

RE-P-2020-03-Annex B

Canterbury Christ Church University

HEIF accountability statement

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

Return date: 21 May 2021

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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.

(max 2 pages of A4)

For six decades, **Canterbury Christ Church University** has been a major contributor to regional and national public services. This provides us with a strong foundation for diversification and growth into medicine, engineering, creative and digital, and to address regional skills shortages while narrowing gender and social participation gaps.

Underpinned by our institutional values and driven by innovation and expansion to serve industry, economic, public service and community need, our Enterprise and Knowledge Exchange Strategy aims to deliver deep regional impact and focused national and international influence; bringing people, business, research expertise and innovation together to foster creativity and support economic growth. In doing so, it supports our University mission:

“We will be recognised as a leader in education, research and enterprise that supports the South East region’s growth and economy, building on our heritage as a globally connected, dynamic and innovative University, delivering an excellent and inclusive experience that provides enterprising, professional graduates”.

We are committed to creating an environment and culture which enables knowledge exchange to thrive and: (i) supports intellectual, economic, social and cultural prosperity; (ii) addresses the challenges facing the sectors and communities we serve, the issues with which our students are engaged, and the areas in which they wish to develop careers; (iii) enhances and enriches people’s lives.

Our strategy continues to be informed by local and regional skills and innovation needs, seeking to widen participation, diversity and sustainability in the workforce, and support regeneration. We aim to maximise the potential of our collaborations and partnership to drive societal and economic benefits through our key industry sectors and strategic initiatives such as [Engineering, Design, Growth & Enterprise Hub](#) and [Hi3 network](#) acting as a key enabler in the creation of new businesses, investment and skills; being a source of talent and innovation, and a stimulus for the creative exchange of ideas.

Drawing on our context and derived from commitments in our [Strategic Framework](#) and [Strategic Plan for Research & Enterprise](#), our strategic objectives for Enterprise and Knowledge Exchange are organised around the seven [Knowledge Exchange Framework](#) ‘perspectives’ – broad domains within which universities typically exchange knowledge with wider society.

Strategy	Strategic Objective/Perspective:
Strengthening	<p>1. Research partnerships</p> <p>(i) Capitalise on Expertise: Build on our performance and leadership in research partnerships, tapping into our partner expertise and networks to identify and develop opportunities for effective Knowledge Exchange and positive impact on economies and communities.</p> <p>(ii) Diversify Collaborations: Create an environment and culture where cross-sector collaboration, transdisciplinary research and opportunities for Knowledge Exchange thrive, enabling partnerships to benefit from diverse perspectives and technologies to support growth and innovation.</p>
	<p>2. Working with the public and third sector</p> <p>(i) Influence Policy & Practice: Capitalise on our strong foundation in regional and national public services and through our <i>train and retain</i> focus, continue to shape and influence the local and regional landscape through our research and Knowledge Exchange expertise; thought leadership and education provision to support the Public and Third Sector to prosper and grow.</p> <p>(ii) Enhance & Enrich Lives: Be a trusted and valued partner for local government; the NHS; the voluntary, community and social enterprise sector; and cultural organisations, addressing the issues and problems</p>

	<p>that matter to communities, translating and applying our knowledge resources and insights to support Intellectual, Social and Cultural Prosperity.</p> <p>3. Public and community engagement: (i) Take an Active Civic Role: Contribute positively through the seven domains of civic activity to the culture, economy, environment, facilities, leadership, social and wellbeing of the communities we serve. (ii) Inspire & be Inclusive: Optimise opportunities to bring about positive change and impact through a programme of outreach, volunteering and public event activities which raises aspirations and celebrates diversity and inclusion.</p>
Developing	<p>4. Working with business (i) Be Customer Centric in Approach: Be responsive, focused and agile in the ecosystem in which we operate, prioritising support to specific sectors, focusing on creating high-value, highly skilled jobs, supporting new industries to grow and existing ones to flourish, matching business needs with provision, whilst also providing the skills, access to innovative techniques, and support needed to succeed. (ii) Establish Mutually Rewarding Relationships: Be a key regional player continuing to shape and support local and regional economic development strategies; equipping SMEs with the tools to grow their businesses and thrive via our educational offer and delivering deep regional impact through our active role and engagement across a diverse range of partnerships; and membership of networks.</p> <p>5. Skills, enterprise and entrepreneurship (i) Embed an Enterprising Culture: Promote an inclusive environment for learning and entrepreneurship, ensuring that staff and students have access to training and opportunities to develop and enhance the value of their collaborations with external partners, and improve and increase the University's external economic and social impact. (ii) Build Regional Innovation Capacity: Support businesses in growing and developing their workforce and through the expansion of existing skills provision (CPD; apprenticeships; sector-based placements) attracting talent to the region and contributing to its retention.</p> <p>6. Local growth and regeneration (i) Diffuse Innovation: Maximise the use of facilities and our infrastructure to empower SME's and our key external stakeholders to access the right support and resources to stimulate new skills, attract inward investment and promote the diffusion and exchange of ideas and innovation. (ii) Connect to People & Places: Embed and enhance a network of places with our partners facilitated through our existing industry hubs (e.g. Discovery Park) and services provision, by encouraging the creation of new innovation zones and clusters to support emerging industries (such as Industry 4.0/5.0, digitalisation) and address major challenges (net zero).</p>
Emerging	<p>7. IP and commercialisation (i) Stimulate Creativity: Develop an innovation and incubation offering, providing businesses with access to tools to translate new ideas into products and services and to challenge established businesses. (ii) Provide a Platform for Enterprise: Provide an Enterprise Exchange as a space for ideas incubation, advice and continuing development for staff, student and alumni spin outs and start-up enterprises.</p>

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)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>Enterprising students: Support student Knowledge Exchange and Enterprise through a programme of curricular and non-curricular activities and initiatives:</p> <ul style="list-style-type: none"> • Increase opportunities for volunteering and working with the Public and Third sector through a programme of events • Provide and enhance skills training and access to tools to support students engaging with non-academic partners • Enhance and promote an integrated entrepreneurial development programme to encourage and support students wishing to establish and grow entrepreneurial skills; new enterprises or activities • Create a dedicated 'space' for student innovation and enterprise to flourish 	<p>Allocated 15% of HEIF funding which will partially fund:</p> <ul style="list-style-type: none"> • Employability & Skills team • Seed funding and/or similar initiatives 	<p>OfS for students to benefit – increase number of students logging volunteer hours from 6404* year-on-year and programme benefiting c.150 students</p> <p>*19/20 results</p>	<p>3ii. Inspire and be Inclusive</p> <p>5i Embed an Enterprising Culture</p> <p>7ii Provide a Platform for Enterprise</p>	<p>2021-22 onwards</p> <p>2021-22 onwards</p> <p>2022-23 onwards</p>

<p>Training and development: Enhance opportunities for businesses to upskill their workforce and capitalise on our specialist facilities and equipment to develop specialist training (<i>min. 150 businesses/individuals over the next 3 years</i>)</p> <ul style="list-style-type: none"> • Through the expansion and growth of our CPD and apprenticeship offering, develop and deliver an employer-led skills and workforce development programme • Engage in a programme of enrichment activities to build a pipeline of technical skills across STEM and Digital • Open up our campus to businesses facilitated by greater access to our facilities, equipment and resources supported by highly skilled staff 	<p>Allocated 15% of HEIF funding which will partially fund:</p> <ul style="list-style-type: none"> • Enterprise & Engagement team • Academic Enterprise Champions 	<p>Support of 'Skills' in Build Back Better</p> <p>UK Research & Development Roadmap</p>	<p>4i. Establish Mutually Rewarding Relationships</p> <p>4ii. Be Customer Centric in Approach</p> <p>5ii. Build Regional Innovation Capacity</p> <p>6i. Diffuse Innovation</p>	<p>All from 2021-22 onwards</p>
<p>Capacity building: Provide an integrated development programme to support Knowledge Exchange & Enterprise careers (<i>min. 75-100 professional and academic staff members over the next 3 years</i>)</p> <ul style="list-style-type: none"> • Develop key initiatives designed to foster and enhance cross-sectoral and transdisciplinary interaction, increasing the opportunities for external collaboration e.g. peer networks; 	<p>Allocated 25% of HEIF funding which will partially fund:</p> <ul style="list-style-type: none"> • Academic staff time buy out • Seed funding and initiatives • Enterprise & Engagement team 	<p>KE Concordat and furthering best practice</p> <p>UK Research & Development Roadmap</p>	<p>1ii. Diversify Collaborations</p>	<p>2021-22 onwards</p>

<ul style="list-style-type: none"> Deliver targeted business solutions through improved customer insight; increased engagement and active participation in regional initiatives and membership forums 			5ii. Build regional Innovation Capacity 6i. Diffuse Innovation	
<p>Supporting a vibrant and innovative ecosystem: (<i>min. 100 businesses/individuals over the next 3 years</i>)</p> <ul style="list-style-type: none"> Develop programme(s) to support businesses scale-up and boost productivity through digitalisation; and equip businesses with the tools to grow via a programme of activities Respond to the region's needs through the enhancement and investment in our MI and CRM capabilities to support sector development and emerging industries Translate and apply our knowledge resources and insights through the delivery of our consultancy proposition to support Intellectual, Economic, Social and Cultural Prosperity 	Allocated 20% of HEIF funding which will partially fund: <ul style="list-style-type: none"> Enterprise & Engagement team Academic Enterprise Champions 	Support pillar of investment in of 'Skills' and 'Innovation' in Build Back Better	5ii. Build Regional Innovation Capacity 6i. Diffuse Innovation 6ii. Connect to People & Places	All from 2021-22 onwards
<p>Regional embeddedness and engagement throughout the region (<i>min. 100 Public & Third Sector businesses/individuals and increase volunteering hours by 20% over the next 3 years</i>)</p> <ul style="list-style-type: none"> Work with our strategic partners to develop industry hubs and take our 	Allocated 15% of HEIF funding which will partially fund: <ul style="list-style-type: none"> Enterprise & Engagement team Academic Enterprise Champions 	Support pillar of investment in of 'Skills', 'Infrastructure' and 'Innovation' in Build Back Better	1i. Capitalise on Expertise	All from 2021-22 onwards

<p>offer to People & Places throughout the region, focusing on specific sectors and growth industries</p> <ul style="list-style-type: none"> • Actively seek and develop partnerships with Public and Third sector in areas that capitalise on our areas of expertise, reinforcing our institutional strengths and ambitions to grow • Enhance our capabilities and capacity to increase public and community engagement through new partnerships; unlock opportunities for social enterprises 		<p>UK Research & Development Roadmap</p>	<p>2ii. Enhance and Enrich Lives</p> <p>3i. Take an Active Civic Role</p> <p>3ii. Inspire and be Inclusive</p> <p>5i Embed an Enterprising Culture</p> <p>6ii. Connect to People & Places</p>	
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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

Our HEIF allocation is distributed to two main areas: (1) to partially support teams within our central *Department of Enterprise, Employability and Research Development (EE:RD)*; (2) to support enterprise and KE activity by academic staff in our three faculties: Arts, Humanities and Education; Medicine, Health and Social Care; Science, Engineering and Social Sciences.

Half of our HEIF spend supports teams within *EE:RD*. Specifically, circa 10% partially supports our *Employability and Skills Team*, who deliver our student facing *Careers and Enterprise Hub* which provides central co-ordination for the delivery of student KE under our ***Enterprising Students*** workstream. Circa 40% partially supports our *Enterprise and Engagement Team*, which provides central co-ordination for enterprise and knowledge exchange, and supports our returns to KEF and the development of the KE Concordat. This team co-ordinates the delivery of our workstreams on ***Training and Development, Capacity Building, Promoting our B2B Offer, Supporting a Vibrant and Innovative Ecosystem*** and ***Regional Embeddedness and Engagement***.

Just over one third of our HEIF spend (35%) is distributed to support staff time in our three faculties. This partially supports a cohort of 24-30 *Academic Enterprise Champions* who each receive 0.2FTE of their time to develop and deliver enterprise and KE outcomes. While this reaches across several of our workstreams, the key workstream in the earlier part of the 2021/22 to 2024/25 period is ***Capacity Building*** among academic

staff to support future delivery across ***Training and Development, Supporting a Vibrant and Innovative Ecosystem*** and ***Regional Embeddedness and Engagement***].

The final 15% of HEIF spend supports non-pay expenses and expenditure. In the three faculties, our *Academic Enterprise Champions* have an individual non-pay allowance to support their enterprise and KE activities. However, each faculty has a *Research and Enterprise Support Fund*, to support activities that build capacity, at least 20% of which is expected to be used to pump-prime or seed fund enterprise and KE activity. Centrally, part of this final 15% of HEIF spend supports the non-pay expenses and expenditure of our *Enterprise and Engagement Team* and our *Employability and Skills Team*.

Monitoring Progress, Evaluating Outcomes and Identifying Lessons Learned

Institutionally, progress against KEF outcomes, which structure our institutional objectives for enterprise and KE (Q1), derived from our institutional *Strategic Framework* and our *Strategic Plan for Research & Enterprise*, are overseen and monitored by our *Enterprise and Engagement Board*, which is chaired by the Pro Vice Chancellor (Research & Enterprise) and is a formal part of our academic governance structure, reporting to our *Research and Enterprise Integrity Committee*, also chaired by the Pro Vice-Chancellor (Research & Enterprise), which in return reports to our *Academic Board*, chaired by the Vice-Chancellor.

Operationally, the work of the *Department of Enterprise, Employability and Research Development (EE:RD)*, is determined by the three-year business plan of the *Directorate of the Pro Vice-Chancellor (Research & Enterprise)*. The *Directorate's* three-year business plan is set during March-May each year, in a process which evaluates outcomes and seeks to learn lessons from the previous year to inform the annual review and development of the three-year plan. The four objectives for the *Directorate*, set within the context of institutional objectives and the *Strategic Plan for Research & Enterprise*, are:

- 1) *Postgraduate Number Growth*
- 2) *Increased and Diversified External Income*
- 3) *Improved Graduate Employment and Enterprise Outcomes*
- 4) *Enhanced Quality and Quantity of Research and Enterprise*

... of which objectives 2-4 are relevant to our use of HEIF.

Within *EE:RD*, our *Enterprise and Engagement Team* and our *Employability and Skills Team* set implementation plans to deliver their responsibilities against the *Directorate* objectives within the context of our institutional objectives for enterprise and KE (Q1) and our *Strategic Plan for Research & Enterprise*. These implementation plans include activities against each of our enterprise and KE workstreams (Q2).

The delivery of enterprise and KE in our three faculties is monitored through *Research & Enterprise Quality Improvement and Enhancement (REQIE)*, an annual academic governance process which supports faculties to produce *Faculty Research & Enterprise Portfolio Plans (FREPPs)*. *FREPPs* include two parts: part A, a three to five year vision and strategy for research and enterprise development in the faculty within the context of institutional objectives (Q1) and the *Strategic Plan for Research & Enterprise*; part B, operational priorities and plans for the next year, which include activities contributing to our enterprise and KE workstreams (Q2). Each year, *REQIE* scrutinises progress against the previous year's *FREPPs*, using internal and external monitoring data and indicators to evaluate outcomes and identify lessons learned to inform the review and development of *FREPPs* for the next year. *FREPPs* are approved by our *Academic Strategy Committee*, chaired by the Deputy Vice-Chancellor, which reports directly to our *Academic Board*, while oversight for *REQIE* and the delivery of *FREPPs* is provided by our *Research and Enterprise Integrity Committee*.

FREPPs set the context for *Individual Enterprise Reports and Proposals (IERPs)* developed by *Academic Enterprise Champions*, which are considered each year in performance conversations with line managers, then endorsed by the Faculty Director of Research & Enterprise, and approved for resource allocation by the Pro Vice-Chancellor (Research & Enterprise). *IERPs* report on outcomes delivered in the previous year, and propose activities, outputs and outcomes for the next year, each of which must be explicitly linked to the vision and strategy, and the plans and priorities, set by the faculty in its *FREPP*.