1. Executive Summary

The University of Sheffield secured funding from RCUK for the project: ‘Remaking the Civic University: creating new cultural standards for public engagement’ (Public Engagement with Research Catalyst). The University of Sheffield is one of eight RCUK Catalysts in the UK working in research-intensive universities. The purpose of the University of Sheffield’s three year project (April 2012-March 2015) has been distilled into three clear aims to:

- Embed a culture of public engagement (PE) with research in the institution through the university’s corporate plan, HR strategy and operational practices.
- Support academics at all career stages who want to do PE through support, mentoring and training (masterclass training programme).
- Create opportunities for PE through the "platforms” such as Festival of the Mind, Doc/Fest, Mobile University, Sheffield Festival of Science & Engineering and Off the Shelf.

Since the inception of the Public Engagement & Impact (PEI) team\(^1\) over 66,600 members of the public have attended our PE platforms (27,182 people attended Festival of the Mind in September 2014). The PEI team has engaged with over 700 staff through our platforms and attending departmental meetings. Over 1,128 colleagues, including academics, researchers, postgraduate students and professional service staff have attended our masterclass training programme.

The original six project objectives have resulted in a huge range of activities taking place over the RCUK Public Engagement with Research Catalyst these were to:

- Create a central team dedicated to enhanced PE enabling support for academic staff across the university in engaging the public with their research. The team will also work with other professional service teams to bring about a change in the culture of the institution that will generate new cultural standards for PE across the institution. They will refine university systems that encourage PE as a two way dialogue and as a means to enhance research.
- Continue to develop corporate strategies to reflect increased commitment to PE.
- Incorporate PE into HR strategies, and establish a framework of reward and recognition for researchers and students involved in PE activities, overcoming the barriers of time and recognition that currently act as a disincentive to PE within academic culture.
- Incorporate PE into faculty and departmental business, and create a network of champions at all levels in the organisation.
- Improve our understanding of stakeholder engagement and communication, by learning from other sectors.
- Learn from others’ experience, through our BEACON partner (Durham).

To varying degrees the six objectives of the RCUK Public Engagement with Research Catalyst have been met. Our distinctiveness has been to work in collaboration to identify mutually beneficial opportunities with the city cementing a partnership approach. By doing this our engagement work has added economic, social and cultural value to the city region reflecting our values as a civic/engaged university.

\(^{1}\) The team was originally called the Public Engagement with Research team and became the Public Engagement and Impact team in May 2014.
Through a combination of leadership from the highest level in reviewing institutional practices and process; to the PEI team providing bespoke, practical support for academics to take their research out to the public; PE has greatly increased, become more embedded and is highly visible in the University of Sheffield. We have gathered data to show that PE activity is of a high quality evidenced by audience and academic feedback. These achievements have had a significant impact on securing long term institutional support for PE; this is underlined by the evaluation report from Hope-Stone Research who comments:

“Possibly one of the most significant findings from qualitative feedback is the belief that PE at Sheffield has really turned a corner. This shift is believed to be down to both external and internal pressures, opportunities and changes. This feedback is based on the widespread response by qualitative participants that PE is more widely accepted across the University and not seen as maverick, irrelevant or a waste of researcher time…”

“The activities of the team have made an impact on the PE agenda and culture. Among those taking part in the qualitative evaluation there is a widespread belief that the work of the team has had a significant and positive impact on PE by the University. The team is seen to deliver what it promises, those considering doing public engagement now know who to turn to for support, and the team gives access to a range of events that staff with different levels of experience can take part in. The events provide a platform for PE but the partnerships that were established for the events and exhibitions can, and in some cases have been, stepping-stones to further, deeper cooperation with city based organisations, for example the Sounds of the Cosmos collaboration with Human Studio.”

The PEI team has been instrumental in creating a space for PE encouraging and brokering mutually beneficial discussions and collaborations to create innovative and creative PE around our research; this is underlined again by Hope-Stone Research:

“The relationships between the external partners and the PEI team are very good and appear to have improved with time, with some partnerships now in their third year or more. The expertise of the Head of Engagement in forming new and lasting collaborations is considered extremely helpful to partner relationships. Working behind the scenes to facilitate working together for good outcomes within the city is seen as one of her key strengths…”

“Partners stressed that for such collaborations to work the winning formula has to be based on co-creation rather than one side telling the other what it wants and then expecting a delivered product or service....Partners feel they benefit from the expertise of the academics, the prestige by association with the university and financial assistance provides benefits.”
2. Key Highlights

Strong Leadership to embed PE across the University of Sheffield

The Public Engagement Leadership team and the PEI team have initiated, managed and delivered a series of strategies and practical actions to increase visibility and formalise and embed PE across the University. The Public Engagement Leadership team comprises the Principal Investigator (PI) Professor Richard Jones, Pro-Vice Chancellor for Research & Innovation and Co-Investigators (Co-Is), Professor Vanessa Toulmin, Director, of City & Cultural Engagement for the University of Sheffield, Professor Tony Ryan, Pro-Vice Chancellor for the Faculty of Science, Hillary Sutcliffe from MATTER and Greg Oldfield, Head of Public Engagement & Impact. Strong leadership at a senior level has enabled the team to ensure PE is considered at the highest level when reviewing the Corporate Plan, Innovation, Impact and Knowledge Exchange (IIKE) strategy and organisational Reward and Recognition Review enabling PE to be represented in the these strategies. A strong, visible leadership team has given PE work high profile, with the PI and Co-Is again re-iterating the importance of PE within the institution.

Reward and Recognition

The PEI team has progressed work to include PE in the reward and recognition processes at the University of Sheffield. The review is currently been considered. However one of the PE champions, Dr Allan Pacey, became a Professor in January 2015 and PE was cited as one of the reasons he had been promoted. In addition Dr Duncan Cameron, a PE champion received his professorship in December 2014, following significant public engagement work during the previous 18 months.

Move into Research & Innovation Services

The PEI team moved from Corporate Affairs into Research & Innovation Services (R&IS) to more closely align PE with impact and to incorporate PE into the costing model for grant income capture. This has given a wider scope and presence at R&IS organised events such as faculty based research away days, impact workshops and early career researchers training programmes, thus broadening the team’s opportunities to connect with academics. The team has worked with colleagues in R&IS and academics to accurately cost and write PE sections of research grant applications to increase funding for PE activity from external sources and increase the number of successful research grants. The team has supported grants totalling over £3.5 million potential research income and with £1,762,750 awarded with around an average of 5% spent on PE.

Platforms for Public Engagement with Impact

One of the major strengths of the PEI team is that we have listened to what academics want and created opportunities for PE through “platforms”. The team has secured visibility and space in over

\(^2\) Previously known as the Engaged University.
100 events within platforms organised by the University. It has worked collaboratively with city partners to identify platforms that are mutually beneficial to both researcher and partner providing opportunities for engagement across the city. Platforms have taken different approaches:

- Faculty-specific to demonstrate the value added by PEI team such as Festival of Social Science.
- Cross Faculty platforms encouraging broader conversations, partnership working and collaboration such as Festival of the Mind.
- External city-based partner-led platforms broadening the reach and scope of our engagement work such as Doc/fest and off the Shelf.

**Festival of the Mind 2012 & 2014**

A real highlight has been the Festival of the Mind (FOTM) which ran in 2012 and 2014. Academics from across all faculties teamed up with professionals from Sheffield’s cultural, creative and digital industries to bring their research to life in creative, entertaining and innovative ways.

A key addition to the 2014 festival was the use of Castle House as a venue; this empty, iconic Grade II listed building was opened to the public for the first time in years to host exhibitions, sideshows and installations. An Arts Council grant of £46,800 was successfully won by Professor Vanessa Toulmin, to run the ‘Shows of Sheffield’ and ‘Sheffield Bazaar’.

A 1920’s Spiegeltent in the city centre hosted events, talks, interactive workshops and performances. Events were held in seven other city venues (Winter Gardens, Cathedral, Bank Street Arts, Exchange Place Studios, vintage bus on Fargate, DED Associates and the city centre) and five University venues (Arts Tower, Octagon, Firth Hall, Alfred Denny Museum and Turner Glass Museum).

Planning for FOTM 2014 started with the Ideas Bazaar held in September 2013 where academics and external partners were encouraged to meet, exchange ideas and ultimately put forward an application for funding. There were 98 applications and of those 40 projects were funded. An additional 30 projects were also included under the festival umbrella. There were a total of 354 events in the programme including one-off talks and performances, series of events and installations/exhibitions in place for the whole of the festival. Over 200 staff and students volunteered to help support the festival.

**Key Festival of the Mind 2014 statistics:**

- Projects in 2014: 98 applications and 40 projects funded
- Actual events: 354
- Number of staff involved: 150 (40 academics)
- Visitor numbers: 27,182 - a 51% increase on visitor numbers from 2012 Festival
- Website visits: 32,546 (32,509 in 2012)
- Twitter followers: 3127 (996 in 2012)
- Media coverage: 86 pieces including 17 international and 15 national
• Staff/students: Over 200 staff volunteered to support the festival

Masterclass Training Programme

The masterclass training programme has been a great success for the PEI team over the past three years. 1,128 academics, researchers, postgraduate students and professional service staff have attended 22 masterclasses since April 2012. The content of the masterclasses is suitable for all groups of attendees. This has evidenced a real appetite from our colleagues to learn more about PE. The original target was to recruit 600 people over the three years; over 678 people attend our first 11 masterclasses. The PEI team has continued to run masterclasses aimed at all colleagues to offer support and training covering different areas of PE development. Both internal and external speakers are programmed and we gather feedback from each event.

Quotes from Hope-Stone Research Evaluation report:

“Some of them were so practical...and yet utterly utterly necessary...excellent, really really good.” Academic

“I like the way they’ve involved everyone. The audiences are broad and the masterclasses are relevant for academics, support staff and students.” Member of staff

Attendance has been evenly spread across all faculties with the masterclasses being slightly more popular in the Faculty of Social Sciences.

Attendance by Faculty

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<tr>
<th></th>
<th>number of sessions</th>
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<th>Engineering</th>
<th>MDH</th>
<th>Science</th>
<th>Social Sciences</th>
<th>Cross faculty</th>
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<td>114</td>
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<td>2014</td>
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<td>76</td>
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<td>1/1/15 to 31/3/2015</td>
<td>2</td>
<td>54</td>
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<td>4</td>
<td>13</td>
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Public Engagement Web Resources

The PEI team has put together an extremely well received PE web resource on the University webpages. It includes information from the masterclass training programme, so people unable to attend can access the learning and advice:

http://www.sheffield.ac.uk/ris/publicengagement/masterclasses/index

Over the course of the project:

• 18 videos created and 31 masterclass presentations online
  http://www.sheffield.ac.uk/ris/publicengagement/masterclasses/downloads
• Details of upcoming PE platforms and opportunities for academics to get involved posted
  http://www.sheffield.ac.uk/ris/publicengagement/index
3. **Context & Approach**

**Distinctiveness and context of the project**

Prior to the RCUK Public Engagement with Research Catalyst, the UK Research Council’s had already funded some PE activity through successful research grants at the University of Sheffield. The University recognised a real need to move beyond pockets of individual commitment and areas of excellence to embedding PE as a core element of academic identity and research strategy, with the aim of PE becoming central to our culture and embedded in our practice.

We carried out a broad consultation with academic staff through PE symposia in 2011 and early 2012, about the nature of PE and the support individuals needed to fully engage with PE. Academics who responded wanted to do PE and talk about their research but needed support in organising events and activities to understand audiences, identify partners and PE training. The announcement of the RCUK Public Engagement with Research Catalyst and subsequent award from the Wellcome Trust ISSF, enabled the University to produce a plan to integrate PE activity as part of our wider strategic approach to the University’s research. The aim was to integrate the existing widespread, well-established, but largely uncoordinated activity across the University and to create a new cultural standard where PE is embedded in the mission of the institution and where appropriate, in the roles and behaviour of academic staff. Through harnessing the energy, enthusiasm and knowledge of existing practitioners and learning from them whilst at the same time developing mechanisms to promote, reward and facilitate PE; we aimed to create a culture where PE is truly embedded.

It was timely to deliver this RCUK funded programme of cultural change, stakeholder engagement, and integration. We have taken the opportunity of this time of rapid change in the UK higher education system to re-visit and reassert some of the fundamental values of the University of Sheffield as an engaged university. A university founded for and by the people of its city, whose research priorities should reflect widely shared societal goals. We have already drawn together focused project teams from different areas and expertise to deliver our civic ambitions under the personal leadership of the Vice Chancellor, and these teams will be instrumental in making our programme of PE with research a success. The development of a widely understood identity for the University of Sheffield as a research-led University with a powerful culture of civic engagement has been identified by the University’s Executive Board as one of its main priorities for the coming five years.

Genuine PE requires a new way of thinking and working with our partners and stakeholders. Those who are impacted by our work are not passive recipients or merely customers; they help us frame our questions, and work with us to ensure that the solutions we propose are not merely peer-reviewed by other scholars, but tested and refined in application. They may be funders, supporters or critical friends – and we need all three.
The Principal Investigator for the RCUK Public Engagement with Research Catalyst proposal, Professor Richard Jones, was particularly well-placed to lead this programme. As Pro-Vice-Chancellor for Research and Innovation, with the strong support of the Vice-Chancellor, he is in a senior position to lead an effective process of cultural change, with a strong personal track record in PE. This includes experience as a practitioner through his extensive writing, blogging, broadcasting and lecturing about nanotechnology to a wide variety of audiences and his personal involvement in two-way engagement processes such as citizens’ juries. Professor Jones has also been closely involved in shaping the evolving national policy landscape around PE through his work on the Royal Society Science and Society Panel, on EPSRC’s Societal Issues Panel, and on steering committees for major public engagement exercises such as the EPSRC Nano Medicine Dialogue and the EPSRC/BBSRC Synthetic Biology Dialogue. The two Co-Investigators, Professor Tony Ryan and Professor Vanessa Toulmin, brought complementary expertise. Professor Tony Ryan, as PVC of the Faculty of Science along with Professor Richard Jones, is a University Executive Board Member in a position to drive cultural change, motivated by his own distinguished and committed career as a science communicator and broadcaster. Professor Toulmin, leads on our programme of civic engagement, as well as bringing a humanities focus through her innovative approach to PE.

Through feedback at PE symposia and meetings with Heads of Department, our academics have requested practical support in running events to engage with the public, specifically infrastructure and platforms to deliver their research to the public.

A breadth of enthusiasm for PE was revealed across the institution helping us to identify what PE practitioner colleagues felt were the barriers to integrating PE activities into the core activities of the university. Recommendations from two PE symposia substantially informed this proposal. The participants in it, people at all levels in the organisation, will form the core of the bottom-up network of PE practitioners and advocates that will be so important in driving cultural change in the University.

4. Strategic Priorities

In April 2012, the University of Sheffield was awarded an RCUK Public Engagement with Research Catalyst funding grant to fund a team of people and activities to support academics to engage with the public. The management and deliverable structure is under Professor Toulmin. The PEI team was recruited and in post by November 2012.

Under Professor Toulmin’s management, the PE team facilitates innovative, collaborative, knowledge exchange events and activities to raise awareness and increase funding for PE activity.

The following aims were set out in the University of Sheffield’s RCUK Public Engagement with Research Catalyst application which have guided the team over the past three years

- Embed a culture of public engagement (PE) with research in the institution through the university’s corporate plan, HR strategy and operational practices.
- Support academics at all career stages who want to do PE through support and training (masterclass training programme).
• Create opportunities for PE through the "platforms" such as Festival of the Mind, Doc/Fest, Mobile University, Sheffield Festival of Science & Engineering and Off the Shelf.

Broader context for the work

There is a sea change in Higher Education where universities seek to mobilise intellectual resources around grand societal challenges which have both global and local resonance. This can be seen in a number of institutions across the UK including Newcastle University and UCL both looking to contribute to the ‘Wisdom Agenda’, defined as ‘the application of knowledge for the good of humanity’. The change in culture within the sector has created more interest and discourse around PE and which has helped to strengthen the case for PE at the University. It is clear that universities are moving beyond research and beginning to address the public value issues that should underpin our research. This is reflected in the concurrent work to embed engaged scholarship into the curriculum.

The benefit universities can bring to city and regional development authorities is to act as global gateways for attracting inward investment, generate new business spin out, enhance human capital through graduate retention/professional training and cultural and social enhancement: in short going beyond considering universities just as major businesses and anchor institutions in local economies.

5. Overall approach to Culture Change

At the start of the RCUK Public Engagement with Research Catalyst project there were already pockets of excellent public engagement activity but also areas where little public engagement activity was undertaken. At the very start of the project a PE audit showed there were over 600 events taking place (2011-2012) which were open to the public. This complemented information gathered in the PE Symposium about academics’ experience of undertaking PE and a desire to do PE although practical guidance and support were needed. Analysis showed that all five faculties undertook PE but the amount and quality of PE varied.

It was felt that there was a real opportunity to coordinate PE activities, build and learn from existing activity, identify best practice and the challenges of PE at the University of Sheffield.

The overall approach to culture change was to challenge our academics and postgraduates to think differently about PE, for academics to get involved in PE not as an add on, but embedded and integrated into academic research and teaching through encouraging a culture of two way conversations with partners/stakeholders or with the public themselves (see diagram below).
The PEI team was set up to create infrastructure to provide more opportunities through the platform series and masterclass training programme; to support academics to undertake PE by providing training and mentoring and to increase the number of opportunities for them to engage with different audiences. **In this way by supporting academics to take part it is changing the culture by inspiring others.** Leading by example and giving tangible ways of getting involved in PE has been very positive in terms of inspiring academics to get involved. The team has also successfully balanced offering “off the peg” and bespoke support to undertake PE.

**Organisational structure**

PI and Co-Is for the RCUK Public Engagement with Research Catalyst

- Professor Richard Jones Pro-Vice Chancellor for Research & Innovation (PI)
- Professor Vanessa Toulmin, Director of City & Cultural Engagement (Co-I)
- Professor Tony Ryan Pro-Vice Chancellor for Science (Co-I)

**Public Engagement & Impact team**

- Head of Public Engagement & Impact (2012-present) – full time post – manage the team, strategy and responsible for Faculty of Science.
- Public Engagement Manager (2012-present) – full time post – responsible for Faculty of Social Sciences & Faculty of Arts & Humanities.
- Research & Evaluation Manager – (2012-present) – 0.5 full time equivalent – responsible for producing intelligence about PE and undertaking evaluation of PE platforms and events.
- Public Engagement Manager (December 2014-present) – full time post – responsible for Faculty of Engineering.
- Public Engagement Officer (from December 2013-present) – full time post – responsible for the Faculty of Medicine, Dentistry & Health.
- Office Administrator (from April 2014-present) – full time post – finance and support for the team.

Senior leadership championing public engagement

The PEI team has continued to meet all Heads of Department twice a year to raise awareness of PE and embed best practice across the university. The PVC for Research & Innovation has also lobbied the University Executive Board to disseminate the key messages and support for PE. Pro-Vice Chancellors have disseminated key messages to colleagues and leads have been followed up. Some Pro-Vice Chancellors have led by example by taking part in events. The key has been to deliver a PE festival for each of the faculties except the Faculty of Medicine, Dentistry and Health bi-annually therefore demonstrating the team’s value and the importance of PE. The team worked with the Faculty of Medicine, Dentistry and Health to in response to its request to curate the inaugural Life Festival in 2014. This is additional to cross faculty festivals and masterclasses. This visibility has been invaluable in embedding PE into the culture of the organisation.

Building on Year 1 and Year 2 the PEI team has continued to meet with Directors of Research & Innovation and Heads of Department in each faculty. The team has also presented PE opportunities at faculty board meetings and departmental meetings. Links with departments have also been enhanced by a clear, transparent selection process for the PE platforms by approaching Heads of Department to communicate PE opportunities to academics within their departments, whilst also asking Pro-Vice Chancellors to recommend possible academics to take part. In this way, by involving senior and middle management in the selection process it has given faculty’s responsibility and ownership enabling them to guide PE activity in line with its research priorities.

The PEI team has supported a network of PE Champions, identified in the original bid as individuals who undertook exemplary PE activity. These individuals have been recognised by the Vice Chancellor for the work they do and their roles have become more formal where previously the institution offered little formal support. They have specifically been involved in the Mobile University mentoring (training for speakers) scheme and through presenting masterclasses. This has helped embed a culture of PE with high profile key academics championing the activity.

Quotes from Hope-Stone Research Evaluation report:

“I think there’s far more done than there was five years ago”. Arts and Humanities Focus Group.

“I do feel like since I’ve started it’s grown and grown”. Science Focus Group.

“It is more recognised as something that is important for UoS as a whole (well, by some anyway) and this has led to a recognition that it does have a real value and place in our lives”. Staff survey participant.
6. Impact

The University of Sheffield RCUK Public Engagement with Research Catalyst has used a variety of techniques and activities and there has been a reflective culture of learning in the PEI team to try new approaches, build on strengths and discontinue areas that were not working.

The tables below illustrate the work that has been undertaken over the last three years with evidence of key achievements.

**RCUK’s AIM 1: Create a culture within grant holding HEIs where excellent public engagement with research is embedded**

<table>
<thead>
<tr>
<th>University of Sheffield Catalyst objectives</th>
<th>Activities</th>
<th>Data/Evidence</th>
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<tbody>
<tr>
<td>Create a central team dedicated to enhance PE to provide support to academic staff across the university in engaging the public with their research. The team will also work with other professional service teams to bring about a change in the culture of the institution that will generate new cultural standards for PE across the institution. They will refine university systems so that they encourage PE as a two way dialogue and as a means to enhance research.</td>
<td>Recruitment and expansion of PEI team.</td>
<td>From April 2015 the University of Sheffield has committed an annual budget of £350,000 (staff and non-staff costs) per annum to fund the PEI team which is confirmed to 31 March 2018. Since April 2012 staffing has increased from 2.5 FTE posts to 5.5 posts (recruiting a Public Engagement Officer, Office Administrator and Public Engagement Manager - this post was split supporting the Faculty of Engineering and writing engagement grants for non-traditional sources of funding).</td>
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<td>Continue to develop our corporate strategies to reflect increased commitment to PE.</td>
<td>Lobbied successfully for PE team to become centrally funded by University of Sheffield from 2015 and beyond.</td>
<td>Undertaken significant work to embed PE into the University of Sheffield structure. PE was already included in the University of Sheffield’s Mission, Vision &amp; Identity and Corporate Plan and the PE Senior Leadership team has lobbied successfully to get this further recognised in the updated version of these documents to be published at the end of 2015. See <a href="http://www.shef.ac.uk/strategicplan/mvi/guiding-principles">http://www.shef.ac.uk/strategicplan/mvi/guiding-principles</a> <a href="http://www.sheffield.ac.uk/hr/sld/lmd/slstatement">http://www.sheffield.ac.uk/hr/sld/lmd/slstatement</a> <a href="http://www.shef.ac.uk/hr/sheffieldacademic/statement">http://www.shef.ac.uk/hr/sheffieldacademic/statement</a></td>
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- Incorporate PE into HR strategies, and

<p>| Embedding PE with research into strategic | The PEI team has also incorporated PE into the |</p>
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<td>establish a framework of reward and recognition for our researchers and students who are involved in PE activities, overcoming the barriers of time and recognition which currently act as a disincentive to PE within academic culture.</td>
<td>go to goals, planning rounds, IIKE (Innovation, Impact and Knowledge Exchange) strategy and Reward &amp; Recognition Review. A paper has been submitted to HR to include PE within the criterion for staff promotion procedure as part of the reward and recognition review. The University of Sheffield signed the NCCPE Public Engagement Manifesto.</td>
<td>embedded IIKE (Innovation, Impact and Knowledge Exchange) strategy in Research &amp; Innovation Services which is currently being signed off by the University Executive Board. The Head of PEI has submitted a paper to HR which proposes the inclusion of PE in Reward &amp; Recognition processes, the promotions criteria and annual review process (SRDS). The paper is in consultation and the outcome should be announced at the end of 2015. There have already been examples where colleagues have been rewarded for their PE activity. Both PE champions, Dr Allan Pacey became a Professor in January 2015 and PE was cited as one of the reasons he had been promoted; and Dr Duncan Cameron received his professorship in December 2014, following significant public engagement work during the previous 18 months.</td>
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<td>• Incorporate PE into faculty and departmental business and create a network of champions at all levels in the organisation.</td>
<td>Develop and management of a new training resource, the masterclass training programme to train academics and ECRs in aspects of PE. Provision of cross faculty opportunities for PE. Building on faculty focused PE support.</td>
<td>The PEI team has continued to meet all Heads of Department twice a year to raise awareness of PE and embed best practice across the university. The PVC for Research &amp; Innovation has also lobbied the University Executive Board to disseminate the key messages and support for PE. The key has been to deliver a PE festival for each faculty bi-annually demonstrating the team’s value and the importance of PE. This is additional to cross faculty festival activity. This visibility has been invaluable in embedding PE into the culture of the organisation. Since the inception of the team over 66,600 members</td>
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<td>University of Sheffield Catalyst objectives</td>
<td>Activities</td>
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<td>of the public have attended our PE Platforms (27,182 people attended Festival of the Mind in September 2014). The team has engaged with over 700 staff through our platforms and attending departmental meetings. Over 1,128 colleagues, including academics, researchers, postgraduate students and professional service staff have attended our masterclass training programme.</td>
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<tr>
<td>Platforms listed below:</td>
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<tr>
<td>Festival of the Mind 2012</td>
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<td>The University’s Festival of the Mind (FOTM), (September 2012) was a collaboration between the city and the University of Sheffield which brought together University research staff and cultural and creative industries in the city, through a series of high impact knowledge exchange partnerships. FOTM was open to everyone - the general public, academic colleagues and the professional and cultural quarter. The remit was to engage both the public and the academic community with research and in the words of the Vice Chancellor change hearts and minds and embed engagement within the everyday life of the institution. To do this it was decided to take our research into the city (into city-centre venues) with the emphasis on research and collaboration. Planning for the festival started with the Ideas Bazaar held in September 2011 where academics and external partners were encouraged to meet, exchange ideas and apply for funding for the FOTM. Over 400 people attended, 93 applications for collaborative projects were received with 40 projects funded with additional</td>
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<td>University of Sheffield Catalyst objectives</td>
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support for another 10. These projects made up the FOTM in 2012. The projects were held across a number of venues but with the majority in a spiegletent located in Sheffield city centre. A full breakdown can be found in the full report but approximately 18,000 people attended festival events. There were over 33,500 visits to the website with over 20,000 unique visitors and 149,949 page views. Social media was employed with 1200 Twitter followers for the main FOTM account with an additional 20 accounts related to projects – see comments on [https://twitter.com/FestivalMind/favorites](https://twitter.com/FestivalMind/favorites). There were 670 Facebook fans and 1200 comments and visits in the week of the festival.

**Festival of the Mind 2014**
The second Ideas Bazaar took place in September 2013 – a collaborative process between researchers and external organisations in the city, challenging them to come up with ideas for new research or to demonstrate research in a new way. Successful projects were showcased in FOTM September 2014 where academics across all faculties teamed up with professionals from the arts, creative, digital communities to create collaborative research projects. Projects were funded by the University of Sheffield and attracted funding from HEIF, Arts Council, and Wellcome Trust and in kind support from Sheffield City Council. Over 150 academics were involved and collaborated with external partners with 354 events in the programme.
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<th>University of Sheffield Catalyst objectives</th>
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<td>Over 200 staff volunteered to support the festival. 27,500 people attended the festival which was a 51% increase on visitor numbers to the 2012 festival. In the evaluation:</td>
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<td>• 99% of academics taking part said they enjoyed the experience</td>
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<td>• 84% of academics said they had gained new skills from taking part</td>
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<td>• 83% said Festival of the Mind was a very effective or effective way of conveying their research</td>
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<td>• 65% of academics involved said involving new audiences had positively influenced their own thinking about their research.</td>
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**Mobile University (September 2013)**

The Mobile University was a new initiative for early career researchers and new academics wanting to explore PE. The PEI team hired a vintage bus which travelled to locations across the city centre. Thirty, 20 minute lectures were programmed on the bus which was free, open to the public and cross discipline. A key highlight was matching early career researchers with the PE champions to mentor them through the process of presenting their session. Over 1,000 people attended across the weekend. We purposefully programmed some of the more controversial topics of research such as nuclear waste, robotics, nano-science and green energy; this was to create debate and discussion. It was also a direct response to feedback from the Wellcome Trust. For further information
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<th>University of Sheffield Catalyst objectives</th>
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<td>please see: <a href="http://www.sheffield.ac.uk/mobileuni/index">http://www.sheffield.ac.uk/mobileuni/index</a></td>
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**Delivery of faculty focused research platforms**

Often linking with national PE campaigns like British Science Week, International Clinical Trials Day and ESRC Festival of Social Science:

**Sheffield Festival of Science & Engineering 2013/15**

Sheffield Festival of Science & Engineering ran in 2013 and 2015. This platform was in partnership with Sheffield Hallam University.

- 2015: 72 public events and 250 school events.
- 2015: Over 6,600 people attended the public programme with an estimated 10,000 at the schools events (2013 over 4,000 attended the public programme).

A significant amount of evaluation took place with over 88% of academics taking part felt their experience was excellent or good, 20% of academics taking part said it was the first time they had undertaken public engagement and 50% fed back they felt that they had learned new skills from their experience.

From the public feedback over 99% said they would recommend the festival, 68% felt they had learnt something new and over 60% said they wanted to find out more about science & engineering.

See http://www.scienceweeksy.org.uk/
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<th>University of Sheffield Catalyst objectives</th>
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<td>Life Festival 2014</td>
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<td>Life Festival was launched for 5 days in May 2014 with the aim of showcasing research of the Faculty of Medicine, Dentistry and Health and the collaborative partnership between the University and the hospitals. This was the first festival of its kind.</td>
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<td>• 42 events - lectures, films, panel discussions, debates, tours, interactive workshops.</td>
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<td>• Over 2,300 people attended.</td>
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<td>Our success was engaging with the faculty who confirmed they wished to work with the PEI team on International Clinical Trials Day in 2015 and a second Life Festival in 2016. See <a href="https://www.sheffield.ac.uk/life">https://www.sheffield.ac.uk/life</a></td>
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<tr>
<td>Festival of Social Science (November 2013)</td>
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<tr>
<td>The PEI team worked alongside the Faculty of Social Sciences to deliver the ESRC funded national festival in Sheffield. There were over 35 events in the programme and the festival was extremely well received. See <a href="http://festivalofsocialscience.group.shef.ac.uk/">http://festivalofsocialscience.group.shef.ac.uk/</a></td>
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<tr>
<td>Festival of Social Science (November 2014)</td>
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<tr>
<td>The PEI team worked alongside the Faculty of Social Sciences to deliver the ESRC funded national festival in Sheffield. There were over 38 events in the programme and the festival was extremely well received – the largest outside of London. The PEI team was delighted to be congratulated by the ESRC and identified as an exemplifier of good practice in its annual review and</td>
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<td>case study work.</td>
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**Tour de Cinema (March 2014)**
As part of the Engaged University programme, Professor Vanessa Toulmin worked alongside partners in the city to deliver a tourism bid for culture centred on the Tour de France. This collaborative approach was successful in securing £400,000 for the city. As part of this bid the PEI team worked alongside Doc/Fest to show vintage films related to cycling or the Tour de France and show links with research at the University such as the Krebs Cycle.

[https://sheffdocfest.com/view/universityofsheffield](https://sheffdocfest.com/view/universityofsheffield)

**Doc/Fest (June 2013/March 2014/June 2014 and March 2015)**
The PEI team worked alongside city partner Doc/Fest to deliver four events over 2013-2015. We ran ‘Meet the Academic’ where academics pitched to documentary film makers from organisations such as Sky, Discovery, BBC, National Geographic and independent documentary makers. Academics pitched their research to scope opportunities to make a film or television series. Five researchers were selected and featured in Doc/Fest’s programme to pitch their idea to a panel of documentary makers in front of an audience. Three academics have been asked to write a statement or produce a show-reel; two have pitched to studios. Professor Duncan Cameron has been asked to appear as an expert on a BBC documentary and Dr Catherine Fletcher advised on the BBC Wolf Hall series. A number of academics have commented they felt this was a very
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| creative way to engage, whilst giving them the opportunity to think about their research in a different way. | **Off the Shelf (October 2013 & 2014)**  
The PEI team worked with Sheffield City Council to provide an innovative strand in their established Off the Shelf festival. Off the Shelf comprises a series of free, public events where writers talk about their published works, fiction and non-fiction. The PEI team recognised an opportunity to create a strand within the festival focusing on research publications written by our academics. A free lecture series was created called *Ideas Alive at 5:45* with 16 academics giving talks. A further six high-profile events were incorporated into the programme. The University benefited by using Off the Shelf’s infrastructure and extensive marketing to reach new audiences, whilst Off the Shelf benefited from a new lecture series focusing on research attracting new audiences. Over 2,500 people attended the 31 lectures.  
| **Collaborative work with Sheffield City Council.**  
In February and March 2013 the PEI team organised and facilitated a series of cross-cutting seminars discussing key themes developed with Sheffield’s Cultural Consortium to develop shared agendas that can be developed into project proposals and funding applications. The team has delivered four seminars between academics and cultural leaders to look at the future of culture in the city. They have been chaired and facilitated by leading academics within the |
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<td>University of Sheffield and have drawn together professionals from across the city including ASIF, the Culture Consortium, Sheffield City Council, Doc/Fest, Community Festivals, CAPE UK, City Planning and broader stakeholders.</td>
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**Masterclass Training Programme**

The masterclass training programme to train academics and early career researcher in PE was delivered by the team. These are highly successful with 1,128 attendances over the last three years with the original target of 600 attendances.

**Website**

Toolkits, presentations and videos have been uploaded to the website [http://www.sheffield.ac.uk/ris/publicengagement/masterclasses/downloads](http://www.sheffield.ac.uk/ris/publicengagement/masterclasses/downloads)

Building an evidence base for different methods of PE through the evaluation of all platforms and masterclass training programme plus working with Hope-Stone Research to provide evidence-based impartial evaluation of the team (see attached).

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**RCUK’s AIM 2: Build on experience of Beacons and other HEIs**

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<th>University of Sheffield Catalyst objectives</th>
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<tr>
<td>Improve our understanding of stakeholder engagement and</td>
<td>The PEI team worked with Hilary Sutcliffe from Matter for all, to develop a</td>
<td>The University of Sheffield RCUK Catalyst for Public Engagement has extended beyond the local partnership network that has been</td>
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communication, by learning from other sectors. Stakeholder engagement toolkit which was presented in one of the masterclasses and made available online https://prezi.com/o79ego8_uwyb/april-30-sheffield-prezi/?utm_campaign=share&utm_medium=copy

| • Learn from others’ experience, through our BEACON partner (Durham). | • Meetings and with NCCPE and other institutions particularly University of Bristol and University of Manchester. | • We built relationships with the Beacons specifically University of Bristol where Maggie Leggett spoke at our first PE symposium about the importance of PE. Maggie was involved in the planning stages, informal mentoring and setting up the project.  
• We made a significant relationship with Suzanne Spicer, University of Manchester, who shared best practice and ideas on how the Beacon project worked in Manchester and evaluation.  
• Head of Public Engagement & Impact attended NCCPE Catalyst meetings to share best practice and advice. This has created a real partnership approach - collaborating, sharing best practice and learning from each other about embedding public engagement.  
• Meetings also took place with Steve Cross from UCL and support was gained from other catalyst universities. | set up with the other RCUK Catalysts. The PEI team has worked with 150 partners in each FOTM which are mainly cultural and creative organisations. Relationships have also been strengthened with Sheffield City Council especially the Major Events Team, Museums Sheffield and Human Studios. Representatives from each of these organisations have been involved in the selection of successful projects in the PE platforms. |
The EDGE Tool

As part of the RCUK Public Engagement with Research Catalyst bid the University of Sheffield undertook an EDGE tool assessment of the practical and strategic support the institution offers for activity.

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<tr>
<th>The EDGE tool 2012</th>
<th>Embryonic</th>
<th>Developing</th>
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Below is the EDGE tool for 2015. This has been produced using the assessment for Hope-Stone Research to guide where the University of Sheffield has progressed since the PEI team was formed. The EDGE tool reflects the change and movement in terms of culture change across the University of Sheffield as a whole. The judgement is based on collating all individual evaluation reports produced by the external evaluation of the team, audience, stakeholder and academic event feedback, feedback from masterclasses and Heads of Departments.

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<thead>
<tr>
<th>The EDGE tool 2015</th>
<th>Embryonic</th>
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7. Stories of change

Professor Vanessa Toulmin, Director of City & Cultural Engagement for the University of Sheffield:

“As one of the original Co-Is for the RCUK award my responsibilities were directly linked to delivery – programming and originating the platforms through which the delivery of the engagement strategies with the city could develop. My approach from the outset was linked directly to acting as a catalyst for change both within the institution and externally and this came about at a time of great societal change within the city of Sheffield. The realisation that academic engagement has a societal responsibility in terms of co-production and can move beyond the short term impact agenda was something that became apparent and central to the approach of both the PEI team and the newly formed City & Cultural Engagement team that has also emerged from the Catalyst project.

The cultural shift that has resulted within my own pattern of work and that of my colleagues became more developed over the three years of the project. Being one of the leaders of the PEI team has enabled a platform within the institution to bring other academics into the project through strategic links that were not apparent or consolidated at the beginning.

As a parallel strand to the research engagement within the Catalyst platforms we have formed a series of larger academic engagement strategies with the city, centring on city centre vibrancy linking economic action to cultural activity and urban regeneration under the institutional leadership of Professor Richard Jones. Some examples include working with the School of Architecture in recent projects such as the Castlegate Regeneration in the City (www.sheffield.ac.uk/castlegate), working in partnership with Professor Kate Pahl on the AHRC Connected Communities projects and enabling the world leading research of Professor Nigel Dunnett of the Department of Landscape to develop in partnership with the City Council on the Grey to Green Linear Park and the Sheffield Bid relationship which has culminated in a successful Business Improvement District for the city www.sheffieldbid.com with Professor Toulmin as the institutional representative.

These are all stories of change that have resulted from collaborations, relationships and initiatives that came out of the RCUK Public Engagement with Research Catalyst project. This collaborative co-production model within the institution has broken down research silos, created longer and more productive external collaborations and has seen the development of the City and Cultural Engagement strategy at the core of the University under the direction of the PI Professor Richard Jones (www.sheffield.ac.uk/about/city).”

8. Lessons Learned

The University of Sheffield RCUK Public Engagement with Research Catalyst has been instrumental in bringing about culture change in relation to PE activity related to research. The PEI team built on existing high quality activity and brought strategic focus, support, training, highlighted good practice and developed partnerships internally and externally. It has also provided a strong evaluation methodology to provide evidence for impact for both the institution and external funders.
Vision

The aims, objectives and key deliverables as set out in the RCUK Public Engagement with Research Catalyst application provided a clear remit for the PEI team to build on. The PEI team would support PE related to research and provide training and infrastructure to enable and support academics to undertake PE, being led by the research needs of the academics in all instances. The PEI team would enable academics to find partners, identify stakeholders and collaborators to create engaging public activity. This has given the PEI team clarity in what needs to be delivered by when.

A lesson learned is that it is difficult to lead cultural change in such a large organisation in just three years; we are now starting to see a sea change. The role of the academic champions across the faculties was instrumental in providing strong examples of good practice and the benefits it could bring.

Leadership

The role of the Senior Leadership group has been key to gaining support for PE from the leadership levels within the University. The group has also influenced policy and decision making such as assuring PE is recognised in the Strategic Plan and in the Reward and Recognition review. A strong, visible leadership team has profile and influence through the PI Professor Richard Jones and Co-Is Professor Vanessa Toulmin and Professor Tony Ryan. This has enabled PE to be represented at the highest levels across the University, re-iterating the importance of PE across the institution.

In order for PE to be embedded throughout the institution it requires a leadership team to operate both strategically and through embedded pathways to delivery through professional services. This buy-in has to be through senior management and delivered through a comprehensive network which operates centrally.

Visibility

Being awarded the funding from RCUK was the first step in giving greater visibility to PE across the University; being a RCUK Public Engagement with Research Catalyst has definitely given credibility to PE work across the University. The masterclass training programme has given PE activity, visibility across the University. As the series has been advertised via email to all staff and postgraduate students on a monthly basis; this has helped embed PE activity at the grass roots level. The high profile platforms such as Festival of the Mind and Mobile University have underlined the importance of PE with larger marketing campaigns throughout the campus and city which again underlines the University’s commitment to PE.

Each faculty has been allocated a PE Manager to work with them and the PEI team continues to meet with Directors of Research & Innovation and Heads of Department in each Faculty. The team has presented PE opportunities at faculty board meetings and departmental meetings. Links with departments have been enhanced by a clear, transparent selection process for the PE platforms by approaching Heads of Department to communicate PE opportunities to academics within their
departments, whilst also asking Pro-Vice Chancellors to recommend academics to take part. By involving senior and middle management in the selection process it has given the faculty’s responsibility and ownership enabling them to guide PE activity in line with their research priorities.

Providing new levels of coordination and structure for public engagement

By working with academic colleagues to understand the barriers and enablers to undertaking PE the team has created a supportive infrastructure. Further research was undertaken to identify and understand what academics wanted and needed to support their PE activity. Departments, staff and research groups tend to know their audiences but have little time to organise their own PE activity. Providing the platforms and infrastructure allows them space to focus on the research by utilising the PEI team’s increasing expertise.

One key lesson is understanding that PE differs in each faculty; areas with an existing engagement strategy were initially slower to engage with the PEI team. However, an adaptable model was presented to reflect different engagement requirements resulting in a clearer and smoother process. The definition of PE is interpreted differently across the University, with some pockets confusing PE with outreach and widening participation. To overcome this, the PEI team uses the NCCPE definition of PE with a focus on research related activity with general non-targeted audiences. This definition runs through our interactions and PE guidance. The team has been careful to distinguish their role as distinct, but able to co-exist with other activity.

9. Partnerships

The University of Sheffield’s RCUK Public Engagement with Research Catalyst success has been characterised by collaboration and partnership at the core of its work both internally and externally.

Internally the PEI team has used an innovative approach to PE by drawing on expertise from teams across the University to deliver high impact events. The platforms/festival models were delivered in partnerships with the following departments across Professional Services:

- Events Team – provided advice and support for major activities specifically Festival of the Mind and Mobile University.
- CiCS (Corporate Information & Computing Services) – delivered audio visual support, IT, projection, sound and full technical support for activities.
- Corporate Affairs – created Press & PR Campaigns to support the promotion of the platforms including social media and website support.
- Widening Participation/Outreach – advised on events involving young people, schools and colleges.
- Research & Innovation Services - identified key academics who are writing research grants to develop their PE statement and PE activity.

Externally, the PEI team has worked with a number of partnerships for specific large scale projects:
• External funders such as Wellcome Trust, ESRC and Arts Council who have provided financial support for some of our festival programmes.

• Sheffield City Council has been a major supporter of our PE activity. It is represented on the steering group for Festival of the Mind (FOTM) and has provided significant in-kind support for the team providing advertising opportunities and free event space enabling activities to attract a broader audience.

• The PEI team created key strategic partnerships in the city through working closely with Sheffield Hallam University, Museums Sheffield, Doc/Fest and Off the Shelf festival.

• Collaborations with external partners have been at the heart of the Ideas Bazaar and FOTM with the aim for academics to meet the creative, digital arts community to create new research-led projects to engage with audiences. In 2014 at FOTM 150 academics collaborated with 150 partners.

The PEI team has developed annual large scale platforms with external partners e.g. Off the Shelf and Sheffield Doc/Fest:

**Sheffield Doc/Fest** is an international documentary film festival taking place annually in June. In its 21st year Doc/Fest is one of the top three documentary film festivals in the world; over 3,200 film, TV and digital delegates attended the 2014 festival.

The PEI team has worked in partnership with Doc/Fest from 2012 to organise events which provide our researchers with the opportunity to meet producers to discuss the potential for their research to be translated into documentaries. The process starts with a speed-dating format where 42 academics met 36 documentary makers (over the 3 years) for an initial discussion. The second event was held during Doc/Fest at the Crucible Theatre Studio and selected academics pitch their research to a panel of documentary decision-makers and a delegate audience. Contacts established in 2012 resulted in one of our Professorial staff being awarded £40,000 as part of his larger research grant to part fund a documentary on Margaret Thatcher which was then co-produced with an award winning production company and shown at Doc/Fest 2015.

Some of the feedback from Doc/Fest:

“This was an exceptionally useful event. Greg and Nicola and all others involved should be commended for organising what I think is one of the most innovative and genuinely useful public engagement events of any University I’ve been part of (including world-leading University of California, Berkeley and the University of British Columbia). Thanks again for including me. I will keep you posted of any concrete projects that come out of the sessions as well as what I hope will be a long-term involvement in TV and film-based engagement activity!” Academic Feedback.

“Loads of great ideas that we are playing with, formulating and beginning to turn into proposals.” Academic Feedback.

“Thanks! I loved it and think fostering and enabling this kind of collaboration is a really important and very welcome for those who are unsure about how to bridge the gap. I have been wondering in my time-poor world how to foster more links with academics for a while..."
now (in order to contribute to their work, rather than only to look for ideas).” Documentary Maker feedback.

**Off the Shelf** is an annual literary festival which has been taking place in Sheffield for 23 years. The festival has grown into one of the UK’s most popular and exciting events attracting some of the best-known names in literature and the media. The festival offers a wide range of events for audiences of all ages including readings, workshops, storytelling, exhibitions, walks and poetry. The festival is organised by the Major Events Team at Sheffield City Council. The 2014 festival took place from in October/November with over 28,000 attendees.

As part of the programme, the PEI team developed and hosted 31 “Ideas Alive at 5.45” events and 10 paid-for main programme events 2013-2014. 2,500 people attended these new events that consisted of our academics talking about their published research to a festival audience. Off the Shelf reported that “audience feedback for events in collaboration with the University of Sheffield Public Engagement team was very positive indeed with many respondents rating them as excellent.”

Some of feedback responses included:

- “Excellent delivery and fascinating content”.
- “Enlightening, informative and interesting! I want to see more!”
- “Thoroughly fascinating talk about the wonders of spider silk. I am still a little squeamish of spiders but will look at them a little differently now”.

### 10. Sustainability Plans

The PEI team has made significant progress in embedding PE in the culture of the university.

As previously mentioned in this report the PEI team is delighted that the University of Sheffield has committed an annual budget of £350,000 (staff and non-staff costs) per annum to fund the PEI team which is confirmed to 31 March 2018. Since April 2012 staffing has increased from 2.5 full time equivalent posts to 5.5 posts demonstrating the success of the team and commitment to PE from the University of Sheffield. At the end of the RCUK Catalyst we have posts to support each Faculty, a bid writer, Office Administrator and a part-time Research & Evaluation Manager post.

The PEI team moved from Corporate Affairs to R&IS under the leadership of Professor Richard Jones. It was felt that the move was a better fit bringing PE in line with the IIKE (Innovation, Impact and Knowledge Exchange) strategy objectives and the impact agenda. Leadership is provided by Dr Sarah Want, Head of Research Partnerships and Engagement & Assistant Director of Research and Innovation Services and academic lead Professor Vanessa Toulmin. Public Engagement has been written into the Corporate Plan to be published at the end of 2015. This has been achieved by the Senior Leadership lobbying the University Executive Board and Corporate Plan operational group Team over three years.

The PEI team has been given the priority to achieve additional income from research grants for PE activity through supporting academics to include PE within their research proposals.
Progress has been made to ensure that PE is included in reward and recognition processes and it is expected that further consultation will be announced by the end 2015. There is a commitment by the PEI team to drive PE and impact into the HR processes and for these to be reflected in job descriptions, annual reviews and promotion criterion.

The PEI team has embedded PE through training and platforms which are now accepted as core business and planned to continue until 2018. In addition, the PEI team is working in partnership with the City and Cultural Engagement team to help deliver its aims and objectives over the next three years.

City and Cultural Engagement

This initiative directly focuses on translating research into real benefits locally and identifying ways of applying the University of Sheffield’s expertise in a local context. By working with Sheffield City Council and other key city partners, the team has facilitated areas of research that will directly impact bringing benefit to the local area. Broadly the themes are:

- Cultural Engagement
- Green Environment
- Urban Development

The PEI team supported the University of Sheffield’s City and Cultural Engagement project by helping to deliver a series of translational projects to inspire, inform and create a two way conversation steeped in research-led and practice-led engagement. This work is expected to continue in the short to medium term.

11. Conclusions & Recommendations

A truly effective PEI team must be both linked to and to be part of the core research strategy and needs of the academic community which it serves. This must be embedded within a central team at the heart of the institution and provide both structure and guidance but also resources with which to demonstrate new pathways and modes of delivery. Buy-in and support from senior management is essential in both the formation and continued existence of such a team which should always mirror and enhance at its core the research strengths of the institution within which it operates.

The creation of platforms for public engagement has been recognised by the NCCPE as a unique Sheffield contribution to establishing long term pathways to engagement for institutions. Platforms enable continuity of good practice, create the stability of ongoing external partnership, provide the facility to experiment and ensure diversity within a structured environment, creating continuous added value to the vibrancy of the city region in which the activities take place.

The PEI team is now fully established and recognised for its professional and creative service in setting up and running events involving a wide range of researchers, stakeholders and members of the public. It provides opportunities for both one off and longer-term partnerships and continues to deliver quality training in the form of masterclasses. Future priorities include building on funding applications that include fully-costed and visionary pathways to impact.
Qualitative (focus group and individual interviews) feedback and the external evaluation report point to an increase in positive culture around public engagement within the University and among its partners in the city. Support from senior management, backed up by the more visible activities of the team, have resulted in core funding, centrally supported services and priorities of engagement linked to high profile and prominent research needs as part of Horizon 2020.

The position and location of the PE team is crucial and annual reviews enable the institution to assess where this is best served. To continue to win hearts and minds internally, it is important that our strategy is clearly and frequently communicated and demonstrated through high quality deliverables. We will continue to help deliver the academic research needs of all faculties and to support the broader university public engagement strategy. The PEI team has built strong relationships with professional service departments to capitalise on opportunities and be able to provide support to academics and faculties and deliver good quality research relevant PE.
Annex 1 Your Institution

- University of Sheffield
- No. of academics: 1,209
- No. of Research staff: 1,102 / research income
- Character of the research portfolio at the institution
- No of professional service staff: 3,702
- No. of Postgraduate Students: Postgraduate Researchers: 2,691 and Postgraduate Taught: 5,081
- Do you have a doctoral school? Yes
- Campus: Multi-site

History of Public Engagement at your Institution before the Catalyst Project

- Did you have an established Public Engagement team before the project? No
- Did a member of the senior management team have Public Engagement as a core responsibility? No
- Was public engagement mentioned in strategic documents as a priority? Yes
- Do you have a history of running events and festivals with a Public Engagement element? Yes
- Did your doctoral training programme run Public Engagement activities before the start of the Catalyst project? Yes
- Were there formal structures set up to support public engagement? No, was adhoc although there were Impact Workshops.

The Catalyst Team

Catalyst staffing grades:

- Academic - 3
- Professional - 5.5
- Catalyst staffing: 5.5 FTE
- Location of Catalyst staff: Centralised, initially placed in Corporate Affairs and then moved to Research & Innovation Services in May 2014
- How many staff has left the project during its course? None
- What other resources were provided by the university? An office budget of £15,000 per annum was provided and the additional funding was made available from the HEIF budget, Wellcome Trust and Faculty Budget to fund the platforms

Changes to the University during the project

- Were there any changes to institutional structures – such as re-organisations of faculties and departments – that affected the project? No
- Were there changes to senior staff associated with the project? No
- Were there any unexpected changes that affected the development of a supportive culture for PER? No