [International Programmes and ULIP]	Aim to score 3–5% above the appropriate national average – all academic bodies (with bespoke targets and benchmarks)
<b>QAA – University and International Programmes</b>	In 2011, the QAA gave a judgement of confidence to both the central University and International Programmes	A satisfactory outcome to the 2017–18 QAA review

The underpinning specific strategies for this aim are:

- International Programmes Strategic Plan
- School of Advanced Study, Strategic Framework

# Aim 2: provide innovative high-quality academic support and professional services



■ The overall aim is to become the provider of choice for academic support and professional services in our chosen areas, building on the strength of our position

## 2014 onwards – the role and direction of the University

The overall aim is to become the provider of choice for academic support and professional services in our chosen areas, building on the strength of our position.

The challenge for 2014 onwards is to develop existing and new innovative high-quality services and to increase the financial surplus from service expansion to other bodies, without diminishing the commitment or quality of service to our existing users.

The University manages and will further develop a suite of student, academic support and professional services for Colleges and other institutions, covering: careers, employment, housing, libraries, virtual learning, computing, student recreational and developmental services, examination services and other specialist professional services. Our service offer is integral to our overall mission, with academic support services underpinning the excellence of our academic offer.

We will manage our student-facing services to ensure that they achieve and maintain high standards of quality, and innovate in order to develop our services further, focusing on each aspect of the student journey from pre-entry to post-graduation. Many service development initiatives will centre on enhancing the day-to-day experience of our student consumers, whether they access our services directly or those we provide through their Colleges and Institutes.

The strength of our services business lies in our position in the sector, giving us sector expertise and academic linkage. The quality and value of services are demonstrated through their increasing take-up, often in the face of commercial competition. The breadth of our service offer to the sector provides an excellent platform to expand into related service areas and win new customers. In addition to our core services, flexible opt-in services provided on a price basis, will be offered to Colleges and other bodies, in order to generate surplus funds for re-investment in service development, academic programmes or the estate. Non-federal services, provided through a commercial business model, allow for a greater economy of scale that benefits all users through creating a more efficient overall business.

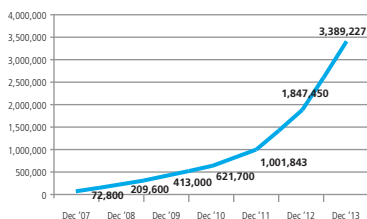
We will continually review the quality, value and financial return of the services we offer, using appropriate external benchmarking and customer feedback, particularly for those services that are currently running below cost. We will work with our stakeholders and customers on how services can be improved within an effective business model; this model will facilitate a clear understanding of charging practice, differentiating between membership fees, negotiated charges and prices.

## What success will look like – key outcomes and activities

The University will build on its excellent track record in this area to develop our services further, in conjunction with our academic and estates activities, in order to meet our dual purpose of enhancing our services and generating additional income.

Our service plans for 2014 onwards, will be developed further into one overall framework, and include the following objectives and areas of service development:

**Registered Moodle Users**



### Enhance the student learning experience

- expand the range of learning technology tools to provide an integrated suite of services incorporating new developments such as video and social media
- strengthen and innovate in our student library service, through a new library management system that has enhanced functionality, and better academic digital resources

### Maintain and develop sustainable student recreational, housing and development services

- further develop housing advice and letting services to students, including new web portals and professional training, and potentially offer services to other educational bodies
- examine the options for a new student centre and create a first-class facility for students
- examine the potential for developing additional student well-being services

### Enable organisations to educate and develop individuals to achieve and maintain career success

- maintain the excellence of the careers and employability services and extend to other institutions
- extend the range and scope of our successful Temp Agency and Internship services

### Provide innovative high-quality support and professional services to institutions

- grow our data centre hosting business to provide a range of infrastructure services, with access to the 'Cloud'
- provide solutions and services for line-of-business application systems, beyond our current finance systems offer
- explore the feasibility of potential services centring on the collection and analysis of key metrical data to identify trends and interventions, such as student retention information
- extend specialist support services to the sector in areas such as HR, compliance and finance



### Develop services in order to realise commercial opportunities

The University will continue to investigate and develop a range of ‘shared services’ for the Federation and the sector, through a number of initiatives. These include:

- *Facilities Management (FM) Co-operative* with a number of Colleges, in order to deliver improved resilience, flexibility and value for money whilst offering front-line staff improved terms and conditions
- *Commercial Shared Services* – focusing on an expanded commercial service offer to the wider sector of a range of non-academic support services, through a potential partnership with a private provider/investor

### How will we and others know we have succeeded?

The annual Operating Plan of the central University will use the aims and objectives set out in this Strategy and provide more detail on the planned activities for that year, with targets and benchmarks where appropriate. This will provide greater flexibility and immediacy to our performance framework. As a general guideline, we will review our performance in relation to this aim through the use of the following evidence areas:

Evidence area	Baseline position	Target direction
<b>Income turnover and surplus targets in relation to service provision</b>	2013–14 financials will be the base [split into broad service areas] <i>[academic funding and property income covered in other aims]</i>	Target – a 10% overall operating surplus from ‘Commercial Services’ by 2019–20 – with a particular focus on new customers and additional services Target a minimum of cost recovery for core federal services.
<b>Delivery of specific service development projects</b>		Key projects identified annually aligned with strategy, budget and governance
<b>Quality satisfaction levels in relation to specific service delivery</b>	Baseline position for key services to be established during 2014–15	Surveys – perception by users to be at good or excellent
<b>Activity levels for key services where these are indicative of success</b>	Baseline position to be set out in 2014–15 Operating Plan for key services	Target position to be set out in 2014–15 Operating Plan for key services

The underpinning specific strategy for this aim is:

#### ■ Services Strategy (external business)

[Likely to be finalised in 2015.]

# Aim 3: property that is valued and relevant

## 2014 onwards – the role and direction of the University

Our vision for the estate is the University oversees a portfolio of property and associated services that supports our academic endeavour, is valued by users, has the right buildings for their function and makes a significant contribution to the University's financial sustainability.

The University owns and manages a large prestigious estate which includes academic and service buildings, student halls of residence, a book depository, gardens and private residences. These host a number of key activities that are fundamental to an effective University, notably academic space, libraries, student accommodation, student services and conference facilities. The University is the custodian of the estate on behalf of the Federation and as such provides facilities for the Central Academic Bodies and acts as a landlord to some of the nearby Colleges and other institutions.

To date, the University has focused on providing estate solutions to the Federation. From 2014 onwards, the University intends to change its estate management approach, so that there is equal focus on asset enhancement and improving the financial return. This reflects the increasingly competitive nature of the education sector and the need to accelerate levels of investment in the estate. The change in focus will enable the University to better meet the needs of the Colleges, Institutes and their students; develop a more constructive working relationship with other partners and stakeholders; and, equally important, generate returns that can be re-invested. The new strategy will seek to concentrate academic and federal University activity into our core estate in order to release other property/land for commercial income generation.

The University's estate, with the iconic Senate House at its heart, is not just an asset for the University but also for London and the wider community. We will continue to safeguard its heritage as well as encouraging public access to the buildings and enhance academic activity.

The University Estates Strategy sets out how we will maximise the use of land and buildings. This all requires extensive partnership working with Colleges and sound commercial management of advisors, contractors and service providers.





## What success will look like – key outcomes and activities

The estate will be developed further in order to fulfil a number of objectives:

**Greater use of Senate House as an academic hub and development of the public realm** – the University will progress this objective through a number of projects and initiatives:

- the new North Block refurbishment, with SOAS and The Institute of Historical Research as tenants, will be completed with a significant improvement to the academic campus
- consideration will also be given to changing the use of the Senate House Tower from storage to academic space, in order to progress our academic hub objective
- develop the public realm through working with Colleges in the vicinity of Senate House to encourage greater public access and enhance the campus experience for students, academics, staff and visitors
- seek to release space for academic purposes through better space utilisation
- improve facilities to enhance opportunities for networking and events

**Further modernisation and expansion of student residences** – through re-development, refurbishment of existing buildings and the possible acquisition of new properties. Through on-going investment maintain an agreed quality standard experience for student accommodation and maintain a positive user experience. This will include the new student residences at Cartwright Gardens which will deliver an additional 200 beds to an agreed standard and safeguard our lease.

**Increase the financial return from the estate** – realising development opportunities as they arise, and maintaining a high occupancy rate in halls of residence.

**Ensure that there is a good fit between buildings and their function** – we will realise development opportunities and plan projects to achieve the right buildings for academic, student services, staff, conference, and storage use. Key projects will include:

- create a student centre offering first-class services and facilities
- review and progress a plan to modernise our book storage
- a more effective workspace strategy for our administrative functions, including piloting new ways of working

**Act as the custodian of the estate** through its landlord duties with a robust maintenance and life cycle replacement strategy, effective storage provision and efficient facilities management services.

**Ensure that the estate is environmentally sustainable** and energy efficient, working to a carbon reduction target. Central to this will be working with Bloomsbury Consortium partners to ensure continuity of energy supply through refurbishing existing plant and equipment and evaluating the potential to extend the facilities.

This programme will inevitably evolve, including the approval of new projects, during the lifetime of the Strategy. Projects will be managed through a gateway and business case approach, whereby the University will decide on its priorities and the merits of each major scheme in line with its Strategy, plans and the funds available. In addition, the University will increase its expenditure on maintenance in line with a property lifecycle approach based upon condition survey targets.

## How will we and others know we have succeeded?

The annual Operating Plan of the central University will use the aims and objectives set out in this Strategy and provide more detail on the planned activities for that year, with targets and benchmarks where appropriate. This will provide greater flexibility and immediacy to our performance framework. As a general guideline, we will review our performance in relation to this aim through the use of the following evidence areas:

Evidence area	Baseline position	Target direction
<b>Availability and occupancy level in student halls of residence and total number of beds</b>	96.9% term-time occupancy [2012–13] Total beds 2834 [2012]	Aim of 99% term-time occupancy across the portfolio Additional 2000 bed spaces by 2020 [from 2012 position] through Halls and lettings
<b>Quality satisfaction levels in relation to specific service delivery</b>	Regular surveys are undertaken in Halls FM contracts monitored for performance	Set target level (good or excellent) and implement action plans arising
<b>Delivery of specific estates projects</b>	Rolling programme reviewed at regular intervals	Monitoring of individual projects
<b>Maintenance targets in relation to the Condition Survey</b>	Condition survey completed during 2014	To be agreed once survey is completed – aim to get all properties to a good serviceable condition
<b>Rental income</b>	Baseline to be established from 2013–14 financial figures	Annual targets to be agreed for each Operating Plan
<b>Carbon reduction target</b>	From a 2009–10 baseline: 12–13 target was 8.6% (achieved 6% reduction)	Target of 20% reduction from 2009–10 base by 2019

**The underpinning specific strategy for this aim is:**

- **University of London Estates Strategy**

# Aim 4: manage a high-performing organisation



## 2014 onwards – the role and direction of the University

In order to deliver its academic, service and property roles and supporting plans, the central University has to be a high-performing organisation that thrives in a changing environment. The central University will strengthen its 'One University' approach, whereby common objectives, co-ordinated processes, efficiencies and mutual awareness are actively pursued. The right balance will be struck between this approach and the diverse activity areas of the central University.

Our staff are at the heart of this aim and we will increase our investment in staff development, encourage a common purpose across our diverse activities and enhance our capacity where gaps exist, in order to deliver our plans.

The Strategy is also dependent upon increasing the level of the financial operating surplus in order to provide the additional funding we require to realise our ambitions.

## What success will look like – key outcomes and activities

**Develop our People** – The new People Strategy, identifies a number of themes – One University, organisational readiness for change, new ways of working, and managing talent. Implementing the plans set out in this strategy will require work to further develop our skills and capacity, and to build our mutual understanding. The University will also seek to change our staffing profile to better reflect the diversity and make-up of the wider academic community and society.

**Sustain our Finances** – *A Financial Strategy summary is set out overleaf.*

**Maintain and enhance our brand** – The brand and reputation of the University of London is a core asset. We will continue to protect the quality of the University of London Degree, seek the views of stakeholders on our work and promote the activities of the University, in order to ensure that the University continues to compete as a recognised centre of academic and service excellence.

**Develop and deliver high-quality ICT systems and services** – The new ICT Strategy (2014–17) covers the provision of ICT services to the central University, an overall architecture and a corporate set of ICT standards. This will provide a common development framework through which all ICT systems will be managed across the central University.

**Further develop customer service approaches** in relation to our internal support services.



Chris Cobb, Pro Vice-Chancellor (Operations) and University Secretary

**“This strategy demonstrates renewed confidence in the University and an ambitious agenda for growth. The quality, innovation and commitment of our staff will be an essential ingredient to our success, enabling our organisation to be the best it can be”**

**Effective governance and management** – The University will, through a phased approach agreed with the Colleges, update aspects of its governance structure in order to respond to recent changes and to align with this Strategy. In 2014 there will be a new Chair of the University’s Board of Trustees, who will play a vital role in steering the University and championing the University and its aims. University managers will lead the implementation of the work outlined in this strategy.

## How will we and others know we have succeeded?

The annual Operating Plan of the central University will use the aims and objectives set out in this Strategy and provide more detail on the planned activities for that year, with targets and benchmarks where appropriate. This will provide greater flexibility and immediacy to our performance framework. As a general guideline, we will review our performance in relation to this aim through the use of the following evidence areas:

Evidence Area	Baseline Position	Target Direction
<b>Generation of surplus cash from operations (pre-investment)</b>	£4.9M, 3.4% [2012–13] – operating surplus before capital and operating investment	Staged increase in the Operating Surplus (see overleaf) to 5% by 2019–20
<b>Basket of key responses from the staff survey, relating to staff engagement</b>	Engagement score of 68% based on participation rate of 59% [2011–12 survey results] No agreed sector benchmark	Aim to improve scores Target of a minimum of 70% engagement score for every survey and 70% participation Specific action plans will be updated annually
<b>Quality satisfaction levels in relation to specific internal support services</b>	Base and methodology to be established by the end of 2014–15	Agree targets with customers and report back annually
<b>Perception audit (from external stakeholders)</b>	The 2014 Perception Audit provides a baseline	Specific actions plans will be developed or revised annually

**The University will pursue this aim through its departmental plans, robust corporate management processes and three underpinning central University strategies:**

- **People Strategy**
- **Financial Strategy**
- **ICT Strategy (internal architecture, services and development) – central University**

# Financial Strategy

## Overall goal

The University's Strategy has to be founded on the sustainability of its financial position and robust financial management. The University wishes to increase the amount of its financial operating surplus in order to generate sufficient funds to meet the ambitions of this Plan; additional investment funds, both for the capital programme and operational projects, are vital to refresh our work as a failure to act will lead to slow decline. Historically our business model has not generated the level of surplus we now require and the strategy therefore, is to increase and further diversify the University's sources of income. Diversification will not only spread financial risk but also provide a greater degree of flexibility for University managers to develop our operational plans in line with this Strategy.

To fulfil the plans outlined in this Strategy it is estimated that the University requires an investment of c.£80M for the five years 2014–19. This provides for a base capital programme averaging c.£16M per year (excluding any additional large student halls projects) which is an increase on the current average of £8M per year. Whilst some of this investment will come from current cash balances, this increase will also need to be generated from the financial operating surplus, and the University will seek to move, in stages, to a position where the surplus is raised from the current 3.4% (£4.9M) to the sector mean of 4.4% and potentially to a target of 5% (c.£9M) by 2019. The University will wish to ensure that it has the flexibility to respond to opportunities and circumstances as they arise, potentially investing in development activities across a range of projects and initiatives.

## Steps towards an increased surplus

The University proposes to increase the financial operating surplus through all the following areas:

1. **Academic** – Increasing student numbers in International Programmes via a range of business models offering different levels of collaboration and involvement
2. **Academic** – Raising additional income for our academic work through fundraising activities, extra research income arising from our academic investment, and a further use of existing trusts and endowments
3. **Services** – additional income from new customers and new markets, and possibly investment from new partners
4. **Services** – addressing areas of cost under-recovery and efficiency within the existing service offer
5. **Property** – greater return on property assets, through realising new development opportunities and an increased income from rents and leases as opportunities arise
6. **Organisation** – Savings through better procurement, space utilisation and operational efficiencies

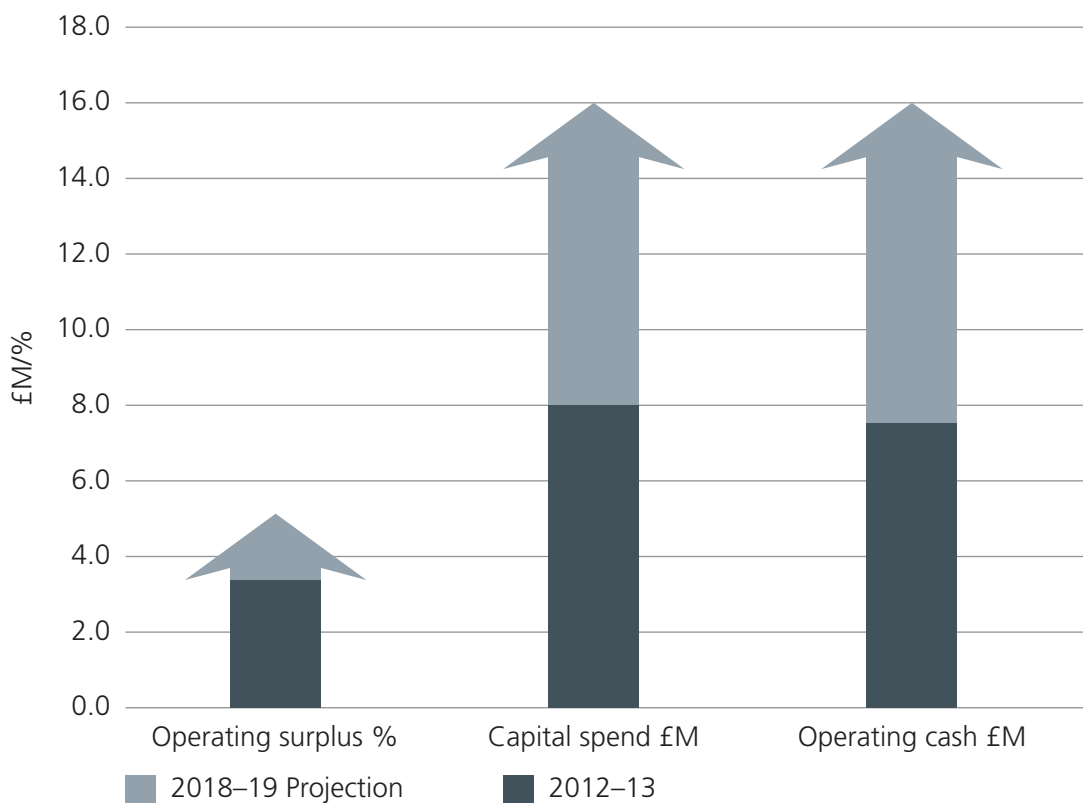
Further details of surplus targets against these areas will be provided in the forthcoming Financial Strategy and reviewed regularly via the annual Operating Plan. The University recognises the level of risk involved in delivering additional surplus from the activities outlined above, and will make timely decisions on priorities and the potential use of cash reserves and borrowing to meet its aims.

## Outline financial investment requirement

Aim	Financial challenge and direction
<b>Aim 1 – Academic</b>	<ul style="list-style-type: none"> <li>■ Investment in new international programmes and an improved student experience</li> <li>■ Investment in academic staff in Institutes and library infrastructure</li> <li>■ Improve the financial sustainability of the libraries and ULIP</li> <li>■ Investment will be supported by additional funds from fundraising and research</li> </ul>
<b>Aim 2 – Services</b>	<ul style="list-style-type: none"> <li>■ Start-up investment for FM Co-op and Commercial Shared Services 'live running' (if approved) – medium-term return on investment</li> <li>■ Investment in the development of services for students, graduates, and institutions</li> <li>■ Investment projects will be tested against clear return-on-investment and benefit criteria</li> </ul>
<b>Aim 3 – Property/Halls</b> <i>This is potentially the largest area of investment</i>	<p><b>Property</b></p> <ul style="list-style-type: none"> <li>■ Capital investment in Senate House and its surrounds, student services and other parts of the Estate</li> <li>■ Increase in maintenance expenditure in order to reduce longer-term lifecycle costs</li> <li>■ Using our property portfolio to generate more income including assessing development opportunities</li> </ul> <p><b>Student Halls of Residence</b></p> <ul style="list-style-type: none"> <li>■ Cartwright Gardens Re-development Project, which will increase bed capacity</li> <li>■ Refurbishment of other Halls</li> <li>■ Investigation of additional Halls capacity</li> </ul>
<b>Aim 4 – Organisation</b>	<ul style="list-style-type: none"> <li>■ Investment in staff capacity/development, upgrading ICT, Senate House facilities</li> </ul>

Decisions on investment projects and plans will be taken by the University taking into account: its strategies and plans; priorities; funds available; stakeholder views; risk and the business case with regard to benefits and the return on investment.





## Strategic risk

In delivering this Strategy, the University is aware of and will mitigate against the following risks:

1. The absence of agreed and effective delivery plans to develop our academic programmes, resulting in their decline, either in reduced scale or quality
2. Failure to develop and sustain our service offer through lack of investment or commercial expertise, inappropriate partnerships or changes that have an adverse impact on existing services
3. Failure to generate sufficient operating surpluses
4. Management and organisational problems due to scarce capacity and skills

# University Strategy (2014–19) – aims and objectives

## Aim 1 – Academic Excellence

### Main areas covered:

International Programmes, SAS and Institutes, SHL, ULIP, QAA/University Degree, Federal collaboration.

### 2014 Onwards – Key objectives/activities

- To be the world's leading provider of flexible modes of education, in collaboration with our Colleges
- To provide world-class support to individuals, networks and organisations conducting humanities research, nationally and internationally
- To produce and provide exemplary research, research training and taught programmes within the humanities, broadly defined
- To uphold the quality of the University of London degree award
- To promote and facilitate federal collaboration through new academic and cultural initiatives

## Aim 2 – Innovative High-Quality Services

### Main areas covered:

Shared services approach, Careers, Employment, Housing, Student support services and systems, Virtual Learning Environment systems, Library undergraduate services. Other professional services to Colleges and HEIs.

### 2014 Onwards – Key objectives/activities

- Enhance the student learning experience
- Maintain and develop sustainable student recreational, housing and development services
- Enable organisations to educate and develop individuals to achieve career success
- Provide innovative and high-quality support and professional services to institutions
- Develop services in order to realise commercial opportunities

## Aim 3 – Valued and Relevant Property

### Main areas covered:

Academic Hub, Senate/Stewart House and surrounds, Student halls of residence conference facilities, management of estate, landlord duties, public realm/community access, FM.

### 2014 Onwards – Key objectives/activities

- Greater use of Senate House as an academic hub and development of the public realm
- Further modernisation and expansion of student residences
- Increase the financial return from the estate
- Ensure that there is a good fit between buildings and their function
- Act as the custodian of the estate
- Ensure that the estate is environmentally sustainable



## Aim 4 – A High-Performing Organisation

- Develop our people
- Sustain our finances
- Maintain and enhance our brand
- Develop and deliver high-quality University ICT systems and services
- Broaden our customer service focus
- Ensure effective governance and management

# The University of London members

## **Colleges and Institutes**

- Birkbeck, University of London
- Courtauld Institute of Art
- Goldsmiths, University of London
- Heythrop College
- The Institute of Cancer Research
- Institute of Education
- King's College London
- London Business School
- The London School of Economics and Political Science
- London School of Hygiene and Tropical Medicine
- Queen Mary University of London
- Royal Academy of Music
- Royal Central School of Speech and Drama
- Royal Holloway, University of London
- The Royal Veterinary College
- St George's, University of London
- SOAS, University of London
- UCL

## **Central Academic Bodies and activities**

- School of Advanced Study
- Senate House Library
- The Careers Group
- University of London Computer Centre
- University of London Housing Services
- University of London Institute in Paris
- University of London Intercollegiate Halls
- University of London International Programmes



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