

University of Salford

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 Salford has an historic commitment to be an “industry centred” institution, with a clear mission to:

- Educate the next generation of modern industrialists, innovators, creators, entrepreneurs and leaders;
- Develop the skills and knowledge needed to capitalise on the next industrial revolution; and
- Work in collaboration with public and private sector partners to address local and global economic and societal challenges.

Our industry collaboration strategy is the latest iteration of our commitment to serve students, our city and region, companies, and society.

The strategy is focused across three investment priorities: Robotics, Smart Living and Digital which build on our areas of expertise and excellence, while enhancing opportunities for our academics and students to engage with, and bring tangible benefits to, the University, industry partners and the regional economy.

The University of Salford [Knowledge Exchange Strategy 2017 – 2027](#) underpins this ambition, and is driven by its focus on infrastructure, skills and innovation in line with the government Build Back Better strategy.

In the delivery of our Research and Knowledge Exchange strategy, five interdisciplinary and cross-sector Research and Knowledge Exchange Beacons have been created, built around our world leading and internationally excellent research strengths, aligned to Industry Collaboration, and underpinning the campus masterplan, within which we will consolidate and support clusters with the potential to become global leaders over the next decade:

1. Industry 4.0 (includes robotics & AI, health technology & biomechanics, Sport 4.0 and internet of Things, smart futures)
2. Successful Ageing and Bio-health (cancer research and Institute of Dementia; diagnostic imaging; movement, rehabilitation, robotics & AI, & Smart Cities)
3. Energy, Housing & Infrastructure (Energy House 2, Sustainable Housing & Urban Studies Unit (SHUSU), robotics & AI & Smart cities)
4. Sustainability and Environmental Quality (environmental cluster and noise research from acoustics; digital built environment; future cities; robotics & AI)
5. Resilience & Leadership (ThinkLab, social science; politics and contemporary history; culture and communication; equity, health and wellbeing; psychology; smart and liveable cities; robotics & AI)

The core functions of the beacons are:

1. Strategic focus of research activity and, consequently, investment and support
2. Centres for multi-disciplinary research excellence
3. Sites of critical mass where we can engage as a meaningful partner for industry and other HEIs
4. Core of our research reputation and brand for external marketing
5. Strengthening the connection between research and the industry collaboration strategy to support strategic priorities of the latter

Beacons are outward facing, comprising vibrant communities of researchers from across the University, coming together with industry, HEI and community partners to build critical mass and a strong culture of research excellence, to provide innovative solutions to the key societal, industrial and global challenges. We will utilise this focus to increase our engagement with KTPs, to bring industry to the centre of knowledge exchange and knowledge transfer in the form of research and enterprise, and as a springboard to continue to increase our industry collaboration.

Reflecting current strategy and Beacon outputs, the University is committed to focussing on the following six areas of institutional expertise for the REF post 2021:

1. Allied Health
2. Environmental Science
3. Engineering
4. Architecture and Built Environment
5. Social Policy
6. Communication, Culture and Media

Our HEIF expenditure will facilitate the growth and expansion of these areas of expertise, whilst being measured against and aligned to our **Industry Collaboration Strategy Objectives** (see below). All HEIF funded activity will be driven by return on investment, impact and alignment to national and University strategic priorities, and also the potential of projects to enhance the student experience and student employability, including a focus on industry informed curriculum, industry live briefs and placements and encouraging student entrepreneurship through Launch.

Industry Collaboration Strategy Objectives

1. Our people
Enable our people to support the achievement our industry collaboration priorities.
2. Cultural, physical and virtual environments
Create cultural, physical and virtual environments within which colleagues, students and industry partners can collaborate, innovate and learn.
3. Integrated work-based learning
Formalise frameworks for integrated work based learning and industry engagement to be delivered within all University programmes.
4. Exceptional industry partnerships
Develop a framework for identifying, developing and sustaining exceptional industry partnerships.
5. Intrapreneurs and entrepreneurs
Promote and facilitate the development of colleagues and students to become entrepreneurs and intrapreneurs bringing greater relevance to our industry partners, and local and regional economy.
6. Public and community engagement
Develop the civic role of the University as an anchor institution and part of the local community, driving local prosperity and playing a leading role in social and economic progress within the region.
7. University systems
Change University systems to ensure fitness for purpose for the delivery and operation of industry collaboration

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

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> |
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| <p>Major HEIF investment areas, aligned to University Strategy</p> | | | | |
| <p>Industry 4.0</p> <p>HEIF grant money will be invested to support a number of projects targeting future and current workforce skills development – creating a digitally enabled, agile, competent and productive workforce, developing a secure talent pipeline for productivity gains, sustainability and business growth.</p> <p>Covid 19 has accelerated the adoption of technology within the NHS, with the resulting need to develop innovative approaches to workforce skills development.</p> <p>The University is developing a number of integrated learning frameworks through the establishment of Salford Digital Training Solutions to meet such needs.</p> <p>i. This will include the development of a digital literacy framework for radiography students and the wider radiography workforce, which will build on previous work undertaken on the development of a digital passport for nursing students.</p> | <p>Across the suite of initiatives HEIF will pay for project management support (2FTE), research assistant, marketing and outreach activity</p> <p>Equipment, software and licenses</p> | <p>Govt priorities:</p> <p>Skills Levelling up</p> <p>Student benefits:</p> <p>2 live briefs, up to 30 students working to support delivery of CPD, 3 student placements, co-creation with industry partners of 5 new modules across different programmes, roll out of digital skills framework to other</p> | <p>2. Cultural, physical and virtual environments</p> <p>3. Integrated work-based learning</p> <p>4. Exceptional industry partnerships</p> <p>6. Public & community engagement</p> <p>7. University systems</p> | <p>2021 onwards</p> |

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| <p>ii. Additionally a cross disciplinary project to enable academics, students and industry partners to scope and develop novel training solutions to meet NHS workforce developmental needs in the areas of digital and clinical skills will be funded.</p> <p>iii. A major challenge for businesses to thrive in the fast-paced creative and digital industries is to maintain a creative and technically adept workforce who can adapt to flexible working and offer immediate solutions to challenges. To achieve this, employees and freelancers must continually raise their skill levels to meet the demands of the fast-paced creative industries. Drawing on detailed research from the British Film Institute, Work Foundation, Next Gen and ScreenSkills with courses targeting skills shortages and gaps within the North, the University is looking to develop its CPD offering for businesses operating in this area.</p> <p>iv. The University of Salford is looking to position itself as a leading Higher Education Institution in the development of professional-level technical and creative skills, innovation and technology transfer associated with the Unity platform through the development of a “Centre of Excellence on campus” programme with a strong association between the University, HOST Salford and the Unity Centre of Excellence, building a beacon for industry-standard training and a technical skills provision aligned to #digitalsalford the Salford Innovation Triangle establishing the region as a global Immersive and Interactive hub.</p> <p>v. Infrastructure investment will be made in the Salford Professional Development website to drive traffic to increase uptake of our continuing professional development offering.</p> <p>vi. The University will invest HEIF funds into our HEIF Knowledge Exchange business improvement programme,</p> | | <p>HEIs affecting c.200 students PA.</p> | | |
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| <p>developed by the KTP & Partnership Office to enable companies, which do not meet the KTP criteria, to benefit from University expertise and longer-term engagement.</p> <p>Knowledge Exchange offers a level of flexibility to companies in order that they make a step change that would not happen without the funding. This is made possible through the transfer of knowledge into the business via a recent graduate who is recruited to work full-time on a growth project, developed in association with the University for 12 to 18 months.</p> | | | | |
| <p>vii. This proposal seeks to link University laboratory, equipment, academic, technician and student assets to offer a comprehensive brewery-focused laboratory commercial service for businesses based predominantly in the NW England, meeting the skills gap by providing expertise and offering knowledge-exchange (KE) in microbiology, analytical chemistry, fermentation and sustainability, with parallel access for our students to practice and utilise their newly-acquired skills.</p> | <p>Staff costs: 1 FTE Brewery Laboratory Technician 0.4FTE Administrative Assistant</p> <p>Equipment Travel Accreditation Public engagement events/outreach</p> | <p>Govt priorities: Skills Innovation Infrastructure Levelling up</p> <p>Student benefits: 2 live student briefs with 30 students per year. (Arts & Media) 1+ student placement/internship per year (Business School) 5-10+ students projects per year (Science,</p> | <p>2. Cultural, physical & virtual environments 3. Integrated work-based learning 4. Exceptional industry partnerships 6. Public and community engagement</p> | <p>2021-23</p> |

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| | | Engineering & Environment) Development of industry-focused curriculum towards a PGT MSc Microbiology launching in 2022. | | |
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| <p>Sustainability and Environmental Quality</p> <p>With the climate and ecological crises rising on the political and business agenda, there is increasing recognition of the need to protect our natural environment and combat the physical impacts of climate change and a prioritisation to make our urban environments climate resilient and move towards the application of nature-based solutions.</p> <p>HEIF funding will be used to support a number of projects in the area of clean growth: noise and air quality testing, river management and natural flood defences, energy efficiency and green infrastructure.</p> <p>viii. Our Acoustics Laboratories will develop in the areas of High Intensity Acoustic Testing for satellite & aircraft components and small satellites ('CubeSats'), and additionally to develop their commercial offer in the area of vibro-acoustic simulation for the automotive and other engineering sectors.</p> <p>The proposal forms part of a package to expand our commercial services in the associated fields of sound quality and perception to meet industry and environmental needs.</p> <p>ix. A cross disciplinary unit, centred around the thematic of environmental consultancy, will leverage the University's extensive academic ecological experience to identify and work with new partners/clients in this area, resulting in knowledge exchange opportunities, and feeding into teaching and student engagement, through module design (undergraduate and postgraduate), active, live engagement projects, industry visits and briefs with current industry projects.</p> | <p>1 FTE Lecturer 1 Technician 0.1 FTE 1 Research Fellow 1 Administrative Assistant post 12.5% FTE 1 full time Business Development Manager post 100% HEIF funded 1 full time Ecologist post Managing Director 0.1 FTE</p> <p>Equipment and licenses PPE & equipment Marketing-promotional material, advertising etc. Promotional/outreach Events Travel & Subsistence</p> | <p>Govt priorities:</p> <p>Skills Transition to Net Zero</p> <p>Student benefits:</p> <p>1 new taught module co-created with industry 1 live brief to be offered to UG and 2 offered to PGT 1 student placement 1 iCase studentship</p> <p>Curriculum enhancement of PGT modules.</p> <p>Student benefits: Development of an MSc in Environmental Consultancy</p> | <p>4. Exceptional industry partnerships 6. Public & community engagement</p> | <p>2021 onwards</p> |
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| <p>Student entrepreneurship</p> <p>x. Launch – our student entrepreneurship initiative - has successfully supported graduates and alumni looking to grow their entrepreneurial skills and start their own businesses. Through partnership with local organisations, the model has made a demonstrable difference in the entrepreneurial pathways of Salford students and graduates. The University is now supporting the development of online entrepreneurship training, aimed at the international market, in a collaborative venture between industry and academics.</p> <p>Building on past experience of providing students with opportunities to take part in small scale craft stalls, online marketplace and through feedback from our young entrepreneurs in our Launch facility, the University will also investigate supporting individual student ambitions to sell through an online/physical retail space.</p> | <p>Staff costs:</p> <p>x1 Shop Manager post 0.5 FTE 100% HEIF funded</p> <p>x1 PR/Marketing post 0.2 FTE 100% HEIF funded</p> <p>x1 Launch Project Manager post 0.2 FTE 100% HEIF funded</p> <p>x1 Technical support Marker Space 0.05 FTE 100% HEIF funded</p> <p>Non-staff costs:</p> <p>Marketing</p> <p>Equipment</p> <p>Launch creative workshops</p> | <p>Govt priorities:</p> <p>Skills</p> <p>Innovation</p> <p>Levelling up</p> <p>Global Britain</p> <p>Student benefits:</p> <p>40 graduates supported within 2 years to establish micro businesses.</p> <p>15 producers engaging with the Creative Entrepreneur strand of the Launch business incubator.</p> | <p>4. Exceptional industry partnerships</p> <p>5. Intrapreneurs and entrepreneurs</p> <p>6. Public & community engagement</p> | <p>2021-onwards</p> |
| <p>Successful ageing and biohealth</p> <p>xi. The University is looking to develop its offering in the area of Armed Forces research and support. The Hub – through the employment of a dedicated University Armed Forces Champion – will undertake a series of externally and internally focused strategic activities to consolidate the Armed</p> | <p>Staff costs across all projects:</p> <p>1FTE academic staff time buyout</p> | <p>Govt priorities:</p> <p>Skills</p> <p>Innovation</p> <p>Infrastructure</p> | <p>3. Integrated work-based learning</p> <p>4. Exceptional industry partnerships</p> | <p>2021-23</p> |

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| <p>Forces/ military activities being undertaken across the University. Through this work we will produce a coherent strategy in relation to our engagement with the Armed Forces community, affording opportunities for knowledge exchange, public engagement, and CPD.</p> <p>xii. The Social Prescribing Hub was established in 2018 through HEIF funding as an inter-disciplinary multi-Professional group, that has worked collaboratively with industry partners to develop Social Prescribing policy & practice. Further investment will be made to develop the commercial CPD training activity (including accreditation, marketing, training delivery, client liaising, admin); building a strong research profile, aligned with the University's centres of research, to create a 'centre of excellence' (or equivalent identity); working in partnership with professional bodies to ensure that curricula meets the needs of the community; working with national partners to support the ongoing workforce needs of link workers; developing student learning approaches that enhance the student experience.</p> <p>xiii. Healthcare-associated infections are estimated to cost the NHS 1bn a year. This project will assess the ability of antimicrobial coatings to prevent the survival of pathogens on surfaces in a challenging healthcare environment. If successful, this would be an important step towards controlling infection transmission via surfaces. The project will crucially work with partners to test these surfaces in a 'real world' rather than laboratory environment, as in-vitro observations can overestimate antimicrobial activity.</p> | <p>Grade 7 Research Fellow 1.0 FTE for 12 months</p> <p>Teaching and learning fellow 1.0 FTE 12 months</p> <p>Placements and partnerships coordinator 12 months 0.5FTE</p> <p>CPD trainer 12 months 0.5 FTE</p> <p>Administrator grade 5 12 months 0.5FTE</p> <p>Non-staff costs: Equipment and consumables Travel</p> | <p>Levelling up</p> <p>Student benefits:</p> <p>Nationally recognised steering group to support the integration of PIVO placements in student curricula.</p> <p>2 UG projects</p> <p>5 student placement opportunities</p> <p>Increase the number of veteran students within the University.</p> | <p>6. Public & community engagement</p> | |
| <p>Longer term investment priorities</p> | | | | |

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| <p>Innovation District</p> <p>The Innovation district is a 240-acre scheme that is one of the UK’s most ambitious and innovative programmes of regeneration. The aspiration is to Build Back Better to benefit Salford, the wider city region and beyond.</p> <p>New university facilities will open up opportunities to work with industry and continue to enable us to fulfil our mission to deliver a pipeline of talented graduates into key sectors. A new innovation campus will tackle head on the issues facing businesses and society, from digitalisation to energy efficiency, placing exciting new technology and innovation companies alongside our world leading academics.</p> <p>Through partnership working, HEIF money will be invested in activities developing future innovation, knowledge exchange and workforce skills development. Two areas of initial focus and investment are:</p> <p>i. The North of England Robotics Innovation Centre (NERIC) is a model example of collaboration. Its creation is timely, taking place when the need for innovation in robotics and automation has never been more important to support the recovery of UK industry from the challenges faced during the COVID-19 pandemic. Supported by funding from ERDF and the Research England Development Fund, NERIC is set for completion in summer 2022, and will engage with SMEs across the country.</p> <p>ii. Energy House 2.0 is a University test facility that will offer SMEs and industry an unrivalled environment where they can develop future energy saving products.</p> <p>Energy House 2.0 allows for the evolution of work currently undertaken at Energy House, which is renowned for playing a leading role in developing expertise on energy efficiency and</p> | <p>tbc</p> | <p>Govt priorities</p> <p>Skills</p> <p>Innovation</p> <p>Infrastructure</p> <p>Levelling up</p> <p>Transition to Net Zero</p> | <p>2. Cultural, physical and virtual environments</p> <p>3. Integrated work-based learning</p> <p>4. Exceptional industry partnerships</p> <p>6. Public & community engagement</p> | <p>2023/4 onwards</p> |
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| <p>Smart Living. Research at Energy House has enabled key changes to the UK housing market that focus on energy saving initiatives including the roll-out of Smart Meters.</p> <p>The £16 million Energy House 2.0 facility is part funded by the ERDF and is an important element of the Salford Crescent and University District Masterplan that aims to make us Fit for the Future.</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.

In 2019 a new governance framework was implemented to enable the University to more effectively monitor HEIF spending, capture impact and manage the transition from project delivery to BAU.

Management of HEIF spending

Spending is managed through the HEIF Board. The Board is responsible for the targeted allocation of the annual HEIF award. It prioritises investment in high-yield, high-impact projects and ensures alignment to Institution and government priorities. It has oversight of project progress and performance, ensuring projects deliver on objectives.

The Board acts with the devolved authorities of the University Pro Vice Chancellors for Research & Innovation and International & Regional Partnerships, Deans of Schools and Directorate leads within professional support areas, as represented. Board members remain the accountable individuals, under such devolved authority.

Responsibilities of the board:

- Assess, prioritise and approve project proposals in accordance with the agreed criteria and scoring mechanism
- Monitor and review progress and performance of projects
- Consider and approve large change requests that materially impact the anticipated business benefit or budget envelope of the projects

- Re-prioritise or stop activities when required, including reducing or stopping HEIF funding to project and project cessation
- Operate in line with financial regulations and current HEIF guidance.

Allocation of funding:

HEIF funding is allocated in two ways: a single competitive annual round of funding which supports large, impactful projects with HEIF funding of over £15K, and a small project pot (“discretionary fund”) which is available throughout the year for projects of value up to £15k, and is specifically directed towards supporting smaller, more agile, proof of concept projects.

The annual round consists of a cross institutional call for project proposals, and a competitive process for funding. HEIF workshops are offered in the run up to the submission of proposals to provide support and ensure alignment to funding criteria.

Criteria for award of funding:

To ensure transparency, the criteria for award of funding are published along with FAQs and exemplars of previously funded projects.

| | | Criteria |
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| STRATEGIC BENEFITS | Alignment to University strategic objectives | <p>The project demonstrates clear alignment to the University's strategic objectives of robotics, smart living and digital</p> <p>The project exhibits an interdisciplinary and cross school approach</p> <p>The project shows alignment to local and national industrial strategies</p> |
| | Non-financial benefits | <p>The project will produce strong outcomes across the following areas:</p> <ul style="list-style-type: none"> • Student experience & curricula enhancement • Knowledge exchange and public engagement • Enterprise activity aligned to School enterprise plan(s) • Local growth & regeneration • Reputation building • Research <p>Non-financial benefits show clear metrics / measures articulated with target values where appropriate</p> <p>The project is School academic led (although HEIF money may be used to buy out academic time where there is a need to backfill)</p> <p>The project involves joint working with at least one external partner</p> |
| FINANCIAL BENEFITS | Financial contribution (over 3 years) | <p>Project costs are accurate and realistic.</p> <p>The project provides an excellent financial return (contribution) to the University. Contribution is defined as the surplus once project costs are deducted.</p> <p>The project has secured match funding from external sources.</p> |

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| VIABILITY | Likelihood of success | <p>Expected outcomes are achievable within the indicated timeframe and budget</p> <p>The project will achieve measurable and tangible results through identified milestones</p> <p>Risk factors and external constraints are understood and within acceptable limits</p> <p>Dependencies (e.g. readiness of relevant technology) are understood and within acceptable limits.</p> <p>The project articulates plans for sustainability after HEIF funding.</p> |
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Fig. 1 Criteria for award of HEIF funds

The board prioritises its funding according to the above criteria. Applicants submit a standard application form which outlines the project costs and business case and are invited to present their proposal to the board.

Measuring progress:

Project progress is monitored and reported to board on a quarterly basis. Whilst projects are delivered within the schools or professional services, project monitoring and reporting is undertaken by a central team to ensure objectivity. This is achieved through regular project meetings with the designated project lead and project sponsor. The project sponsor is the Associate Dean within the delivering School or the Head of Directorate or PVC within the relevant Professional Service.

The central project monitoring team tracks projects against their deliverables, making sure they remain on target to deliver on their business case and in scope, in budget and on target to complete within the financial year. The team also identify risks and issues which are escalated to project board if a local resolution is not possible. A quarterly report is presented to project board by the team which summarises progress against milestones, benefit realisation, key risks or emerging issues, and spending and income tracking. Project leads may be invited to board if it is felt that a project is not delivering on its original business case, or needs extra support or re-scoping. A change management process is in place to effectively manage and sign off on large project changes.

Evaluating outcomes and identifying lessons learned:

An end of project process is in place to evaluate outcomes and lessons learnt and to move the project to BAU within the school. Meetings between the project lead, project sponsor and central project team take place to review the following:

- Did the project keep to time, budget and scope?
- What impacts and benefits has the project realised, and how do these compare to the original business case?

- What lessons can be learnt through the delivery and outcomes of the project?

The meeting also identifies the actions needed to support the move to BAU within the school:

- Outstanding tasks at project closure and how these will be delivered
- Outstanding benefits at project closure and how these will be delivered, with timescales
- Outstanding risks and what the mitigation plan is.
- An outline of the plans for post HEIF sustainability, and identification of any short- and long-term opportunities resulting from the HEIF funding.

It is the responsibility of the project sponsor to manage the transition to BAU within their schools.

End of project reports are presented to Board along with an overall summary of the resulting impact and outcomes from the combined HEIF grant over the year.

An annual review is in place to evaluate the HEIF funding process, the funding criteria and the role and responsibility of the HEIF Board to ensure they are fit for purpose.