

RE-P-2020-03-Annex B

The University of Winchester

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.

The University of Winchester is a values-driven institution. Our [Strategic Vision 2030](#) is shaped, informed and inspired by our guiding principles of Educational Excellence, Sustainability and Social Justice. It comprises three key areas: Flourishing people and communities; transformative education, research and innovation; and organisational excellence. These principles embody our vision to help shape a better world for both people and planet, underpinned by the three core values of Compassion, Individuals Matter and Spirituality.

Our approach to knowledge exchange is central to our mission. The majority of our KE work lies in developing meaningful partnerships with various stakeholders which are reflected in our portfolio. The portfolio is spread across five faculties: Arts; Business, Law and Digital Technologies; Education; Health and Wellbeing; and Humanities and Social Sciences.

As outlined in the University's Strategic Vision 2030, our aim is to deliver outstanding knowledge exchange, further articulated in the [Research and Knowledge Exchange Strategy 2020-2030](#). Entitled *Re-imagining the world: creating the future*, it builds upon and extends both its predecessor and the previous HEIF Institutional Strategy to provide a clear context for our KE focus moving forwards. In this document, we present our aim to deliver outstanding knowledge exchange, driven by our mission to achieve sustainability, social justice and make a difference to all life and the planet. Within this context, we plan to:

- Embed high-quality public engagement and knowledge exchange activities into all aspects of our activities

- Develop Knowledge Exchange Centres' profiles as beacons of national and international expertise
- Contribute to the Civic Universities Strategy and Community Impact Strategy, helping to enrich communities and transform lives
- Support, capture and evaluate the work of colleagues and students in Faculties and relevant Professional Services departments in developing links with businesses, particularly SMEs, with shared values
- Support, capture and evaluate the work of colleagues and students in Faculties and relevant Professional Services departments in developing student entrepreneurship

RKE Strategy 2020-2030, p. 4

Each Faculty developed their own RKE Strategies which align with these KE aims.

Our previous HEIF Strategy focused on capacity and capability building and KE activities around three key areas: health, wellbeing and communities; education, enterprise and skills development; and digital technologies.

This new four-year HEIF plan represents a change in direction, aligned to the new institutional strategic foci on sustainability and social justice, simultaneously reflecting government and OfS priorities. First, we have established the **University of Winchester Institute for Climate and Social Justice**, in which a wide range of KE activities will be undertaken, aligning with the government's priority for universities to contribute to Covid-19 recovery and civic responsibilities. These include significant projects with NGOs such as Christian Aid; community-based projects focused on environmental issues; and schools and community work with the police and young offenders.

Second, we will focus on supporting local **SMEs with shared values in the green Covid-19 recovery**, working collaboratively, particularly on leadership skills, to enable local growth.

Third, we will focus on the OfS priority for **student engagement in KE**, we plan to create more placements for students in multi-vocational programmes (e.g. Humanities), increasing our number and range of external partners.

Fourth, still in relation to the OfS focus on student engagement in KE, we plan to build on our KEF strength in **enterprise and entrepreneurship**, supporting students in setting up their own businesses, thereby further contributing to local growth.

The University also continues to value a wide range of KE activities such as our strong community relationships, existing partners such as the Hampshire Health Foundation Trust (HHFT) and an expanding portfolio. As a flexible institution which also seeks to support innovative KE ideas, we will also continue to offer open calls for smaller pots of funding which align with our strategies and values. These will be open to all areas of the university's portfolio. The focus on **capacity and capability building** also remains central to the plans as we continue to develop our expertise in KE.

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>Theme 1: Social Justice and Sustainability</p> <p><i>The establishment (in May 2021) of the University of Winchester Institute for Climate and Social Justice: an institute engaged in research and KE for the benefit of people and planet.</i></p>	<p>HEIF will be used to contribute to the salary of the Director for the Institute and support active engagement in KE with a wide range of external partners. Three key planned projects include:</p> <ul style="list-style-type: none"> • Schools Trust involving 600 schools and 6000 staff to develop KE for social and environmental justice • A Community of Practice project with Christian Aid involving 100 church leaders based on the climate care agenda • A community-based social enterprise with an environmental network, including children, addressing pollution issues 	<p>Government priority of universities' contribution to Covid-19 recovery / The Government priority to 'Build Back Greener' / Civic responsibilities of universities.</p>	<p>Institutional Strategic Vision 2030 (10):</p> <p>Over the next 10 years, the University will continuously improve and champion excellence in education, sustainability and social justice.</p> <p>RKE Strategy 2020-2030 (4):</p> <p>Deliver outstanding knowledge exchange, driven by our mission to achieve sustainability, social justice and make a difference to all life and the planet.</p>	<p>May 2021 ongoing</p>

<p>Theme 2: Covid-19 Green Recovery Programme for SMEs</p> <p><i>Delivery of a programme to 200 leaders of SMEs through a structured series of interactive Evening Business Seminars.</i></p>	<p>HEIF funding will support a Business Development Officer who will develop and extend relationships linked to the participants in the Business Seminars. These will cover a range of activities including the Small Business Charter Help to Grow programme, short courses, internships, guest lectures, industry connections with research etc, enabling high quality KE between a range of partners.</p> <p>Students will be invited to contribute to finding practical solutions to business problems and networking with local organisations (approximately 250 active students).</p>	<p>Government priority of universities' contribution to Covid-19 recovery / The Government priority to 'Build Back Greener'. Specifically, the role of SMEs in enabling the UK economy to recover.</p> <p>Civic responsibilities of universities.</p> <p>OfS Strategic objective of students delivering KE in pursuit of the Industrial Strategy.</p>	<p>Institutional Strategic Vision 2030 (24): to foster meaningful partnerships with businesses... In particular, we will oversee a step change in engagement with employers.</p> <p>(5) be a driver of productivity and economic growth within the region... building... a sustainable, "circular" regional economy.</p> <p>RKE Strategy 2020-2030 (3e): Supporting, capturing and evaluating the work of colleagues and students in developing links with businesses, particularly SMEs, with shared values.</p> <p>The Faculty of BLDT Strategy: launch a monthly Evening Business Seminar Series.</p>	<p>2021-22 to 2024-25</p>
<p>Theme 3: Students' engagement in KE: developing opportunities for employer engagement</p> <p><i>Building on our existing placement scheme which is embedded in vocational courses to address specific employer problems, we plan to extend placements to other courses, benefitting new employers and new parts of the student population.</i></p>	<p>HEIF will be used to provide placement bursaries for students on courses which do not currently have placements built into them (e.g. Marketing and Digital Media Design and Humanities). Funding will provide bursaries for non-PSRB courses to support students, particularly to reduce barriers for Widening Participation students.</p>	<p>Government priority of the Ideas and People chapters of the Industrial Strategy.</p> <p>OfS Strategic objective of students delivering KE in pursuit of the Industrial Strategy.</p> <p>Projected student numbers: commencing</p>	<p>Institutional Strategic Vision 2030 (24): Our strategic partnerships will enable portfolio development, relevance in our curriculum, establish placement opportunities for all students and pathways to jobs for our graduates.... In particular, we will</p>	<p>2021-22 to 2024-25</p>

		<p>in 2021-2022 with 40 students, rising to 70, 100 and 130 students by year 4.</p>	<p>oversee a step change in engagement with employers.</p> <p>RKE Strategy 2020-2030 (3e): Supporting, capturing and evaluating the work of colleagues and students in developing links with businesses, particularly SMEs, with shared values.</p> <p>Graduate Employability and Higher Study Strategy 2020-2025 (3): Develop partnerships in related and complementary industries to source placements... taking an employer first approach, aspiring to meet the needs of local partners followed by securing opportunities for students and graduates. Target to facilitate work placements across 100% of multi-vocational programmes by 2022-23.</p>	
<p>Theme 4: Enterprise and entrepreneurship</p> <p><i>Following on from a completed, externally funded student enterprise programme (Building Better Opportunities/Inspiring Enterprise), the University seeks to build on its successes and create opportunities for more students to set up their own businesses.</i></p>	<p>HEIF will provide a part time advisor to support students with start-up enterprise training and advice, as well as a small fund to support student KE activities.</p>	<p>Government priority of the Ideas and People chapters of the Industrial Strategy.</p> <p>Government priority of universities' contribution to Covid-19 recovery / Civic responsibilities of universities.</p>	<p>Institutional Strategic Vision 2030 (24): to nurture entrepreneurialism.</p> <p>RKE Strategy 2020-2030 (3f): Supporting, capturing and evaluating the work of colleagues and students in Faculties and relevant</p>	<p>2021-22 to 2024-25</p>

		<p>OfS Strategic objective of students delivering KE in pursuit of the Industrial Strategy.</p> <p>Projected student numbers: 60 students per year engagement, leading to at least 20 start-up businesses per annum.</p>	Professional Services departments in developing student entrepreneurship.	
<p>Theme 5: Open calls</p> <p><i>The University will continue to invite requests for funding for smaller innovative projects to address other aspects of KE aligned to strategic objectives (e.g., Institutional Strategic Vision 2030, RKE Strategy) and government and OfS priorities</i></p>	HEIF will be available for a range of activities which align with Research England's spending categories. Funds will also contribute to staffing in the RKE Centre's bespoke KE team.	RE and OfS priorities as relevant at the time.	RKE Strategy 2020-2030 (3 and 4).	2021-22 to 2024-25

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.

(Max 4 pages of A4)

Managing spend

The University's RKE Centre is the administrative hub for the management of HEIF spend, housing the Director of RKE, KE Manager and two KE Officers who work on HEIF. Spend is allocated according to the institutional HEIF strategy, ensuring that projects are contributing to strategic aims, through a combination of open calls and commissioned activities.

A KE Officer manages the HEIF spend, keeping track of amounts available and allocated, and the categories of spend into which they fall for reporting to Research England. The KE Officer liaises with the Finance Team to transfer monies to faculties as appropriate and maintains contact with the recipients and faculty administrators throughout, to ensure that spend is on track and identify any difficulties at the earliest stage possible. The full KE team meet with the Director of RKE on a monthly basis and progress of spend against budget is reviewed.

Measuring progress

When spend is allocated, the RKE Centre asks recipients to complete a form which identifies their aims and outcomes. This enables the RKE Centre to map the outcomes against planned progress across each allocation of funds, providing an overview across the budget. Progress against aims and targets is consolidated in the Annual Monitoring Statement for Research England, which serves as another layer of measurement of progress.

Faculty RKE Committees report to Senate RKE Committee on a quarterly basis. Each meeting of the latter includes a report from the KE Manager including progress on all KE activities, including HEIF related work.

The University's new KPI, to increase the number of staff actively engaged in KE, is

another formal means of monitoring progress. Data on staff activities (both funded by HEIF and by the University) are collected through an annual survey on KE which is distributed by the KE Team. Results are analysed and presented in the annual Faculty RKE reports which in turn feed into the annual RKE Report. The latter is reviewed at Senate RKE, Senate and the Board of Governors.

Evaluating outcomes

Outcomes are evaluated initially by the KE team in the RKE Centre through the reporting process. The team also consider the effectiveness of the internal funding strategy across the year in relation to securing the intended outcomes, e.g. the effectiveness of providing continuation funding for projects funded in 2017-18 and 2018-19, which was based on evaluation of the outcomes of each one. Value for money and progress against strategy are two key criteria in the evaluation process.

Outcomes are also reported through the aforementioned committee reporting structure, facilitating wider discussions and are an important component of the process of identifying lessons learned.

Identifying lessons learned

Across the recent HEIF allocation period (commencing in 2017/18), the University has reflected on outcomes annually and changed practice accordingly. For example, at the end of the first year, we recognised that the RKE Centre needed to maintain more frequent contact with recipients of HEIF to ensure that they were on track to spend against budget within the allocated timeframe. This higher level of interaction provided sufficient notice of potential emergences of overspend or underspend.

Initially, projects required an academic lead. However, over time, we recognised that several of our professional services staff undertake effective KE. In recognition of their valued contributions, and to promote equality of opportunity in line with our values, we also extended funding to them.

Each year we review and revise application forms and guidance. Initially we realised that asking academics to categorise their budget by Research England's financial categories caused misunderstandings. Feedback indicated a perception of 'unnecessary bureaucracy' which inadvertently discouraged people from applying. We removed this requirement and the KE Officer now categorises the types of spend for the financial reporting.

Earlier forms also had high levels of detail to inform colleagues about KE and HEIF requirements. Again, some colleagues perceived the detail as overly bureaucratic rather than advisory. Our forms are now more 'user friendly' and the KE team engages applicants in conversation about aspects of their application which are not sufficiently clear. This approach brings the added benefit of having mentoring dialogues which simultaneously helps to build relationships.

Finally, there is now a closer alignment between criteria and outcomes which has made evaluation of progress more effective. Use of the NCCPE Edge Tool was also useful in refining our monitoring processes.