University of Central Lancashire

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.

Research, Innovation and Enterprise (RIE) will be prominent within the University of Central Lancashire's (UCLan) University Strategy which is currently being written for 2022-2028 alongside the supporting Research, Innovation and Enterprise sub-strategy 2022-2028. The main objectives of the institutional strategy and the RI&E sub-strategy will be supported by a number of Aims (A) and Objectives (O) detailed below. These have been linked to the appropriate Knowledge Exchange (KE) Framework Perspective and where applicable the Knowledge Exchange concordat Principle as listed in Table 1. A key (KFP1-7 and KCP1-8) has been used for ease.

Table 1. The Knowledge Exchange Perspectives and Principles and their mapping to our Aims and Objectives

Knowledge Exchange Framework Perspective			Knowledge Exchange Concordat Principle		
	Aims			Aims	
KFP1	1,3,5	Research Partnerships	KCP1	1	Mission
KFP2	1,*2*,*3*,6,*7*	Working with business	KCP2	4,5	Policies and processes
KFP3	2,3,7	Working with the public and third sector	KCP3	2,3,4,5, 6,7,8,9	Engagement
KFP4	1,3,5,6,7	Skills, enterprise and entrepreneurship	KCP4	5,6	Working transparently and ethically
KFP5	1	Local growth and regeneration	KCP5	3,4,5,7,8,9	Capacity building
KFP6	5	IP and commercialisation	KCP6		Recognition and rewards
KFP7	2,3,9	Public and community engagement	KCP7	4,6,8	Continuous improvement

			KCP8	4,8,8	Evaluating success

Aim 1: To be a collaborator of choice for local, regional and national opportunities which deliver socio-economic impact.

O1.1 Actively engage with the Local Enterprise Partnership (LEP) to collaborate on projects of benefit to Preston and Lancashire. **KFP1, KFP5, KCP1,**

O1.2 Offer opportunities for skills and human capital development through a targeted portfolio of Continuing Professional Development (CPD). **KFP4**

O1.3 Support the capability and growth of the workforce through our Higher and Degree Apprenticeship offer. **KFP2, KFP4**

O1.4 Deliver opportunities for growth through contract and collaborative research. **KFP1**

Aim 2: To be responsive to enquiries made to the University to enable internal and external stakeholders to access the knowledge, facilities and equipment at UCLan.

O2.1 By providing networking opportunities and information briefings targeting public, private and third sector organisations. **KFP2, KFP3**

O2.2 Establish the 'Front Door Model' to receive and triage all enquiries to a positive outcome. **KCP3**

O2.3 Improve communications which demonstrate our 'offer'. **KFP7, KCP3**

Aim 3; To build relationships with current and future partners, collaborators, beneficiaries and end users of products and services.

O3.1 Build on the current CRM system within RES to capture all enquiries, track engagements and identify opportunities and to support external stakeholder management and engagement. **KFP2, KFP3, KCP3**

O3.2. Improve contacts with alumni, identifying where support can be offered through CPD or access to staff or facilities, or building new collaborations developed through their access to our enterprise and entrepreneurship training. **KFP2, KFP3, KFP4, KCP3**

O3.3 Offer a number of external events which can showcase the University's offer as well as those of our partners and collaborators. **KFP1, KFP2, KFP3, KFP7, KCP3**

O3.4 Develop our Leaders/ Entrepreneurs in Residence programme to build alliances for KE. **KFP1, KFP2, KFP3, KFP4, KCP5**

Aim 4: To build and continuously review our offer and its delivery for internal colleagues and external stakeholders including third sector, in response to, and delivery of the KE Concordat.

O4.1. Periodically consult with external users and beneficiaries of products and services to assess their experience of working with the University. **KCP7, KCP8**

O4.2. Periodically consult with internal colleagues who are using processes and systems supporting the delivery of knowledge exchange opportunities and activities to determine where improvements can be made and lessons learnt as well as showcasing good and best practice. **KCP2, KCP3, KCP5, KCP7, KCP8**

Aim 5. To build knowledge and understanding of Intellectual Property and Commercialisation (IP&C) thereof, and to open the opportunity for spinout activity.

O5.1. Promote the current training and support around IP&C to academics and students both UG and PG to develop and grow awareness of IP and the need to protect before exploitation of the knowledge base. **KFP6, KCP2, KCP5** O5.2. Identify opportunities within the University for spin-out activity and support such activity. **KFP6** O5.3 Review how IP activity is recorded and tracked, promoting the activity internally to encourage engagement and early disclosure. **KFP6, KCP2, KCP4** O5.4 Promotion of the UCLan IP portal internally and externally; track engagements from this. **KFP1, KFP4, KCP3**
Aim 6. To provide resource and support for SMEs
O6.1 Continue to build networking opportunities for the SME community for the mutual benefit of SME, staff and students. **KFP2** O6.2 Grow the SME Engagement and Enterprise Development (SEED) which is a Community of Practice (CoP) for internal colleagues involved in KE. **KFP2, KCP3, KCP7, KCP8** O6.3 Identify opportunities for SMEs to engage fully with the University resource, beyond that offered by ERDF opportunities. **KFP2, KFP4, KCP4**
Aim 7. To capture and build the student enterprise offer and activity.
O7.1 Support and promote the work of Propeller, a team working to support current and past students with their entrepreneurial ambitions. **KFP4, KCP3** O7.2 Grow opportunities for the Enterprise Award where students work on real-life briefs from businesses. **KFP2, KFP3, KFP4** O7.3. Support the experience of all students (UG and PG, taught and research focussed) with enterprise and entrepreneurship activity. **KFP2, KFP3, KFP4, KCP5**
Aim 8. To support the resource required to deliver KE activity and success.
O8.1 Support the CPD of KE professionals within UCLan through formal e.g. RTTP and informal means including involvement in networks such as ARMA and PraxisAuril. **KCP3, KCP5** O8.2 Provide CPD for academics and students to understand KE and identify how they can contribute to and/ or benefit from. **KCP3, KCP5, KCP7, KCP8**
Aim 9. To actively support and grow public engagement in KE
O9.1 Each University Institute and Centre to have a Public Engagement plan, reviewed by the Public Engagement Steering Group and approved by URIC, covering 2022 onwards **KFP7, KCP3, KCP5** O9.2 Each University Institute and Centre to have at least one public engagement project that involves the public in research and KE activity. **KFP7, KCP3, KCP5** O9.3 To have a named senior strategic lead for public engagement within each University Institute and Centre. **KFP7, KCP3, KCP5**

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.

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.) Reference documents are: (i) RE/OfS document RE-P-2020-03 (ii) UK Research and Development Roadmap (UKRMP)	Strategic objectives Which institutional strategic KE objective does this relate to?	Indication of timescales
University Institutes (3) Provide staff and resources to work with external stakeholders to identify, explore, research, conclude responses to, and offer options for real-world issues and opportunities. Activities will include: (i) consultancy (ii) research partnerships (iii) networking internally and externally (iv) stakeholder engagement The Institutes are in the fields of: • Global Health and Wellbeing (LIFE) • Citizenship, Society and Change (CSC) • Natural Sciences	Posts 100% HEIF funded unless otherwise indicated HEIF (65%) provides funds to support release of academic staff, student interns, adhoc workers to identify, design and deliver projects of benefit to external stakeholders, leading to new research and new policy development to inform future practice and activity. Actual use is determined through the year ensuring the expected KE outputs and outcomes are achieved. Is a mix of academic buy-out and non-pay costs. Across the Institutes there are a minimum of 3 FTE supported through HEIF plus additional Adhoc and student interns (variable depending on need).	Reference documents are: (i) RE/OfS document RE-P-2020-03 (ii) UK Research and Development Roadmap (UKRMP) RE/OfS objective for ensuring that only effective performers are funded (para 9d) UKRMP - increase our investment in research, unlocking new discoveries and applying research to solving our most pressing problems in government, industry and across society. UKRMP - become world-class at securing the economic and social benefits from research. UKRMP - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society UKRMP - support increased collaboration between local, regional and devolved institutions UKRMP **-** support resilience and improved collaboration	**O1.4** Deliver opportunities for growth through contract and collaborative research. **O2.3** Improve communications which demonstrate our 'offer'.	**2021 onwards.** Achievements will be monitored to assure the right Institutes are supported responding to external opportunities
University Centres (15) Provide staff and resources to work with external stakeholders to identify, explore, research, conclude responses to, and offer options for real-world issues and opportunities. Activities will include: (i) consultancy	HEIF provides funds to support release of academic staff to identify, design and deliver projects of benefit to external stakeholders, leading to new research and new policy development to inform future practice and activity.	RE/OfS objective for ensuring that only effective performers are funded (para 9d) UKRMP - increase our investment in research, unlocking new discoveries and applying	**O1.4** Deliver opportunities for growth through contract and collaborative research.	**2021 onwards.** Achievements will be monitored to assure the right Centres are supported responding to external opportunities

(ii) research partnerships (iii) networking internally and externally (iv) stakeholder engagement The current Centres are in the fields of: (i) Sport (ii) Business Management and Enterprise (iii) Criminal Justice (iv) Cultural Preservation through Creative Practice (v) Fire and Hazards Science (vi) Digital Life (vii) Engineering (viii) Archaeology (ix) Global Development (x) Migration, Diaspora and Exile (xi) Smart Materials (xii) Sustainable Transitions (xiii) Biosciences and behaviour (xiv) EDI specifically focussing on race.	Actual use is determined through the year ensuring the expected KE outputs and outcomes are achieved. Is a mix of academic buy-out and non-pay costs. No fixed FTE associated with the Centres, although there is use of student interns and Adhoc activity, plus staff buy-out as requested.	research to solving our most pressing problems in government, industry and across society. UKRMP - become world-class at securing the economic and social benefits from research. UKRMP - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society UKRMP - support increased collaboration between local, regional and devolved institutions UKRMP - support resilience and improved collaboration	O2.3 Improve communications which demonstrate our 'offer'.	
University Clusters (4) Provide staff and resources to work with external stakeholders to identify, explore, research, conclude responses to, and offer options for real-world issues and opportunities. Activities will include: (i) consultancy (ii) research partnerships (iii) networking internally and externally (iv) stakeholder engagement The current Clusters are in the fields of: (v) MedTech (vi) Social Prescribing (vii) Healthy Ageing (viii) Mental Health	HEIF provides funds to support release of academic staff to start to identify new stakeholders and opportunities for future long-term opportunities. Much of the funding supports exploration of ideas often undertaken by UG or PG students. Actual use is determined through the year ensuring the expected KE outputs and outcomes are achieved. Is a mix of academic buy-out and non-pay costs. No fixed FTE associated with the Centres, although there is use of student interns and Adhoc activity, plus staff buy-out as requested.	RE/OfS objective for ensuring that only effective performers are funded (para 9d) UKRMP - increase our investment in research, unlocking new discoveries and applying research to solving our most pressing problems in government, industry and across society. UKRMP - become world-class at securing the economic and social benefits from research. UKRMP - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society UKRMP - support increased collaboration between local, regional and devolved institutions	**O1.4** Deliver opportunities for growth through contract and collaborative research. **O2.3** Improve communications which demonstrate our 'offer'.	**2021 onwards.** Achievements will be monitored to assure the right Clusters are supported responding to external opportunities
Skills and human capital development With external stakeholders identify the need and deliver training and development opportunities using routes such as	2FTE including the Head of Workforce Development and Skills to support	UKRMP - support businesses in attracting, growing and developing their workforce	**O1.2** Offer opportunities for skills and human capital development	**2021 onwards.**

continuing professional development and Degree Apprenticeships.	employer engagement and skills development		through a targeted portfolio of Continuing Professional Development (CPD). **O1.3** Support the capability and growth of the workforce through our Degree and Higher Degree Apprenticeship offer.	
Commercialisation Activities will include: (i) Raising awareness of IP and commercialisation needs; training of university staff and external stakeholders. (ii) Promotion and development of the IPportal https://uclanip.co.uk/, which gives access to university IP through a range of different licences (free to negotiable) depending on intended use. (iii) Explore the opportunity to spin-out university IP. Minimum of 3 spin-outs over the next 4 years	2FTE including the Head of IP & Commercialisation Consultancy support in patent investigation, writing and filing	RE/OfS objective for ensuring that only effective performers are funded (para 9d) UKRMP - support entrepreneurs and start-ups	**O5.1**. Promote the current training and support around IP&C to academics and students both UG and PG to develop and grow awareness of Ip and the need to protect before exploitation of the knowledge base. **O5.2.** Identify opportunities within the University for spin-out activity and support such activity. **O5.3** Review how IP activity is recorded and tracked, promoting the activity internally to encourage engagement and early disclosure. **O5.4** Promotion of the UCLan IP portal internally and externally; track engagements from this.	2021 onwards 21/22 Preparations for spin-outs and due diligence 22/23 spinning out 23/24 onwards – review, lessons learnt and grow
Local growth and regeneration Supporting the University and partners in identifying and realising opportunities for collaboration, securing income, policy development and investment. Immediate projects supporting local and regional aspirations. An example of developments currently being developed o Lancs2025 opportunities supporting the City of Culture application. o Mobile event project for community engagement o Green-Blue space in Coastal communities o Eden-North project involving growth, regeneration and sustainable development of	1 FTE x Head of Local and Regional Engagement 0.33 FTE x LEP support post 1FTE x Senior Research Fellow (Lancs2025) Project support costs	RE/OfS objective for ensuring that only effective performers are funded (para 9d) UKRMP **-** take greater account of place-based outcomes in how we make decisions on R&D in the UK, ensuring that our R&D systems make their fullest contribution to our levelling up agenda. UKRMP - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society UKRMP - support increased collaboration between local, regional and devolved institutions	**O1.1** Actively engage with the Local Enterprise Partnership (LEP) to collaborate on projects of benefit to Preston and Lancashire. **O1.4** Deliver opportunities for growth through contract and collaborative research.	2021 onwards All projects have 1 year of funding and further is dependent upon delivery and opportunity.

Morecambe region and beyond. o Burnley Enterprise and Innovation Zone				
Business engagement activity Supporting the Front Door Model and specific business engagement promoting the University products and services associated with KE, e.g. KTPs, Degree Apprenticeships CPD Student placements Facilities and equipment Consultancy Contract research Collaborative research Plus digital innovation (iLab) options, the CRM use and development. Marketing and market intelligence, **p**roduction of materials to promote our offer to external stakeholders Engagement with relevant networks and opportunities	12FTE posts including the Head of the Enterprise and Engagement Unit. Consultancy support to identify new opportunities and ways forward. Cost of communication materials to promote the 'offer' as well as case study development to help demonstrate the offer.	RE/OfS objective for ensuring that only effective performers are funded (para 9d) UKRMP **-** support businesses in attracting, growing and developing their workforce UKRMP **-** capture the economic and social benefit from research	**O2.2** Establish the 'Front Door Model' to receive and triage all enquiries to a positive outcome. **O2.3** Improve communications which demonstrate our 'offer'. **O3.1** Build on the current CRM system within RES to capture all enquiries, track engagements and identify opportunities and to support external stakeholder management and engagement. **O3.2.** Improve contacts with alumni, identifying where support can be offered through CPD or access to staff or facilities, or collaborations developed through enterprise and entrepreneurship training. **O3.3** Offer a number of external events which can showcase the University's offer as well as those of our partners and collaborators. **O4.1.** Periodically consult with external users and beneficiaries of products and services to establish their experience of working with the University. **O4.2**. Periodically consult with internal colleagues who are using processes and systems supporting the delivery of knowledge exchange opportunities and activities to determine where improvements can be made and lessons learnt as well as showcasing good and best practice.	2021 onwards Consultancy support 21/22 and options on 22/23 and 23/24 depending on success in Yr1. Marketing 2021 onwards.
SME engagement Through the Centre for SME Development continue networking and opportunities for development and collaboration. 100 SMEs engagements will be supported each year.	3FTE posts including the Head of the Centre for SME Development, plus networking and marketing and costs.	UKRMP **-** support businesses in attracting, growing and developing their workforce UKRMP **-** achieve greater demand for innovation	**O2.1** By providing networking opportunities and information briefings targeting SMEs.	Ongoing to 2024 2024 onwards looking to opportunities for development

Via the ESiF funded projects, support the development of the SME offer as well as upskilling the workforce. The 11 Current projects will support **2021/22** 394 SMEs with business support 606 SME employees with skills development **2022/23** 304 SMEs with business support 745 SME employees with skills development			**O2.2** Establish the 'Front Door Model' to receive and triage all enquiries to a positive outcome. **O2.3** Improve communications which demonstrate our 'offer'. **O6.1** Continue to build networking opportunities for the SME community. **O6.2** Grow the SME Engagement and Enterprise Development (SEED) which is a Community of Practice (CoP) for internal colleagues involved in KE. **O6.3** Identify opportunities for SMEs to engage fully with the University resource, beyond that offered by ERDF opportunities.	and growth with Shared Prosperity Funding (SPF)
Enterprise and entrepreneurial activity: Through the Propeller Student Enterprise scheme support is offered to students and graduates who want to explore becoming self-employed or starting their own business. 180 students/ graduates supported annually. Growth of the Enterprise Awards, bringing students together to address live briefs from external organisations. 2021/2022 - 30 students 2022/2023 – 40 students 2023/2024 – 50 students 2024/2025 – 60 students Through the UNITEplus project offer opportunities to graduates and students to work on real live business briefs. 2021/22 – 36 student opportunities 2022/23 – 36 student opportunities Through the ECO-I project offer opportunities to graduates and students to work on real live business briefs. 2021/22 – 13 student opportunities	3FTE staff to manage Propeller scheme Contribution (allocated from 22/23 onwards) to staff costs to administer the Awards and non-pay costs associated scheme. Working with external stakeholders. Looking to expand the offer beyond the current reach. Time will also be spent on seeking external sponsorship for the scheme.	RE/OfS objective to support the vital role of students in delivering knowledge exchange in pursuit of [these] priorities, whilst also recognising that students themselves may benefit through, for example, enhanced employability prospects (para 9b). 180 students/ graduates supported annually. RE/OfS objective for ensuring that only effective performers are funded (para 9d) UKRMP - support entrepreneurs and start-ups UKRMP - attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision.	**O2.3** Improve communications which demonstrate our 'offer'. **O3.1** Build on the current CRM system within RES to capture all enquiries, track engagements and identify opportunities and to support external stakeholder management and engagement. **O3.4** Develop our Leaders/ Entrepreneurs in Residence programme to build alliances for KE. **O7.1** Support and promote the work of Propeller, a team working to support current and past students with their entrepreneurial ambitions. **O7.2** Grow opportunities for the Enterprise Award where students work on real-life briefs from businesses. **O7.3.** Support the experience of all students, UG and PG, taught and	Ongoing activity Entrepreneurs in Residence launched September 2021 Enterprise Awards currently operating, supported from 22/23 onwards from HEIF. UNITEplus ongoing to 2023 ECO-I ongoing to 2023

			research focussed with enterprise and entrepreneurship.	Entrepreneurs in Residence launched September 2021
2022/23 – 10 student opportunities Further develop the Leaders in Residence programme and launch the Entrepreneurs in Residence programme				
Public engagement and involvement in research and enterprise activity Investigate methods by which the public can become involved in research and enterprise activity, develop such projects and seek to promote and champion PE through the Institutes and Centres	Non-pay funding allocated from 22/23 to 24/25 to support PE activity.	RE/OfS objective to support the vital role of students in delivering knowledge exchange in pursuit of [these] priorities, whilst also recognising that students themselves may benefit through, for example, enhanced employability prospects.(para 9b)	**O2.3** Improve communications which demonstrate our 'offer'. **O9.1** Each University Institute and Centre to have a Public Engagement plan, reviewed by the Public Engagement Steering Group and approved by URIC, covering 2022 onwards **O9.2** Each University Institute and Centre to have at least one public engagement project that involves the public in research **O9.3** To have a named senior strategic lead for public engagement within each University Institute and Centre.	Ongoing

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.

1. **Governance of Research, Innovation and Enterprise Activity**

The PVC (Research and Enterprise (R&E)) provides strategic leadership for research, innovation and enterprise (RIE) activity. They are operationally supported by the Director (DoRES) of the Research and Enterprise Service (RES). Each School has a School Research Lead (SRL) and a Deputy Head for Business Development and Partnerships (DHBD&P) who lead for the RIE agenda at School level supported by Faculty Directors of Research and Innovation (FDRs). Each Faculty is led by an Executive Dean (ED) who reports to the Deputy Vice Chancellor (DVC).

The University level Committee for RIE is the University Research and Innovation Committee (URIC) which is Chaired by the PVC R&E and is held three times per year. The membership includes the EDs and FDRs plus representatives from Professional Services including RES and Financial Services. URIC provides assurance reports to Academic Board. The Faculty Research Innovation and Ethics Committees (FRIECs) meet twice a year and report into URIC. These are chaired by the ED and attended by the Heads of Schools, the SRL and the DHBD&Ps.

For the FRIECs a report template is completed by each School. The components of the report are:

Section A: Research Progress
A1. What impact has been achieved through research activity?
  i.   Income (prestigious income ONLY)

ii.   Outputs (non-paper outputs only e.g., social media/press release, TV, radio)

iii.   Impact

iv.   Environment (including new staff, PhDs, Honorary appointments)

v.   Research partnerships (include research collaborations)

A2. What are the current challenges and barriers to delivering research activity?

A3. What highlights and achievements can you report?

Section B: Innovation and Enterprise Progress

B1. What knowledge exchange income generating activities are in development?

i.   Research partnerships

ii.   Working with business

iii.   Working with the public and third sector

iv.   Skills, enterprise and entrepreneurship

v.   IP and commercialisation

vi.   Public and community engagement

B2. What socio and economic impact has been achieved through knowledge exchange activity?

B3. What are the current challenges and barriers to delivering your innovation and enterprise strategy?

B4. What highlights and achievements can you report?

2. **Allocation of HEIF monies**

In general the HEIF allocation is used to support three specific areas:

(i)   Professional Services staff primarily within RES who support and facilitate the identification, development and delivery of research, innovation and enterprise activity.

(ii)   Our flagship University Institutes, Centres and Clusters who are tasked with delivering research including contract and collaborative research, as well as innovation and enterprise activity.

(iii)   Specific projects and activities suggested by Schools and Faculties which can meet the HEIF eligibility and expected deliverables.

3. **Management of HEIF spending**

Where there is an activity which is considered separate, defined and bounded and it has been awarded HEIF funding, then an individual project code is provided to the lead of the project. The lead for the project can assess the progress of their project spend via the RES Finance Business Partner. The spend of awarded funding follows the University financial regulations and Business World system is used for purchasing which has a series of approvals built into it.

The spend against the allocated funding is monitored each month and reported to the DoRES. Where a project does not use its full allocation or projections suggest there will be an underspend, discussions are had with the PVC (R&E) to determine how best the funding can be reallocated.

4. **Measuring Progress**

As described in [1] above, there is a governance committee structure where activities, achievements and outcomes are reported. Any new income and contracts secured through the deployment of HEIF funding is recorded and tagged within our management systems to enable the activity and income to be reported through to our HEBCIS return.

For 2021-2022 HEIF funding awards, the University will be implementing a more direct method of progress collation and assessment, which will have three steps.

Step 1 (normally August/ Sept): On allocation of a project code, part 1 of a HEIF Activity form (HAF) is completed. This will include brief details of the project, collaborators and partners, projected outputs and outcomes.

Step 2 (normally January/ February): Part 2 of the HAF is completed which asks for progress to be reported and specifically raising any highlights or challenges encountered.

Step 3 (normally June/ July): Part 3 of the HAF is completed which ask for final outputs and outcomes of the project plus a 500 word case study to be provided. If the project is longer than one year then Step 3 will be replaced with further 'Step 2s' until the end of the project. A summary of the content of the reports will be presented to the first and second URIC meetings of the year.

As approximately one third of the HEIF budget is allocated to the Institutes and Centres, they are asked to participate in quarterly Oversight Monitoring Panel meetings and to provide an annual report on achievements. The reports ask for:

    (i)   top five research, innovation and enterprise activities citing what was delivered, the outputs and outcomes.

    (ii)   What support has been provided to developing staff

    (iii)   What public engagement activity has been delivered

    (iv)   Top five impacts from the Institute/ Centre.

A summary of the reports will be presented to URIC. The summary will identify any lessons to be learnt and good practice.

5. Evaluating Outcomes

Within the Research and Enterprise Service at UCLan, the Impact and Outputs Unit (IOU) will collate information from the HEIF Activity Forms, looking for trends, opportunities for development, and any issues of concern. Outcomes and outputs will be tagged to the HEBCIS areas and KEF Perspectives. Where relevant, compliance with and development of KEC Principles will also be captured.

The University will identify what has been delivered for its HEIF investment through the reports collected through the HEIF Activity form, and the reports from the Institutes and Centres

Where relevant feedback forms, or evaluation questionnaires will be used to collect feedback from end users and beneficiaries regarding activities; most commonly this occurs with our CPD and DA provision.

The University will look to gain insight from its end users and beneficiaries of HEIF activity by collating their views on how a project was run and the value it has provided.

A report from the evaluations will be presented to URIC at its first meeting for the academic year following the year the funding awarded. So activities and evaluations from a project funded from 1 August 2021 will be reported at the URIC meeting in October 2022.

6. Identifying lessons learnt

The PVC (R&E) regularly meets with a number of groups to discuss issues and challenges of the day and to identify where lessons can be learnt and actions taken where possible. The Groups are:

(i) PVC Research Strategy group (bimonthly)
(ii) PVC Knowledge Exchange Group (bimonthly)
(iii) School Research Leads (monthly)
(iv) Deputy Heads for Business Development and Partnerships (monthly)
(v) Faculty Directors of Research (bimonthly)

Where relevant reports from the HEIF funding will be shared with these groups to share good practice, demonstrate the diversity of activity delivered by the University and its partners and learn lessons which can inform our delivery and support and engagement with external stakeholders.

7. University policies of relevance to HEIF activity and spend.

(i) IP policy
(ii) Spin-out policy (draft under review)
(iii) Visiting academics policy (draft under review)
(iv) Conflict of interest policy (draft under review)
(v) Public Engagement Strategic Framework
(vi) University of Central Lancashire Group Financial Regulations including Delegated Legal Authorities.
(vii) Code of Conduct
(viii) Procurement Code
(ix) Procurement Strategy
(x) Responsible Procurement Code
(xi) Budget Holder Approval Guidance