

Sector impact assessment

Name of policy/initiative/project	Leadership, Governance and Management Fund (LGMF)
1. What are the aims of this policy/initiative/project?	<p>We established the LGMF in 2004 to build on our work in encouraging the development of good management practice in the higher education (HE) sector. The four aims of the LGMF are :</p> <ul style="list-style-type: none"> • to encourage the development and embedding of recognised good practice in the areas of leadership, governance and management, involving collaboration between higher education institutions (HEIs), and the dissemination of good practice across the sector • to provide measurable change in, and impact on, the quality of leadership, governance and management and organisational performance • to seek and sustain value for money • to provide esteem and recognition for leadership governance and management.
2. At what stage of the development process is this SIA being undertaken?	<p>As the fund enters the final year of its second phase (2007-10). This assessment covers the impact of the fund and its process. Individual projects should undertake their own assessments.</p>
3. Do existing data sources enable us to provide evidence of impact? If not, how should be best gather evidence?	<p>There is evidence in two independent studies, by:</p> <ul style="list-style-type: none"> • Oakleigh Consultants (2007), which evaluated the impact of the first phase of the LGM Fund (2004 to 2007) and of its predecessor the Good Management Practice (GMP) Fund • Nicola Dowds (2008) on reasons why applications fail. <p>Each project also undertakes an evaluation of its own effectiveness.</p> <p>Attendance at the annual LGMF conference, which acts as a showcase for fund projects, also provides an indicator of the sector's interest in and willingness to adopt the good practice developed in the projects. We anticipate that future evaluation of the fund will seek specifically to evaluate its impact on equality and diversity and on sustainable development.</p>
Regulatory impact assessment	
4. Will this policy/initiative/project require HEIs to pay for or carry out additional work in response to our demands? If yes, please describe the additional work	<p>LGMF process is intended to present minimal burden to applicants.</p> <p>There are no bidding deadlines; applications may be submitted at any time and will be assessed within seven weeks. Applicants are asked to scope potential projects and a contribution to the project, either in staffing, equipment or direct funds to the costs of the project, is normally expected as evidence of sector demand for and commitment to the project.</p> <p>Application to the fund is, however, voluntary, and the benefits to the HEIs involved should therefore outweigh the initial investment, otherwise they would not seek the Council's support.</p> <p>The monitoring mechanisms for funded projects are intentionally light touch, involving reporting on a short template for low-risk projects (the majority of projects) to regular reporting, and in some</p>


	cases, often by invitation, HEFCE steering group membership for projects at higher risk (relatively few projects).
5. If so, do the benefits of doing this to the delivery of HEFCE strategy, the HE sector, the HEI itself and others outweigh what we have asked HEIs to do? If yes please describe the benefits	<p>Each project has a range of benefits, identified by the project team, both for the individual HEI and its partners, and for the sector as a whole in terms of development of good practice. The HEI also has potential gains in terms of enhanced skills among its staff and greater visibility as a result of identification with the project.</p> <p>The collaborative nature of the projects also presents opportunities for HEIs to develop strategic alliances. The assessment of each project inherently considers the value for us as well as the value for the sector and the HEI. Therefore each project is expected to make a contribution to the delivery of our objectives for good practice development in the sector, whether this is for the sector as a whole or a specific policy area, including LGM.</p> <p>There is an element in our assessment process which promotes collaboration and the promulgation of the findings to the sector as a whole, in order that the whole of the HE sector can benefit from the funding provided.</p>
6. How have you arrived at this judgement? Please refer to the results of consultation and other supporting evidence.	Independent evaluation of the first three years of the fund indicated that our investment had made a significant contribution to improving LGM practice in English HE. The majority of LGM projects would not have taken place without the HEFCE funding, and the investment stimulated innovation, risk-taking and practical improvements in management practice. Such 'pump-priming' offers an important means to build the sector's capacity while minimising the risks to which individual HEIs may be exposed through piloting innovative practice. Attendance at, and feedback from, LGMF conferences suggests that the sector welcomes and is eager to participate in the learning of the projects.
Equality and diversity	
7. Which individuals or groups are likely to be affected by this policy/initiative/project?	The fund affects any member of staff in the sector as a potential project leader or as a beneficiary of a project. Senior and middle managers within HEIs, and sector bodies such as BUFDDG and AUDE are most directly involved. Individual projects can and have addressed diversity issues such as flexible working, age, black and minority ethnic (BME) staff, faith, and the establishment of networks to support historically under-participating groups. Steering groups for these projects particularly target representation from staff from within the protected characteristics, or people with experience in these areas.
8. What is the likely impact on these groups (is it positive, negative or neutral)?	<p>Individuals who manage projects and those involved in its development and implementation are likely to gain skills development and visibility both within their own HEI and within the sector by association with the project. Where projects on equality and diversity themes are unsuccessful, there may be a negative impact on applicants' confidence.</p> <p>The outcomes of individual projects will have an effect which is dependent on each project itself. A number of projects have been supported which have specifically promoted the equality and diversity agenda, and research, supported by the fund, has been commissioned from the Equality Challenge Unit (ECU) on the experience of BME staff working in HE, which will probably add to our knowledge of the fund's impact.</p>

<p>9. If negative, what actions have been taken to mitigate the effect?</p>	<p>ECU advice is sought to ensure best outcomes from projects on equality and diversity themes. Where applications on these themes are not successful, we provide feedback.</p> <p>The application form asks potential applicants to consider the likely impact of their project for equality and diversity. We give detailed feedback on this section of the form, pointing out that the promotion of equality and diversity is a legal requirement for the Council, and indicating where we think the project might make a contribution.</p>
<p>10. Can this policy/initiative/project be used to ensure and promote both equality and diversity? If so, how?</p>	<p>The fund can and has been used strategically to develop projects which promote equality and diversity. We can identify work that needs to be done in support of a strategic objective (for example, the promotion of an inclusive workforce), and then to work with an interested HEI to develop a proposal. This is known as a 'facilitated' project. We use this approach to identify areas where we are aware there is a gap in our knowledge base, or in relation to a new and emerging equality issue such as inter-faith literacy. This is particularly important in the run up to the introduction of new equality legislation.</p> <p>We provide feedback on each proposal's early assessment of its potential impact on equality and diversity, which applicants include on the application form.</p>
<p>Sustainable development</p>	
<p>11. What is the likely impact of this policy/initiative/project on sustainable development? Is it positive, negative or neutral?</p>	<p>The fund makes a major contribution in supporting initiatives on sustainable development in the HE sector.</p> <p>After a review of the fund's administration, we now ask that applications and follow-up communications are made by e-mail where possible.</p> <p>The impact on sustainable development for individual projects will vary, and is taken into account in the assessment process.</p>
<p>12. If negative, what actions have been taken to mitigate the impact?</p>	<p>Some projects are explicitly designed to promote issues related to sustainable development. Nevertheless, LGMF funding will create different reasons for travelling (for example, to steering group meetings and events) which will have some environmental impact. Specific projects may have significant negative impacts and we may need to carry out individual assessments for these.</p> <p>A key element of the fund is the dissemination event, jointly organised by HEFCE and the Leadership Foundation for Higher Education. We are working with the foundation to mitigate its potentially negative impact in terms of travel and materials costs. This involves a dissemination strategy for conference proceedings and careful sourcing of catering. A further mitigation is that the conference can be used as an opportunity to promote sustainable development issues.</p> <p>The fund also encourages projects to maintain publicity via websites rather than through print media.</p>

<p>13. How can this policy/initiative/project be used to create opportunities to support sustainable development? Please indicate how you have maximised these opportunities or why you have been unable to do so.</p>	<p>In developing proposals applicants are asked to describe briefly how their project takes into account the environment, society and the economy, local communities, and (where appropriate) specific regional needs; we feedback on those areas of the proposal, which includes demonstration of our commitment to sustainable development.</p> <p>The fund can be used for projects which promote sustainable development. We have received proposals on green labs and environmental performance indicators. It can also be used strategically to identify where work needs to be done. A piece of 'facilitated' work is currently under development to determine the nature of strategic support needed by the sector to embed sustainable development in terms of knowledge creation and transfer, attitudes and behaviour of university staff and students, and the physical infrastructure of HEIs.</p>
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Certification by Director

This is a fair assessment of the impact of this policy/initiative/project on the HE sector, taking into account the regulatory burden imposed. The policy/initiative/project has been appropriately designed to meet our equality obligations and promote equality and diversity and sustainable development.



Signed

Date 29 October 2009