



Research
England



Office for
Students
RE-P-2020-03-Annex B

Bournemouth University

HEIF accountability statement

**Narrative return template for HEIF funding period
2021-22 to 2024-25**

Return date: 21 May 2021

Return as Microsoft Word file to: KEPolicy@re.ukri.org

Queries to: KEPolicy@re.ukri.org

Web: <http://re.ukri.org>

Twitter: [@ResEngland](https://twitter.com/ResEngland)

Email: [Subscribe to email alerts](#)



© Research England 2020

This publication is available under the Open Government Licence 3.0.

<http://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/>

Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.

Our vision is that by 2025 Bournemouth University will be recognised worldwide as a leading university for inspiring learning, advancing knowledge and enriching society through the fusion of education, research and practice, which is the driving force behind its knowledge exchange (KE) activities. Under our previous strategic plan (BU2018), our [KE strategy focused on the areas of digital and creative, health and wellbeing and advanced manufacturing](#). Our subsequent institutional strategy – [BU2025](#) – builds on these areas with significant investment and support being provided for four areas of strategic growth, which are: assistive technology, animation, simulation & visualisation, sustainability, low carbon technology & materials science and medical science.

These four areas were chosen based on an analysis of BU's strengths, government priority areas, funding opportunities, market research and opportunities to develop new partnerships. Our [KEF institutional narrative statement](#) provides additional context, including their significance to the local area.

BU2025 is underpinned by a detailed implementation plan, which incorporates a number of actions that are shaping our current and future knowledge exchange activities. These include:

Action number(s)	Description
Actions 28, 30, 36 and 37	Supporting our academic staff to develop their research, knowledge exchange and impact portfolios, ensuring that they create a social and economic impact locally, regionally and worldwide.
Action 33	Developing our approach to creating, protecting and exploiting intellectual property.
Action 38	Deepening and broadening our engagements with external stakeholders regionally and worldwide by collaborating and co-creating impact on education, policy and practice.
Action 47	Developing compelling internal and external narratives that highlight our unique Fusion approach and subsequent impact, in order to improve stakeholder engagement.
Action 52	All areas of the University will engage and collaborate with industry, employers, regional, national and global organisations, as well as academic partners in order to broaden and deepen relations and create opportunities.

Action 53	All areas of the University will participate in a connected and consistent approach to external engagement.
Action 54	Identifying key contacts for managing institutionally significant relationships.
Action 57	Strengthening our engagement with government sector bodies, politicians and stakeholders to build our reputation and impact.
Action 59	Developing our public engagement activities and invest in them to support our impact on society.
Action 61	Continue to develop and invest in role and career development and support for staff across the institution.

In addition to this, the institution has a number of Key Performance Indicators (KPIs) linked to BU2025, which also underpin our knowledge exchange activities:

KPI description	Target
<i>Advancing knowledge</i>	
% of academic staff involved in interdisciplinary co-publications / bids	30%
<i>Enriching society</i>	
Industry research grants and contract income	£561,000
No. of KTPs over previous 3 years	5.83
KTP grant over previous 3 years	£613,000
Academic-corporate collaboration	7.8

These actions are and have been informing our knowledge exchange activities during this strategic plan period. As an example, we worked with Oxentia to develop our support for protecting our Intellectual Property (IP), leading to a new IP policy and the appointment of a Research Commercialisation Manager, who has responsibility for implementing the policy and providing guidance to academics who wish to exploit IP arising from their research. This links to action 33 and is an area of activity supported by our HEIF funding.

As a second example, we have introduced a new public engagement with research (PER) strategy (action 59), which is informing our PER support and activities. We have moved away from channelling our PER activities through large institutional events and instead towards embedding PER throughout the research lifecycle and at targeted audiences/events. This has involved developing a new training programme and PER Network to enable our researchers to further their PER skills and knowledge. Over the last year, we have been able to adapt this programme of support and PER activities to online delivery, which has enabled us to engage with wider and more diverse audiences.

Our four areas of strategic growth emphasise the importance of knowledge exchange, through the development of strategic partnerships. This has led to memorandums of understanding being signed with regional partners, such as the new University Hospitals Dorset NHS Foundation Trust and is supporting local growth and regeneration.

Looking to the future, these actions are informing the development of a new approach to external engagement, which is being led by our Head of External Engagement (appointed 2019). This will enable us to take a more coordinated approach to our strategic relationships (actions 38, 53, 54 and 57), as well as ensuring coordination across diverse areas such as business engagement, public engagement, outreach and community engagement and knowledge exchange.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards. Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

Planned areas of HEIF supported KE activity Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	HEIF support How HEIF will be used to support the project?	HEIF priorities How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Strategic objectives Which institutional strategic KE objective does this relate to?	Indication of timescales
Activities				
<p>Public Engagement with Research (PER) A programme of PER activities, training, resources and support designed to equip BU researchers to embed high-quality, two-way public engagement into their research, in order to maximise the potential for impact beyond academia.</p> <p>BU also has a strong track record through supporting Patient Public Involvement (PPI) via its PIER Partnership. The aims of our PPI and PER work are similar and we are exploring ways in which we can coordinate and expand this work more effectively. This will enable us to expand our PPI work across all Faculties and ensure that our research is informed by the needs of society.</p>	<p>Activities:</p> <ul style="list-style-type: none"> ESRC Festival of Social Science (50% HEIF funded, 50% ESRC funded) Café Scientifique (100% HEIF funded) Online public lecture series (100% HEIF funded) Support for activities funded through our Research Impact Funding Panel (non-HEIF funded) Internal PER funding stream to enable researchers to develop their networks and ensure research is informed by external stakeholders (100% HEIF funded) <p>Training and resources:</p> <ul style="list-style-type: none"> A series of online or face to face sessions, delivered in collaboration with the NCCPE (100% HEIF funded) Public Engagement with Research Network (100% HEIF funded) Printed resources (100% HEIF funded) <p>Support:</p> <ul style="list-style-type: none"> 1 x Engagement Officer post (100% HEIF funded) 1 x Events Organiser post (100% HEIF funded) 1 x PPI Lead secondment for up to 1 year (100% HEIF funded) 	<p>This activity supports the aims of the UK Research and Development Roadmap, namely its aspirations to ensure economic and societal benefits from research, placing greater emphasis on place-based outcomes and engaging in new and imaginative ways, in order to ensure that research meets the needs of society.</p> <p>This area of work also supports UKRI's aims to develop and support leading research talent.</p>	<p>This area of work links to a number of BU2025 actions noted above: 28, 30, 36, 47, 52, 53, 57, 59 and 61.</p>	<p>This is an established area of work and will continue throughout the next HEIF funding period.</p>
<p>Intellectual Property (IP) and commercialisation A programme of support for our newly established IP and commercialisation work. This includes funding set aside to cover the costs of filing and maintaining patents that arise from BU research and knowledge exchange activities and a proof of concept fund which will be used for translational activities, the development of data to support exploitation or market research.</p> <p>In addition to this, this area of work is supported by a specialised Research Commercialisation Manager and will be supported on a short-term basis by a post which will develop a quality management system for BU's medical device R&D pipeline.</p> <p>Our IP and commercialisation work was recognised as a strength in the Knowledge Exchange Framework (KEF), so these activities will allow us to build on those successes.</p>	<p>Activities:</p> <ul style="list-style-type: none"> Cost of filing and maintaining patents that arise from BU research and knowledge exchange activities (100% HEIF funded). Proof of concept fund (100% HEIF funded). <p>Support:</p> <ul style="list-style-type: none"> 1 x Research Commercialisation Manager (100% HEIF funded). 1 x 6-month secondment for a post to develop and implement a quality management system for BU's internal medical device R&D pipeline (100% HEIF funded). 	<p>This links to the aspiration set out in the Plan for Growth concerning the importance of innovation and incentivising the development of ideas and technologies that will shape the UK's future economic growth. This also supports Research England's objective of fuelling economic growth through research. Further developing our work in this area will also enable us to support UKRI's aims to support cooperation and collaboration.</p>	<p>This area of work supports BU2025 actions 28, 30, 33, 36, 37, 52 and 61.</p> <p>It will also support the development of our areas of strategic growth, which are directed with insights from both academia and industry.</p>	<p>This is an ongoing area of work and will continue throughout the HEIF funding period.</p> <p>The new secondment is intended to begin in 2020/21 and will continue into 2021/22.</p>
<p>Student Project Bank (SPB): The SPB is based on a Science Shop model, which has the dual benefit of allowing students to gain experience through working on consultancy projects with external organisations and providing local</p>	<p>Activities:</p> <ul style="list-style-type: none"> Marketing and promotional activity (100% HEIF funded) <p>Support:</p> <ul style="list-style-type: none"> 1 x Student Project Bank Officer (100% HEIF funded). 	<p>This area of work supports the aims of the UK's Research and Development Roadmap, namely through ensuring that society benefits from research, particularly following the Covid-19 pandemic and supporting the levelling up, place-based agenda.</p>	<p>This links to the BU2025 actions noted above: 37, 38, 52 and 53.</p> <p>It also links to action 3 (developing a range of co-curricular and extra-curricular activities that will</p>	<p>This is a developing area of work which restarted in 2019/20 and will continue throughout 2021 – 2025.</p>

<p>organisations with additional research, knowledge and skills.</p> <p>This will enable our students to enhance their knowledge and transferable skills and will be of particular benefit to those who have not been able to undertake a placement during the course of their degree. It will also ensure that local businesses and civil society organisations will be able to benefit from BU's research and the knowledge and skills of our students.</p> <p>The SPB intends to engage with 555 students in 2021/22 through a combination of workshops, projects embedding in the curriculum, extra-curricular activities and networking events. This will increase in subsequent years.</p>	<ul style="list-style-type: none"> 0.5 FTE x Administrator (100% HEIF funded). 	<p>It also supports the OfS' aim to involve students in knowledge exchange projects.</p>	<p>enhance the student and staff experience) and action 74 (supporting students and staff from all parts of BU to volunteer and contribute to their communities).</p> <p>It supports BU's Access and Participation Plan, which includes the aims of improving rates of progressions of students from underrepresented groups into graduate level employment or further education, in order to reduce the gaps between these groups of students and others.</p>	
<p>Policy engagement: Policy engagement is a well-established knowledge exchange pathway for researchers at BU and is an area that we intend to expand (action 57). As part of this work, we have developed new strategic research narratives (action 47), which will help to make our research and knowledge exchange clearer to external stakeholders. Building on these two areas, we intend to develop a new policy KE mechanism by offering secondments to civil servants, enabling them to work alongside BU academics and benefit from their expertise.</p>	<p>Activity:</p> <ul style="list-style-type: none"> Secondment of a civil servant to work alongside a BU academic on an area aligned to our strategic research narratives (100% HEIF funded). Funding set aside to support our academics to undertake Parliamentary Fellowships, building on existing successes (100% HEIF funded). 	<p>The UK Research and Development Roadmap states that research should be used to solve the most pressing problems facing government and society, ensuring our research is of benefit to society and engaging in new ways in order to ensure that our research meets the needs of society. This also supports UKRI's aims to build capacity to ensure that universities are able to respond to changing national agenda.</p>	<p>This area of work supports BU2025 actions 28, 30, 36, 37, 38 and 57.</p>	<p>The secondment will run as a pilot scheme in 2022/23 and may be expanded further in subsequent years. Funding for Parliamentary Fellowships will commence in 2021/22 and will be available to support any successful applicants in subsequent years.</p>
<p>Innovation fund: The Small Fund was piloted in 2020/21 with the aim of providing academics with an opportunity to start a KE project, develop a relationship with an external organisation or to take a project past fruition, further developing KE activities. We will develop this into an Innovation Fund in future years to allow us to continue supporting small and medium sized projects.</p> <p>The aim is to provide a platform for academics to take their KE ideas to the next stage of development.</p>	<p>Activity:</p> <ul style="list-style-type: none"> Budget attached to this fund (100% HEIF funded). <p>Support:</p> <ul style="list-style-type: none"> Administrative support from the Knowledge Exchange & Impact Officer (100% HEIF funded – detailed below). 	<p>This fund supports the ambition of the Plan for Growth to support and incentivise creative ideas and technologies that will shape the UK's future. Further developing our work in this area will also enable us to support UKRI's aims to support cooperation and collaboration, as well as developing our academic talent.</p>	<p>This area of work supports BU2025 actions 28, 30, 33, 36, 37, 52 and 61.</p>	<p>This was run as a pilot scheme in 2020/21 and will be run on an annual basis during the next HEIF funding period.</p>
<p>Strategic areas of growth: As part of our BU2025 strategy, BU identified four areas of strategic growth which were chosen based on our strengths, government priorities and the potential for funding opportunities. Each of these areas is led by a BU professor and is guided by external advisors drawn from industry, the public sector and the third sector. Our activities in these areas are also driven by the aims of our developing external engagement strategy.</p> <p>To accelerate BU's KE nationally and to aide regional growth, we will develop the relationships with BU's external strategic advisory partners by identifying priority opportunities for innovation and ensuring these are brought to fruition. Developing this work will enhance the strategic narratives through the fruition of demonstrable innovation projects for societal benefit.</p>	<p>Activity:</p> <ul style="list-style-type: none"> Deliver strategic innovation projects with priority partners 	<p>This links to the aspiration set out in the Plan for Growth concerning the importance of innovation by building on the existing relationships for strategic growth by identifying and delivery priority projects for innovation. Further developing our work in this area will also enable us to support UKRI's aims to support cooperation and collaboration.</p>	<p>Actions 28, 30, 33, 36 and 37</p>	<p>This builds on existing work by building capacity to deliver new innovations aligned to BU's priority areas for strategic growth.</p>

<p>BFX: A key aspect of the BFX is to inflect in the narrative that this underpins innovation in education through student engagement with cutting edge industry practice, and that this in turns connects with innovative students projects with live briefs supporting third sector organisations.</p>	<p>Support:</p> <ul style="list-style-type: none"> Funding from HEIF goes towards speaker fees and masterclasses at the Festival (BFX as a whole is c.5% HEIF funded). 	<p>This links to the aspiration set out in the Plan for Growth concerning the importance of innovation and incentivising the development of ideas and technologies that will shape the UK's future economic growth. It supports the aim to invest in people's skills and knowledge, as noted in the Plan for Growth.</p> <p>It also supports the OfS' aim to involve students in knowledge exchange activities.</p>	<p>This supports BU2025 actions 38, 47, 52.</p>	<p>This is an established activity that takes place annually.</p>
Roles				
<p>Research Facilitator, Industrial Collaboration (RFIC): This role was established in 2017 to provide support for large, strategic, collaborative research and KE bids; facilitate a series of STEAMLabs (a similar concept to sandpits), which will align to BU's areas of strategic growth, engage industry, key regional stakeholders and the Dorset Local Enterprise Partnership on collaborative bids.</p>	<p>Support:</p> <ul style="list-style-type: none"> 1 x Research Facilitator – Industrial Collaboration post (100% HEIF funded). 	<p>This role supports the aim of the Plan for Growth to create ideas that will shape the future growth of the UK. It will also support Research England's aspiration to further economic growth and the aim of the UK Research and Development Roadmap to use new discoveries to solve pressing problems facing society, government and industry, as well as ensuring that economic and societal benefit arises from research.</p>	<p>This supports BU2025 actions 38, 52, 53 and 61.</p>	<p>This is an established role and will continue from 2021/22 onwards.</p>
<p>Knowledge Exchange and Impact Officer: This role is essential in enabling BU to manage and monitor its HEIF funds. The role provides administrative support to the HEIF Panel, supports HEIF funded activities and helps to support communication of good examples of knowledge exchange. As detailed below, our HEIF Panel has oversight of our whole HEIF budget and activities, and also has responsibility for promoting HEIF activities across the University.</p>	<p>Support:</p> <ul style="list-style-type: none"> 1 x Knowledge Exchange and Impact Officer (100% HEIF funded). 	<p>This role ties in with the aim to invest in people's skills and knowledge, as noted in the Plan for Growth. It also supports objectives outlined in the UK Research and Development Roadmap, such as ensuring that society and the economy benefit from research, the levelling up and place-based agenda.</p>	<p>This supports BU2025 actions 28, 30, 36, 37, 47 and 53.</p>	<p>This is an established role and will continue from 2021/22 onwards.</p>
<p>Impact Advisers: BU invested in four Impact Officer roles on a temporary basis to assist academics with developing the impact of their research. They proved to be a significant asset to our knowledge exchange work as they were able to provide tailored advice to academics within their Faculties.</p> <p>We are looking to build on this progress by considering whether we establish two new roles at higher grade, which will have wider responsibilities for embedding a culture of impact and ensuring that there is a clear link between our KE mechanisms and the development of research impact. Their expertise would enable us to link up our academics with suitable KE opportunities and mechanisms across the University.</p>	<p>Support</p> <ul style="list-style-type: none"> 2 x Impact Adviser roles (50% HEIF funded). 	<p>These roles will support the UK's Research and Development Roadmap through its aim to use research to solve pressing problems facing society and ensuring societal and economic benefits arising from research.</p>	<p>This supports BU2025 actions 28, 30, 36, 37, 38, 52, 53 and 57.</p>	<p>We are considering establishing these new roles. They would be appointed in 2021/22.</p>
<p>Business Development Managers: During the pilot, the initial postholder is expected to work with the Faculty and Head of External Engagement to create a formal structure and processes around business development and engagement including developing a Continuing Professional Development (CPD) framework and preparing academics in bidding opportunities. If the pilot proves successful, then BU will invest in roles in each of our Faculties to further our KE activities.</p>	<p>Support:</p> <ul style="list-style-type: none"> 4 x Business Development Manager roles (100% HEIF funded). 	<p>These roles will support the UK Research and Development Roadmap which provides a strong steer in relation to further strengthening science, research and innovation across the UK, making these Faculty roles central to tackling the major challenges we face (inclusive of Covid19), and taking advantage of opportunities.</p>	<p>This supports BU2025 actions 38, 52, 53 and 61.</p>	<p>One role will be piloted in 2021/22 in BU's Business School, with the intention of establishing posts in other Faculties if it proves successful after an evaluation.</p>

Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.

Managing HEIF spending

To ensure that Bournemouth University (BU) is allocating and spending its HEIF funding in a way that supports its knowledge exchange aims, a HEIF Funding Panel was established in 2018/19. The Panel is led by two senior academics, with administrative support provided by dedicated knowledge exchange roles in the Research Development & Support (RDS) team. The Panel consists of members with expertise in knowledge exchange from both our academic and professional service staff.

The HEIF Panel has responsibility for providing leadership and accountability for BU's KE activities. It ensures alignment of spend and activity with the KE strategy and that the funding allocation process is fair and transparent. It also has responsibility for promoting and monitoring HEIF-funded activities across the institution. Decisions made by the HEIF Panel are ratified by the University's Research and Performance Management Committee (RPMC), which has oversight of all of BU's research and KE activities, and is part of our executive committee structure.

On a day-to-day basis, the HEIF budget is monitored by the Research Development & Support team. RDS staff work with our Finance team to monitor the budget on a monthly basis and also ask for monthly reports from academic project leads, which help to demonstrate progress and highlight any areas of concern. This proved to be a particularly useful approach during the Covid-19 pandemic, as it enabled us to work with project leads to identify any possible delays to spending and put alternative plans into place. We intend to continue this approach in the next funding period and will expand this part of the monitoring process to include all HEIF funded initiatives, now that the HEIF Panel is well-established.

In addition to this, academic project leads are expected to attend HEIF Panel meetings at least once year, as this gives them an opportunity to share a more detailed update about their work. It also provides the Panel with an opportunity to monitor their progress, ask questions and give suggestions for improvement.

Measuring progress

As discussed above, spending and progress are monitored by the HEIF Panel and dedicated support staff within RDS. This helps us to ensure that individual knowledge exchange projects are kept on track and are meeting their intended outcomes. This is being expanded to all HEIF funded initiatives.

In terms of monitoring wider KE progress, the University has established a Knowledge Exchange Working Group (KEWG), which is chaired by BU's Head of External Engagement. The KEWG has responsibility for improving BU's knowledge exchange performance, including analysing the University's strengths and weaknesses and using these to make recommendations to our External Engagement Management Group (EEMG). The EEMG has oversight of all of BU's external engagement activities, including its broader external engagement strategy.

The KEWG has helped to shape and develop the University's Knowledge Exchange Framework (KEF) response and will be doing the same for the Knowledge Exchange Concordat (KEC) and associated actions. The group's blend of expertise is particularly helpful in this respect as it covers a range of externally facing roles and all Faculties. This means that we are able to draw on expertise from across the whole University and from a wide variety of disciplines. It is expected that the group will have responsibility for monitoring progress towards our agreed KEC actions, as well as implementing and monitoring any other areas that it recommends for improvement to the EEMG.

At an institutional level, BU's strategic plan (BU2025) is monitored by the University's Executive Team (UET). As outlined above, our strategy contains a number of broader objectives, which relate to knowledge exchange and from which our HEIF spending priorities are derived. UET monitor progress towards the actions that underpin our strategy on a regular basis and provide updates to our Board, as well as the University more widely.

Evaluating outcomes

Once a HEIF funded knowledge exchange project has been completed, project leads are asked to fill out a final report, which details their progress, challenges, impact and next steps. This is presented to the HEIF Panel and a summarised version is shared with RPMC. These reports are particularly useful as they enable us to capture successes, as well as lessons that will help to inform future funding rounds. We use these reports as part of our communications work to share examples of best practice internally and share stories of our knowledge exchange activities externally. The Panel will explore how to monitor the longer-term impact of our projects, such as through asking for updates a year after a project has completed to see whether any additional outcomes have arisen.

In the new HEIF funding round, we will apply the same process to our HEIF funded initiatives (e.g. the Student Project Bank and our public engagement with research activities). However, as these are on-going areas of work, they will be expected to provide a report on an annual basis in order to evaluate progress and demonstrate their outcomes.

Our institutional strategic plan and objectives are monitored by UET, who have overall responsibility for ensuring that the institution meets the goals set out in BU2025.

Identifying lessons learned

Our monitoring and evaluation process enables us to identify areas of our HEIF funded activity which are proving successful and where gaps in provision lie. These inform discussions at our HEIF Panel, which then feed into decisions about how HEIF funds are managed.

As an example, during our current HEIF funding period, it became apparent that the University had a gap in provision to support academics to carry out market research and small projects to provide evidence to support larger knowledge exchange bids. In order

to counter this, we allocated a portion of our HEIF fund to a “Small Fund”, the purpose of which is to support market research and small projects. The Fund has a monthly rolling call, with a much faster turnaround than call for larger projects, which enables the University to be responsive to need. The first two calls for projects have proved to be popular, with over 75% of projects in the first round being approved.

In addition to this, we have created an opportunity for postgraduate students to be more involved in knowledge exchange activities through working with the Doctoral College and our HR department to identify a mechanism through which our postgraduates can be brought in to work on market research projects funded through the Small Fund. This is enabling us to provide valuable experience for our postgraduates as well as increasing our knowledge exchange capacity.

At a broader level, our KEWG is responsible for identifying BU’s strengths and weaknesses in KE and making recommendations to the EEMG, which the KEWG will then monitor. These decisions are informed by the data that we hold in relation to our KE activities as well as the self-evaluation process undertaken in support of the Knowledge Exchange Concordat.