

RE-P-2020-03-Annex B

University of Chichester

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 Chichester is committed to playing our full part in being a regional centre for economic development, working in conjunction with: Coast to Capital Local Enterprise Partnership (CtoC), tier 1 and tier 2 local authorities, local and national businesses from SMEs to global companies – and working in line with the Government's industrial strategy so as to play our full part in contributing to the national economy.

Knowledge Exchange objectives are captured within the University's published Research and Enterprise Sub-Strategy; 'Open for Change' ¹ and 2 of the 7 specific objectives:

- *Achieving disciplinary and cross disciplinary excellence in research and innovation.*
- *Contributing to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups.*

¹ <https://d3mcbia3evjswv.cloudfront.net/files/Res%20and%20Ent%20Enab%202018-25%20Aug%2019%20B%203%20Web.pdf>

These are underpinned by a number of related KPI's which have been approved by the Board of Governors and are monitored and reported on an annual basis. The KPI's have been recently revised and are:

- Research and third-stream income
- Number of graduate start-ups
- Economic Ecosystem Impact, (Economic impact in West Sussex region. To be measured in 2021/22 and then again in 24/25)

The University recognises three strategic geographic areas of knowledge exchange engagement; CtoC economic region; South East and South Coast Channel EU region; National/International aligned with specific specialisms.

We contribute to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate and business start-ups. Much of the regional economy is focused on SMEs and we have a particular strengths in providing services and support to them. The development of our services is informed from the intelligence gathered by our Business Development Managers. A good example of the work we do with SMEs is the delivery of a regional Business Hot House programme². This is funded by an award of £5.5m CtoC's allocation of European Regional Development Funds (ERDF); the total project value is £11m and contributes to grants, training programmes, consultancy and facilitated peer-to-peer learning.

The University actively supports CtoC and undertook much of the economic research that underpinned the first Local Enterprise Strategic Economic Plan³. The economic profile and focus outlined in this work continues to influence the direction of current thinking. The Vice Chancellor has recently joined that Board. We continue to work with economic development agencies across the region, for example sitting on the Coastal West Sussex Partnership Board. As an example of a recent initiative, we were commissioned to develop Creative Digital & Virtual production Strategic Plan for Coastal West Sussex.

As a coastal university, we have taken a strategic interest in the environmental sustainability of the Channel region and work with the EU, regional authorities, agencies

² <https://www.chi.ac.uk/news/southern-businesses-be-boosted-university-chichesters-ps11million-project-drive-economic-growth>

³ Cooper, D. (Oct 2013), Developing Networks of Innovation, Space to be Creative, Coast to Capital

and businesses to promote the long-term enhancement of coastal resources. This work has principally been funded through EU INTERREG Channel programmes.

In certain disciplines, notably, occupational performance, we have a world-leading profile with a strategic focus that is driven by national and international priorities. The Occupational Performance Research group conducts research to develop evidence-based solutions to enhance the health and performance of personnel working in physically demanding occupations and has worked extensively with the MOD and others.

Our approach is captured in a formalised Innovation, Enterprise and Commercialisation plan owned by the Cross-Institutional Lead for Innovation and Enterprise and overseen by the Research and Innovation Committee. Academic staff are incentivised to engage in commercial activity through a consultancy policy and the recent introduction of a knowledge exchange route to academic promotion.

As we emerge from the Covid pandemic with significantly changed economic circumstances and an enhanced focus on digital technologies, climate change, sustainability and life-long skills development, the University has a lead part to play as an 'Anchor University' in West Sussex and the surrounding region. The university is very accessible and we and we will be focused on supporting the renewal of the regional economy during the next 4 years. We are committed to investing in the development of knowledge exchange and will fully embrace the KE Concordat having already signed up to the principles. Our priorities will include:

- Skills development in support of the Life-long Skills agenda;
 - Apprenticeships
 - Short courses e.g. Digital, Sports performance, Social Care, Education, Business
 - Management CPD, especially public sector
 - Creative Digital Skills
- Continuing support for business start-up and growth
- Development of our Occupational Performance research and consulting services for a wider market
- Undertaking the KE Concordat development year
- Service offer development and delivery
 - Engineering
 - Creative Chichester – agency skills
 - Creative Digital Technologies
 - Sports Performance
 - KTPs and mKTPs
- Student & staff enterprise and entrepreneurship
- Establishing and maintaining open innovation forums, e.g. in Engineering, CDT, Social Care

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><i>Example response – delete from your completed return</i></p> <p><i>Programme to support SMEs in our region to boost their productivity through access to consultancy equipment and students. Target to engage 200 over 3 years.</i></p>	<p><i>e.g. x1 business development post 50% HEIF funded</i></p>	<p><i>e.g. “supports ‘ideas’ pillar of IS, by enabling SME business growth” and “RE/OfS objective for students to benefit, anticipate circa 200 students will be directly involved”...</i></p>	<p><i>e.g. “Objective 3: work with regional business to boost productivity and prosperity in our region”.</i></p> <p><i>Objective 4: graduate employability</i></p>	<p><i>e.g. ...</i></p> <p><i>2019-20 onwards</i></p>
<p>Cross Institutional Lead for Enterprise and Innovation. This senior management role has responsibility for Innovation and Enterprise and for developing and implementing the University’s KE strategy. The role has responsibility for KEF, the KE Concordat and the Business Development Managers.</p>	<p>1 FTE; allocation may increase further as scale of activity increases.</p>	<p>Overall responsibility for embedding KEF and the KE Concordat in the University. Also focused on growing knowledge exchange income. Promotion of CPD and short course provision.</p>	<p>Objective 4: Achieving disciplinary and cross disciplinary excellence in research and innovation.</p> <p>Objective 7: Contributing to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups.</p>	<p>2019-20 Onwards</p>

<p>2* Business Development Manager roles</p> <p>The BDMs provide a single point of entry to the University for Businesses. Their activity will continue to be focused on identifying and developing new opportunities across the University and substantially in sectors aligned to the government's priorities. Specific examples include working with departments to develop and promote CPD programmes. They will also promote opportunities for knowledge exchange e.g. Management KTPs. They will support the development of an Industrial Advisory Board to promote the further development of the Tech Park and third-stream funding opportunities. They will continue promote and support the development of degree apprentices and work placement opportunities. This will be a critical aspect of the University's response to the Covid pandemic; creating real opportunities for young people whilst supporting business growth.</p>	<p>2 roles * 100% funded</p>	<p>Identifying and developing focused service propositions to support knowledge exchange activity and CPD; supporting life-long skills agenda.</p> <p>Responding to Covid by identifying opportunities for young people through degree apprenticeships and further opportunities for student placement and knowledge exchange. (45 SME based apprenticeships, 30 placements per year).</p> <p>Promotion of business support initiatives including the Incubation Centre.</p>	<p>Objective 7: Contributing to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups.</p>	<p>2017-18 Onwards</p> <p>(Increased to 100% to reflect changing priorities)</p>
<p>50% cost of Student Enterprise Team supporting student enterprise and entrepreneurship education. The Student Enterprise Team support a range of activities including; promoting placements and internships, providing careers advice, supporting skills development and delivering business start-up advice. Given current uncertainty and the challenges facing students and graduates, the support provided will be both challenging and critical. The emphasis on</p>	<p>5 roles * 50% funded</p>	<p>This complements the government's priorities re the business environment, responding to the Covid situation and also supporting opportunities for young people through the enhancement of entrepreneurial skills,</p>	<p>Objective 7: Contributing to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education</p>	<p>2019–20 onwards</p>

<p>developing entrepreneurial and enterprise skills within our student body will continue with the exploration of an Entrepreneur in Residence scheme, enterprise mentoring opportunities and participation in sector events. These opportunities will run in parallel to our adaptation of services to respond to the changing needs of our students and graduates as we adapt to the post-Covid world.</p>		<p>identification of work placements and support for student start-ups. (150 students supported per year)</p>	<p>and support for graduate start-ups.</p>	
<p>Pre and Post Bid Financial Support Officer, Alison Davies. This role provides financial support to the Research and Enterprise agenda in an end to end process through both pre-award and post-award. The role supports academic project leads delivering the financial management of research income grants, consultancy, continuing professional development (CPD) activity and enterprise contracts. The post advises and guides on application costings & sponsor guidelines prior to submission, works with project managers to monitor & report on project costs through the life of the project, submit claims & provides supporting evidence for audits.</p>	<p>0.5 FTE, 50% funded</p>	<p>Supporting the growth of KE income and ensuring the accurate monitoring and reporting of HEIF returns and the benefits of HEIF expenditure.</p>	<p>Objective 4: Achieving disciplinary and cross disciplinary excellence in research and innovation.</p>	<p>2019–20 onwards</p>
<p>Business service website development and promotion. This role will support the review and development of focused University business service website pages, providing ongoing support to the promotion of associated activities and initiatives.</p>	<p>0.25 FTE</p>	<p>Supporting the growth in KE income, especially from the promotion of CPD and business support services.</p>	<p>Objective 7: Contributing to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education</p>	<p>2021-22 Onwards</p>

			and support for graduate start-ups.	
<p>Institute of Support KE development role. This role will support the development of knowledge exchange, CPD and student enterprise opportunities within the IoS. Specifically, they will focus on generating additional commercial activity for the Occupational Performance Research Group, potentially leading to a spin out business. Further to this, they will look to exploit developments in wearable technologies, establishing a number of business partnerships for further research.</p>	0.6 FTE	<p>Supporting the growth in KE income.</p> <p>Developing CPD to support skills development.</p> <p>Promotion of workplace occupational performance improvements.</p>	<p>Objective 4: Achieving disciplinary and cross disciplinary excellence in research and innovation.</p> <p>Objective 7: Contributing to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups.</p>	2021-22 Onwards
<p>Development of ‘Creative Chichester’. Role will investigate, develop and operate the creation of a University wide agency connecting students and staff with regional businesses for the provision of a range of creative services e.g. film, graphic design, website design, photography, animation, social media, product design.</p>	0.5 FTE	<p>Supporting student engagement in KE</p> <p>Supporting the development of student enterprise and start-up businesses</p> <p>Complements the government’s priorities re the business environment</p>	<p>Objective 7: Contributing to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups.</p>	2022-23 Onwards
<p>CPD Development in Social and Child Care. Required to research and develop CPD programmes focused on the private provision</p>	0.5 FTE	<p>Developing CPD to support life-long learning.</p>	<p>Objective 7: Contributing to the development of a</p>	October 21-22

<p>of adult and child care targeting supervision and mentorship for those effected by post-Covid 19 vicarious trauma. Further to this we will develop a specific programme on equipping practitioners with the knowledge and skills to understand and incorporate therapeutic play in their work with children under the age of 10. The course will incorporate a range of different expressive arts therapies to support children who have experienced trauma, including abuse and bereavement. It is envisaged that the programme will be of interest to teachers, social workers, health professionals, counsellors and voluntary agency workers.</p>		<p>Responding to the Covid challenges. Facilitating significant social benefit</p>	<p>strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups.</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.

(Max 4 pages of A4)

Our general involvement is monitored and reported through the Research and Innovation Committee, Academic Standards Committee and the University's Annual Report⁴. The University Governors have general oversight with respect to the University's strategic objectives and associated KPIs.

Individual areas evaluate and review their performance.

Research Centres submit an annual review of their activity, which is monitored by the Research and Innovation Committee.

Individual research projects typically monitor their performance and impact as part of the project outcomes and continued funding depends on these. These further contribute to REF impact statements.

Spending has to be managed in accordance with the University's Financial regulations.

Part of the role of the BDM's identified as activity 2 and the Pre & Post Bid Financial Support Officer (activity 4) in response to Q2 is associated with managing spend. They are required to:

- Process bid sign-offs in accordance with Financial Regulations and interfacing with Finance and Legal as required.
- Maintain the Microsoft Dynamics Customer Relationship Management system
- Ensure the collation of accurate data to inform the annual HE-BCIS return, future HEIF bids and the new KEF framework as required.

The University has been monitoring relevant KPIs for some time and the Student Enterprise Team are required to maintain accurate records related to students supported to get placements and student start-up businesses.

In relation to the Business Hot House programme, we are required to report to MHCLG and Coast to Capital on key targets, which include:

- Number of enterprises receiving support – 922
- Number of enterprises receiving grants – 296
- Number of enterprises receiving non-financial support – 253
- Number of new enterprises supported – 318
- Private investment matching public support to enterprises (grants) - £4.65m
- Employment increase in supported enterprises – 229
- Number of enterprises supported to introduce new to the market products – 20
- Number of enterprises supported to introduce new to the firm products – 48
- Number of potential entrepreneurs assisted to be enterprise ready – 548
- Number of enterprises receiving information, diagnostic and brokerage support – 30

At the end of this three-year programme, the University is contracted to commission independent research into the outcomes achieved.

Progress against the Knowledge Exchange strategy will be measured against the University's strategic KPIs;

Achieving disciplinary and cross disciplinary excellence in research and innovation

Progress will be measured by:

- Growth of research and third-stream income

Outcome: The University gains increased national and international recognition for academic excellence.

Contributing to the development of a strong economic ecosystem in West Sussex through imaginative business partnerships, enterprise education and support for graduate start-ups

Progress will be measured by:

- The number of sustainable graduate start-ups p.a.

- Economic Ecosystem Impact, (Economic impact in West Sussex region. To be measured in 2021/22 and then again in 24/25 by an independent organisation)

Outcome: Our graduates secure employment within an increasingly dynamic regional economy.

We will monitor outcomes by reference to key performance indicators for example; REF impact, KEF and DLHE. Progress is reported annually to Governors and this includes recommendations on improvements. We are also required to report on associated KPIs to Coast to capital in relation to the Tech Park grant.

In 2022, we will undertake specific research into the progress of the strategy and the broader outcomes and student benefits delivered. This will be used to make recommendations on improvements and inform a revision of the University's strategy.