

RE-P-2020-03-Annex B

Staffordshire 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)

Staffordshire University's [Connected University Strategy](#) outlines our aims for supporting and developing our 'Place' and specifically:

- be the intellectual hub of our city and region.
- play a leading role to deliver the city's and region's ambitions and increase higher-level skills in the population and the workplace.
- work with partners to develop the local economy and in so doing improve the opportunities for our graduates.
- partner with schools, colleges and businesses to facilitate and support communities for learning, improve performance, progression and provide local accessible education.

We deliver socio-economic post-pandemic recovery and enabling growth through:

- supporting employers to innovate and grow through our research and knowledge transfer and provide opportunities for all students to undertake work placements or work experience and to engage with employers throughout their course.
- embedding a culture of entrepreneurship through our students, academics, professional staff and partners.
- delivering strong connections between academics and their industry or profession for the benefit of our students.

Challenges and strategic aims will we address on a national and local level

Our objectives and outcomes will support the socio-economic recovery of our region 'Place' and Britain post-Covid, towards 'Build Back Better'. We will do this by ensuring people and the workforce have access to flexible skills development programmes, employers' ideas, R&D and innovations are enhanced through better utilisation of our research, innovation infrastructure and students base for knowledge exchange. We will continue to provide an environment and support to aspirational entrepreneurs and start-ups as part of the ecosystem connecting research, infrastructure, students, employers and communities. Our strategic aims and activities will be guided by the KE Concordat to which our university signed up to.

Priority objectives:

PO1: Supporting innovation, productivity and investments in R&D

We will work with businesses to develop new and adopt innovation in the key sectors such as manufacturing, digital, sustainability/energy, transport/logistics/mobility, materials, creative, health. Utilising our research, engaging students, as well as our innovation infrastructure, we will drive investments in Research & Development, development of new products, services and processes and adopting new technologies and practices to improve businesses' productivity, supply chains and overall competitiveness. Engaging students in support of innovation will be one of the mechanisms (in combination with others) to provide valuable work experience and enhance students' employability.

PO2: Developing workforce skills and knowledge

We will develop people and workforce through our apprenticeship provision and development of flexible bite-size learning framework providing higher-level skills development pathways towards micro-credentials, utilising blended and immersive learning platforms. We will deliver leadership & management and STEM subjects CPD on regional, national and international level providing opportunities for lifelong learning and enhancing the employer's skills base and people's career aspirations.

PO3: Developing and support entrepreneurship aspirations and start-ups

We will ensure students, graduates, communities and employers have the necessary entrepreneurship knowledge, skills and support to be able to generate new ideas and be able to introduce them to the market. We will build on the successful BeInspired programme and develop an entrepreneurship ecosystem through collaborative knowledge exchange and access to specialist facilities, research and mentoring support at the university to develop a nurturing and supportive environment for start up's and early-stage businesses.

PO4: Connecting communities

We will continue with our outreach and connecting communities' programmes to provide insights into university research, campus, facilities to disseminate knowledge, expertise, research and deliver inspirational and thought-provoking events, conferences, etc.

PO5: International knowledge exchange partnerships and supply chains

We will develop partnerships on an international level and stimulate supply chain innovations, skills development and research on a global level.

Our priority sectors:

- **Digital**- we will support employers with developing digital innovations and adoptions of digital technologies to enhance their competitiveness and productivity.
- **Manufacturing** - we will support manufacturers in the adoption of advanced manufacturing techniques, technologies and innovations, development of prototypes and improving their productivity outputs through automation.
- **Logistics/ Transport/ Mobility:** we will support employers with the development of innovative solutions for the intelligent mobility/transport/logistics sectors and the relating supply chains.
- **Creative** – we will support organisations in co-creation, co-production, co-curation and mentoring of the creative sector in the region.
- **Public sector** - the University has a strong track record of knowledge exchange activities with public bodies including local authorities, the NHS and other education providers (including schools, colleges and other universities). We will work collaboratively with public bodies to help develop and test new innovative approaches to service delivery as well as providing innovative CPD and work-based learning programmes for professionals in the public sector.
- **Security and criminal justice** – the university has a strong relationship with the MOD and police forces which we will continue to build and target new partners in the public and private sector.
- **Professional services**- the City and County have a strong SME base, unlike other cities which have clusters of large multi-national or national firms. There is an opportunity, therefore, to engage the SME business, professional and financial

services sector in the region in knowledge exchange activities to develop and test new innovations and to provide tailored CPD and work-based learning programmes

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
<p>Staffordshire Digital Innovation Partnerships - digital innovation programme to support regional SMEs A collaborative project between Staffordshire University and Staffordshire County Council. Supported activities focus on three strands: Digital Innovation Partnerships - Focused on technological transformation this strand will support the development of new processes, services or products and their accompanying transformational change within the business. Business Intelligent Partnerships – improve decision making using a range of business intelligence tools and techniques. Social Challenges Innovation Partnership – addressing the local council and government priorities social challenges through the development of prototype solutions.</p> <p>The programme responds to the regional and national need of developing and embedding digital technologies in SMEs to improve innovation-led growth and their productivity.</p>	<p>1 x business development post 0.4 FTE Project Manager and Officer</p> <p>Academic time for 36 projects with SMEs at 0.5 days per week for 6 months.</p>	<p>Supports 'Ideas' pillar of Industrial Strategy (IS) and 'Supporting Innovation, Application and Deployment' of UKRI R&D Roadmap and involving ~30 students directly to develop new products, services, adoption of technologies and investment in R&D/innovation</p>	<p>Supporting employers to innovate and grow through our research and knowledge transfer provide opportunities for all students to undertake work placements or work experience and to engage with employers throughout their course</p> <p>Planned area aligned with PO1: Supporting innovation, productivity and investments in R&D and PO4: Connecting communities where we will drive innovation-led growth in key SSLEP priority sectors including digital manufacturing, energy, services.</p>	<p>2021-2023</p>
<p>Staffordshire Advanced Manufacturing Prototyping and Innovation Demonstrator - Advanced Manufacturing and Prototyping programme to support regional SMEs</p> <p>The programme is open to small and medium-sized businesses (SMEs) in the Stoke-on-Trent and Staffordshire area who are looking to drive innovation across advanced manufacturing sectors. The support primary focus is on the following sectors and their supply chains by designing and developing new products, services and processes:</p> <ul style="list-style-type: none"> • Aero-auto 	<p>1 x business development post 0.4 Project Manager and Officer</p> <p>Academic time for 50 projects with SMEs at 0.5 days per week for 12 weeks.</p>	<p>Supports 'Ideas' pillar of IS and 'Supporting Innovation, Application and Deployment' of R&D Roadmap and 'Innovation' of Build Back Better and involving ~45 students directly in knowledge exchange aligned to OfS priorities; to develop new products, services, adoption of technologies</p>	<p>Supporting employers to innovate and grow through our research and knowledge transfer provide opportunities for all students to undertake work placements or work experience and to engage with employers throughout their course</p>	<p>2021-2023</p>

<ul style="list-style-type: none"> • Energy • Agri-tech • Medical Technology • Applied materials • Transport • Food and drink 		and investment in R&D/ innovation	Aligned to strategic PO1: Supporting innovation, productivity and investments in R&D and PO4: Connecting communities where we will drive innovation-led growth in key SSLEP priority sectors including digital manufacturing, energy, services.	
<p>Staffordshire Connected and Intelligent Mobility Innovation Accelerator - Innovations support to regional SMEs in intelligent mobility/ transport/ logistics innovations.</p> <p>Working with SMEs on new and innovative solutions have a potential to:</p> <ul style="list-style-type: none"> • improve the transit of people and goods • transform the infrastructure of cities to increase efficiency and safety, maximise resources, boost sustainability and create resilience • streamline operations • integrate technology, optimise infrastructure • analyse transport data patterns • innovate the planning process • improve end-user journeys <p>in areas such as</p> <ul style="list-style-type: none"> • Data Collection & Communication Platforms • Data Management & Analysis, M-commerce • Connected Vehicle Products • Monitoring & Management Systems for Road Infrastructure • IoT Asset Management (Road) • Monitoring, Modelling & Visualisation for Software Design • Security, Resilience, Safety & Cyber Security, Traffic Control Systems • Digital Logistics • Passenger Information Systems • Intermodal Smart Ticketing 	<p>0.4 FTE and 1 x FTE business development post 0.4 FTE Project Manager and Officer</p> <p>Academic time for 45 projects with SMEs at 0.5 days per week for 6 months.</p>	Supports 'Ideas' pillar of IS with link to 'Future of Mobility' and 'Supporting Innovation, Application and Deployment' of R&D Roadmap and 'Innovation' of Build Back Better and involving ~45 students directly in knowledge exchange aligned to OfS priorities; to develop new products, services, adoption of technologies and investment in R&D/ innovation	Supporting employers to innovate and grow through our research and knowledge transfer provide opportunities for all students to undertake work placements or work experience and to engage with employers throughout their course Aligned with strategic PO1: Supporting innovation, productivity and investments in R&D and PO4: Connecting communities where we will drive innovation-led growth in key SSLEP priority sectors including digital manufacturing, transport, logistics, energy, services.	2021-2023

<ul style="list-style-type: none"> • Transport Asset Tracking • Autonomous Vehicles • Consulting & System Integration Services for Digital Logistic 				
<p>Work-based skills and CPD development programmes Two dedicated programmes to support upskilling of the SME workforce in STEM, leadership & management, entrepreneurship and digital skills through flexible continuing professional development (CPD) micro-credentials and short courses:</p> <ul style="list-style-type: none"> - Staffordshire Higher Skills and Engagement Pathways (SHSEP) – providing SSLEP SMEs access to micro-credentials CPD education subjects such as Leadership & Management, Cyber Security, Artificial Intelligence and so on - Staffordshire Entrepreneurship and E-Skills Gateway (SEGway) - providing SSLEP SMEs and post 18 citizens with access to dedicated entrepreneurship and digital skills development CPD courses. 	<p>6 x FTE business development and support posts Academic time for delivering CPD content in STEM, leadership, management and entrepreneurship</p> <p>2.2 FTE academics time</p>	<p>Supporting 'People' strand of IS and Skills pillar of Build Back Better.</p>	<p>Supporting strategic PO2: Developing Workforce Skills and Knowledge by enabling SSLEP SMEs workforce to access micro-credential courses in STEM, leadership and management subjects with the ability to progress onto specific professional development pathway. and PO3: Developing and support entrepreneurship aspirations and start-ups,</p>	<p>Ongoing</p>
<p>Be Inspired Staffordshire University - Entrepreneurship/start-up support programme providing an independent and objective assessment of ideas to ensure you have the best chance of success. A dedicated team supports aspirational entrepreneurs to build a strong customer proposition, differentiation and customer attraction through mentoring, business events, business plan development, access to resources and mentorship and guidance throughout.</p>	<p>3 x fte posts, project management and development posts</p>	<p>Supporting Enterprise and Start up's, entrepreneurship</p>	<p>Supporting students, graduates, staff, communities with entrepreneurship and start-ups</p> <p>Supporting PO3: Developing and support entrepreneurship aspirations and start-ups by providing them with dedicated support with business planning, proposition development, idea screening and mentoring.</p>	<p>2021-2023</p>
<p>Innovation, access to facilities through consultancy, Innovate UK: Knowledge Transfer Partnerships and competitions, collaborative research We are working with and targeting SMEs and large employers in SSLEP priority sectors including manufacturing, digital, energy, logistics, services and</p>	<p>3 x fte knowledge exchange, enterprise/ innovation development posts 1 x 0.6 technical support</p>	<p>Supports 'Ideas' pillar of IS and 'Supporting Innovation, Application and Deployment' of R&D Roadmap and 'Innovation' of Build Back Better and</p>	<p>Supporting employers to innovate and grow through our research and knowledge transfer provide opportunities for all students to undertake work</p>	<p>Ongoing</p>

<p>creative and broker the relationships by aligning to university's academic and research strengths in areas such as digital, engineering, electronics, creative, gaming, leadership and management. Our dedicated advanced materials and manufacturing, digital and creative labs and demonstrators provide opportunities for knowledge exchange through the utilisation, investment and adoption of advanced technologies.</p>		<p>involving ~45 students directly in knowledge exchange aligned to OfS priorities; to develop new products, services, adoption of technologies and investment in R&D/ innovation</p>	<p>placements or work experience and to engage with employers throughout their course</p> <p>Aligned with strategic PO1: Supporting innovation, productivity and investments in R&D as well as PO2 Developing Workforce Skills and Knowledge by providing CPD/ short courses using also advanced technologies and PO3: Developing and support entrepreneurship aspirations and start-ups</p>	
<p>Engaging students in knowledge exchange including Unitemps Unitemps at Staffordshire University is not a traditional and general work experience team. Roles specialise in brokering relationships between SMEs and large companies who need specialist skills, knowledge and expertise in areas of for example product design, software engineering, technical design, data scientists, etc. to develop new products, services and improve their competitiveness and productivity. It is Unitemps team who also engages with employer's face to face or online and speak with businesses to find out their needs and where university students, graduates or staff can fill the skills gaps towards achieving their business plans and growth ambitions. We work with employers in sectors such as digital, manufacturing, professional services, etc. which are aligned to our local strengths and needs and well align to Build Back Better, and local strategies including Powering Up Stoke on Trent and Staffordshire Means Back to Business strategy. Unitemps team is also involved in brokering relationships which lead towards the next stages of knowledge exchange including the Knowledge Transfer Partnerships, Continuing Professional Development (CPD) and similar. Unitemps</p>	<p>4.4 x fte posts</p>	<p>Supports 'Ideas' pillar of IS and 'Supporting Innovation, Application and Deployment' of R&D Roadmap and 'Skill' and 'Innovation' of Build Back Better and involving students directly in knowledge exchange aligned to OfS priorities</p>	<p>Aligned with strategic PO1: Supporting innovation, productivity and investments in R&D by providing access to specialist facilities skills and expertise to develop new products, services and improve productivity by brokering relationships between students, employers and academics developing new products, services, adopting technologies.</p>	<p>Ongoing</p>

<p>is very much focused on the needs of the businesses where we support their innovation-led growth and productivity gains through adopting higher and specialist skills and knowledge.</p>				
<p>Strategic and operational development of innovation/ enterprise/ knowledge exchange collaborations and programmes. Development of strategic plans and businesses case propositions aligning the Industrial Strategy/ Build Back Better on a national scale with regional priorities in SSLEP and its key sectors including manufacturing, digital, materials, energy, logistics, services and creative with university's academic and research strengths. Development of enabling infrastructure such as incubation centre, dedicated advanced materials and manufacturing labs to better foster research, development, innovation, enterprising nature of the region and university and ensure better utilisation of university's resources to benefit employers, their workforce and region. Development of knowledge exchange mechanisms and projects to target core and emerging sectors and strengths of both the regional employers and the university in areas such as intelligent mobility or advanced manufacturing and flexible learning CPD pathways to upskill SMEs and region. Furthering strategic relationships with the Staffordshire County Council, Stoke City, Chamber of Commerce and Local Enterprise Partnership.</p>	<p>4 x FTE knowledge exchange, enterprise/ innovation development posts</p> <p>Business engagement events, networking, brokerage activities and relationship development</p>	<p>Supports 'Ideas' pillar of IS and 'Supporting Innovation, Application and Deployment' of R&D Roadmap and 'Skill' and 'Innovation' of Build Back Better and involving students directly in knowledge exchange aligned to OfS priorities; to develop new products, services through research transfer/ knowledge exchange and adoption of technologies and investment in R&D/ innovation</p>	<p>Supporting employers to innovate and grow through our research and knowledge transfer provide opportunities for all students to undertake work placements or work experience and to engage with employers throughout their course</p> <p>The work supports all strategic priority objectives and strives to bring these into a cohesive enterprise & innovation ecosystem across the academic and student talent, enabling RD&I infrastructure, research and regional and national funding and supporting mechanisms.</p> <p>Aligned with PO1: Supporting innovation, productivity and investments in R&D and PO2: Developing workforce skills and knowledge and PO3: Developing and support entrepreneurship aspirations and start-ups And PO4: Connecting communities and PO5: International knowledge exchange partnerships and supply chains</p>	<p>Ongoing</p>

Intellectual property management	1 x 0.1 fte post Patent filing and management costs, renewals of the existing IP portfolio, legal fees and ongoing review of the portfolio and consulting costs.	Supports 'Ideas' pillar of IS and 'Supporting Innovation, Application and Deployment' of R&D Roadmap and 'Skill' and 'Innovation' of 'Build Back Better' exploiting university's research through licensing, commercialisation of the research	The role is involved in patents management, disclosures, working with academics and services on research commercialisation e.g. licensing with SMEs and large companies. Aligned with strategic PO1: Supporting innovation, productivity and investments in R&D	Ongoing
Community and Public Engagement The role is closely involved in regional regeneration and furthering the socio-economic impact of the university on the region including our employers and communities. The role is involved in areas such as dissemination of university's research across the communities and employers, development of the skills and innovation agenda across the Stoke on Trent and Staffordshire and bridging the university's knowledge, research and resources with the external partners whether private, public or communities. The role is involved in activities such as participatory action research designed by Staffordshire University in collaboration with community partners, which aided knowledge exchange with the community, civic partners and public, leading the public and community engagement through activities such as Profs in Pav public lectors, conferences and events.	1 x post Community and public engagement events, seminars and research project costs in areas e.g. poverty	Enrich communities and 'place' through the dissemination of research and knowledge in IS and Build Back Better	In support of PO4: Connecting communities We will continue with our outreach and connecting communities' programmes to provide insights into university research, campus, facilities to disseminate knowledge, expertise, research and deliver inspirational and thought-provoking events, conferences, etc	Ongoing

Note: some of the posts in the table are working across several areas of the table

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)

i. Management of HEIF Funding

HEIF funding is managed at the strategic level by the Executive Dean of Centre for Business, Innovation & Enterprise, Chief Financial Officer, Deputy Vice-Chancellor, Head of Corporate Reporting and Head of Employer Partnerships and Enterprise. HEIF funds allocation is devolved against the individual strategic aims of the Connected University Strategy and individual priority objectives for knowledge exchange and innovation. Our approach considers the strategic priorities at national and regional level, with attention to 'Ideas' and investment in R&D and innovation, 'People' development, fostering entrepreneurship and develop an inspirational place for employers and communities in key and strategic sectors. Projects and activities which have co-investment from the HEIF, review financial spend at board meetings with the Head of Corporate Reporting from Finance in attendance. The HEIF investment is utilised to support the development of the enterprise & innovation ecosystem connecting students, research, employers, infrastructure and investments.

ii. Measuring progress

Each of the strategic projects utilising HEIF investments has in place a management board to ensure outputs and milestones are monitored, including the finances/ investments. Key areas include number of employers engaged, income generated from

the knowledge exchange, number of new products and/or services developed, the intellectual property generated, CPD, start-ups and community engagement; our key progress proxy relates to the HEBCI, KEF and REF returns. The progress is evaluated by the cross-university representation including Finance, Centre for Business, Innovation and Enterprise, Research, Impact and Innovation Services, individual schools/ faculties and relevant professional services for projects or activities. Each of the investments has in place a project manager, some projects benefit also from project officers and dedicated staff to monitor progress. In addition, weekly progress on knowledge exchange activities ensures the university monitors engagement with employers, students in areas of innovation, skills, etc. The Executive Dean for the Centre for Business, Innovation and Enterprise, and Head of Employer Partnerships and Enterprise review progress of the HEIF investment and progress against the intended business case for investments.

iii. Evaluating outcomes

Stimulating KE partnerships, R&D, innovation and productivity gains

The evaluation outcomes include several private and public sector collaborations with the university leading to the development of new products and/or services, implementation of new processes, new technology adoptions. Envisaged outcomes include business growth as a result of collaboration with the university in areas such as new job creation, new intellectual property, improved supply chains, new sales from current and new markets ultimately leading towards socio-economic growth of our region and beyond. Through the university's leadership, we anticipate outcomes of stimulating investments in R&D and innovation from the regional business base whilst at the same time providing opportunities for students to make an impact and engage in knowledge exchange.

Upskilling people and workforce

The key outcomes to evaluate the success of our investments include redressing the Stoke on Trent and Staffordshire's workforce's skills sets and move towards gaining new credentials or qualifications at level 4 and above. The intended outcomes will lead to improved business performance through acquiring higher skills leading to an increase in productivity through new skills acquisitions in leadership & management or digital as an example. The workforce's and community's ability to engage in lifelong learning through the university's flexible learning framework offering a range of flexible options and progression paths is one of the key outcomes against which we will measure the success of our investments.

Fostering entrepreneurship and start up's

Entrepreneurship is one of the main areas where the university will continue to develop a nurturing environment for students, staff, graduates and communities with the support of a dedicated start-up and enterprise programme(s). Key evaluation outcomes will lead to new business start up's, sailing up of early-stage businesses paving the way towards new job creation and commercial success of entrepreneurs.

Deliver on our Civic Mission and inspiring communities

The university will continue to disseminate its knowledge and engage communities with the university's campus and facilities through the traditional means (when possible) but also through the online/ digital channels which proved successful during the Covid pandemic.

iv. Identifying lessons learned

University' approach to continuous improvement and ensuring lessons learned are identified and shared include:

- Annual review of the HEIF investments and impact – our university has in the past 3 years changed the approach following the lessons learned and pivoted from investing HEIF in a large number of small-size projects towards a smaller number of high-value and high-impact transformational investments in areas of R&D, innovation, skills, enterprising and development of the integrated ecosystem.
- Regular operational review of progress against the objectives and reviews of operational efficiencies, identifying gaps and prospective improvements form part of weekly and monthly agenda including the activities funded by HEIF.
- Pan-university Innovation Enterprise Zone is a platform to ensure good practice is disseminated and adopted where the possible and bad practice is discussed, reviewed and improved.