UCL (University College London)

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.

Transforming Knowledge and Ideas into Action (COVID-19 and beyond) is UCL's innovation and enterprise strategy from 2021-2023. The strategy refreshes UCL's ambition for knowledge exchange, enabling us to address challenges, including COVID-19 and the UK's exit from the EU, and to pivot and respond in agile ways throughout.

As a university, our strategy commits us to:

Objective 1: Use our knowledge and intellectual assets to address major societal and economic challenges by:

- Addressing the economic and social needs arising from COVID-19, promoting and supporting user-driven innovation to respond to identified needs.
- Building and growing networks to facilitate KE, growing external partner and HEI networks and identifying UCL KE advocates, utilising internal networks to communicate KE opportunities and upskill colleagues.
- Identifying areas for focus where the greatest impact can be achieved, directing funding to impactful projects and managing UCL's intellectual assets cohesively.

Objective 2: Work with innovative partners across the public and private sectors to address collaborative opportunities that amplify our innovation activity by:

- Supporting development of increasingly diverse and broad partnerships and pursuing more unconventional opportunities to collaborate. Reviewing systems, processes and policies will ensure partnering with UCL is an attractive proposition.

Objective 3: Embed a variety of approaches through which students can participate in innovation and enterprise by:

- Expanding opportunities for UCL PhD students, including a suite of tools and approaches to engage throughout their training, and to support and encourage the application of their research through entrepreneurship and other routes.
- Identifying opportunities for all students to engage in innovation, including through placements in innovative companies, growing programmes to encourage entrepreneurial skills and engaging supporters to offer innovation-specific mentoring.

As an Innovation and Enterprise department, we further commit to:

Objective 4: Support a wide range of routes to create societal and economic benefit from UCL's research and education across all academic disciplines by:

- Developing, growing and supporting partnerships with external organisations, particularly beyond R&D, and identifying global innovation partnerships, to expand our impact.
- Growing recognised sector expertise, cultivating and supporting relationships with organisations aligned with institutional objectives.
- Investing in the development of new collaboration models and mechanisms to accelerate take-up of UCL research.
- Reviewing and improving our understanding of the stakeholder landscape.
- Developing UCL's high-performing business and consultancy arms, whilst increasing alignment with broader UCL activities.
- Increasing support for small and medium-sized enterprises (SMEs), integrating activities and utilising international networks, to promote greater reach for relevant SMEs.
- Expanding our Entrepreneurship programme to deliver a high-quality extra-curricular programme to enhance the student experience and create high quality graduate start-ups supported by ongoing provision of space and assistance.

Objective 5: Promote and embed an effective culture of innovation and knowledge exchange across UCL by:

- Building capacity for innovation across UCL through training and capacity building as well as internally focusing on continuous improvement, assessing our frameworks and policies, and utilising the KE Concordat's outcomes.
- Further developing specific support for students and early career researchers, tailoring innovation programmes, support mechanisms and tools to promote engagement.
- Improving systems and data to better understand and report on the innovation landscape, whilst embedding training and processes related to conflicts of interest, intellectual property, revenue sharing and other relevant policies.
- Maintaining and developing policies that support innovation, and promoting uptake through training, guidance and additional support.

> **Objective 6: Contribute to improving the profile of UCL, highlighting the impact innovation and enterprise makes to society, in the UK and globally by:**
> - <u>Demonstrating the breadth and depth of innovation activity</u> through compelling communications on innovation activity externally.
> - <u>Engaging in and contributing to the UK policy landscape around KE</u>, participating in the KEF and KEC and supporting UKRI activities around KE improvements.
> - <u>Improving stakeholder relationships</u>, collecting and sharing UCL's 'best examples' of KE impact and developing processes and structures for improved engagement with our external stakeholders and partners.
>
> As we implement this strategy, three cross-cutting themes will inform our work:
> a) **Enhancing UCL's contribution to the Sustainable Development Goals (SDGs),** exploring how to promote sustainability in innovation, utilising funding processes to amplify outcomes and coordinating with the university's overall efforts to progress sustainability.
> b) **Equality, diversity and inclusion for those who participate in, or benefit from, our work,** seeking to better understand the complexities of EDI actions, addressing challenges, and identifying and transforming structural and process-driven barriers to engagement. We will also look to support partners in placing EDI at the heart of their business models, including within UCL's start ups and spin outs.
> c) **The role of place in anchoring and distributing the benefits of innovation to economy and society,** reviewing how best to broaden the reach of our activities, in the light of COVID-19 and the UK-wide levelling up agenda, investing in Camden and East London whilst exploring how to apply learnings in other places and contexts.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in RE-CL-2020-04 and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

a) Describe the key activities supported by your HEIF allocation.
b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

Planned areas of HEIF supported KE activity Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	HEIF support How HEIF will be used to support the project?	HEIF priorities How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Strategic objectives Which institutional strategic KE objective does this relate to?	Indication of timescales
Support SMEs by increasing UCLs interactions with research/tech intensive SMEs and nurture the growing community of SMEs that are UCLs spinouts and start-ups. To include: • Development of tools to assist internal colleagues to support their cohort of companies through the different trajectories/ innovation pathways and internal and external comms • Focussed stakeholder engagement programme to build and cement deep relationships with other key organisations who support and represent SMEs in London, the UK, and in growing tech sectors.	3.4 FTE staff funded through HEIF working alongside staff funded through other schemes, notably those delivering the Innovate UK Edge programme.	Supports the R&D Roadmap by fostering commercial and entrepreneurial skills and a mindset of enterprise and innovation across all academic disciplines and capturing the economic benefit of our research through innovation. It also supports the Build Back Better Innovation pillar by supporting our SMEs to grow, equipping them with the tools they need to grow their business.	Objective 2 Objective 4 Objective 5	2021-22 onwards
Nurturing start ups through the concept, incubation, acceleration and post-acceleration stages and growing the entrepreneurship ecosystem by: • Provision of virtual and physical space • Endorsement of start up and Innovator visas • Development of investment readiness programme	4.2 FTE staff working predominantly in our BaseKX incubator unit, providing both virtual and physical support. Mainly specialist support staff, with some focusing on the provision of the physical space and infrastructure, and	Supports the R&D Roadmap by building on our innovation infrastructure and the Build back better Skills pillar by supporting and incentivising the development of creative ideas and technologies. It also supports the Build back better Innovation pillar to attract the	Objective 1 Objective 3 Objective 4	2021-22 onwards Development of investor and mentor programmes and networks 2021-22 and expand

• Establishing a mentor network • Establishing an Angel investor network	administration requirements of the visa programme. HEIF also contributes to purchase of systems e.g. supporting data collection	brightest and best people, boosting growth and competitiveness. Annual targets of 45 Start-up visas, 68 start-ups created, 3000 students supported, 100 alumni in mentor network.		from 22-23 onwards.
Build and grow innovation networks to support and enable knowledge exchange, accelerate take up of UCL research and to develop solutions to emerging problems. This will be achieved through a number of internal and external networks including: • Roll out of a start-up mentoring network that was piloted in 20/21 • Development, pilot and roll out of a social enterprise network, sustainability network and women's enterprise network • Support for network actions that stimulate further academic/business interactions across thematic areas such as novel healthcare therapies, quantum technologies, and creative tech • Development of internal Communities of Practice for partnerships and entrepreneurship	3.4 FTE sector specialist staff to engage with internal and external partners, harness additional internal resource (for example the expertise of Organisational Development on Communities of practice) and drive forwards activities.	Supports the Build Back Better Innovation pillar by catalysing centres of excellence and helping people to connect thereby ensuring access to opportunities and the R&D Roadmap by fostering greater collaboration and networks between funders, researchers, practitioners and civic leaders	Objective 1 Objective 3 Objective 5	Development and roll-out of networks 2021-22 and expand from 2022-23.
Expand opportunities for students to engage in innovation and enterprise activities including: • Pilot and roll out paid internships with UCL start ups	4.5 FTE staff brokering relationships between students and businesses and developing and administering appropriate training offers –	Supports the Build Back Better Skills pillar by supporting productivity growth through high-quality skills and training and the Innovation pillar by	Objective 3 Objective 4 Objective 5	2021-22 onwards Grow internships with UCL start ups 2021-22 and

• Develop a programme of student projects and placements with UCL start ups in Camden and with other businesses London-wide • Expand accessible entrepreneurship training offer to students, including the development of asynchronous online training • Establish an entrepreneurship offer for the new campus at UCL East And for doctoral researchers by: • Providing specially developed training to support and encourage application of research through entrepreneurship and other KE routes • Providing support and guidance on IP arrangements • Growing the PhD employability offer	including an increasing asynchronous provision. HEIF also used to contribute to the costs of bought in delivery for specialist entrepreneurship costs, and development of asynchronous training offers.	maximising the benefits of innovation for local economies and building local strengths. Supports the R&D Roadmap by providing support for early career researchers and innovators, providing skills, knowledge and experience to progress careers inside or outside academia. Supports the OfS strategic outcome that graduates and postgraduates leave higher education with the knowledge and skills that will contribute to their national and local economies and communities, and drive productivity. Contributes to the gathering of evidence of the student benefits of knowledge exchange to help share good practice across the sector and improve future knowledge exchange activities. Target for entrepreneurship training of 3000 students annually. Reach for doctoral students to extend to 1000 students annually by 2023.Target of a minimum 10 internships in start-ups annually.		extend from 2022-23 onwards. Entrepreneurship presence at UCL East 2022-23 onwards.

Promote partnership development across a variety of sectors and improve stakeholder relationships by: • Delivering a compelling and easy to access suite of tools to raise awareness of partnership opportunities, increase efficiency of assessment and processing of opportunities and develop and pilot novel partnering tools. • Using the outputs of the Challenge Oriented Innovation Network (COIN) set up as a response to COVID-19 to explore its impact on various sectors and themes to develop rapid innovation processes	9.2 FTE sector specialist staff Contribution to costs of development of tools, and some use of e.g. external facilitation.	Supports the Build back better Innovation pillar by backing the sectors and technologies that will shape the UK's future and supporting development of new ideas through cutting edge research.	Objective 2 Objective 4	2021-22 onwards COVID response outputs 2021-22.
Supporting activities anticipated to achieve significant impact from cutting edge research and taking a thematic approach and stimulating cross-disciplinary activities, including: • Development of the 'Ageing platform' to support academics from across UCL to develop a more coherent approach to showcasing ageing research and innovation activities (consultancy and partnerships, start-ups and spinouts • Art Futures initiative to engage with arts and culture sectors and create a platform for information sharing, partnerships and innovative research project collaboration opportunities • Development of partnership opportunities across a number of key	4.4 FTE sector specialist staff focusing on developing innovation opportunities from areas of UCL's research strengths. HEIF also contributes to costs of holding workshops and other appropriate forums to develop collaboration.	Supports the R&D Roadmap by supporting innovation, application and deployment of research ideas and enabling us to maximise the economic, environmental and societal impact of research through effective application of new knowledge. In addition supports the Build back better Innovation pillar by development of new ideas through cutting edge research and backing sectors that shape the future of the UK.	Objective 1 Objective 2 Objective 4 Objective 6	Development of Aging platform and Art Futures initiative 2021-22. Development of partnership opportunities across key themes and tech areas 2021-22 onwards.

themes including AI, BioMed, Quantum and Net Zero • Working with partners to develop opportunities for students and academic staff in emerging tech areas including Quantum, FinTech, Blockchain, Med Tech and Medical Sciences.				
Develop and embed policy, processes and systems to support innovation and enterprise activities and improve understanding across the institution by: • Creating a high quality, blended modality development programme in all aspects of innovation and enterprise for UCL staff and students • Embedding innovation related policy (e.g. IP, Disclosure of Conflict and Declaration of Interests, revenue sharing, research studentships), monitoring compliance and ensuring appropriate governance structures in place • Develop policy awareness and support around areas of growing policy interest – for example university interactions with investment funds	9.8 FTE staff encompassing professional leadership, systems design, project management skills, policy and strategy, specialist KE knowledge e.g. Intellectual property, user experience and specialist data analysis HEIF funds also used to procure training materials, specialist legal advice, and some elements of systems development e.g. CRM	Supports the R&D Roadmap by ensuring we can capture the economic benefit of our research through innovation and fostering commercial and entrepreneurial skills and mindset across all academic disciplines.	Objective 1 Objective 3 Objective 4 Objective 5	2021-22 onwards
Ensuring that all academic disciplines and researchers have access to competitively allocated KE funding by:	1.7 FTE HEIF funded specialist staff, who support the development of excellent KE proposals across all	Supports the Build Back Better Innovation pillar by supporting access to finance to unleash innovation and Skills pillar by	Objective 1 Objective 2	Competitive funding process

• Running a competitive bidding process for knowledge exchange proposals across the University • Embedding considerations around inclusivity within processes, support and communications • Accessing further support for knowledge exchange – for example developing a cross-institutional IAA bid across all research councils	academic disciplines, administer the funding process and produce reports including case studies to celebrate success. Around 15% of HEIF funding available for competitive bids against funding calls. Staff work closely with the Research Council institutional impact acceleration account activities to create process efficiencies.	supporting and incentivising the development of creative ideas and technologies. Also supports the R&D Roadmap by nurturing and supporting talent from all backgrounds and experience.	Objective 5	2021-22 onwards. Development of cross-institutional IAA bid 2020-21. Inclusivity considerations 2021-22 to extend from 2022-23 onwards.
Developing the culture of innovation and enterprise at UCL through developing communication plans with key internal and external stakeholders through: • Development of compelling case studies showing innovation and enterprise journeys for staff and students, including a resource hub for use by internal champions • Development of social media channels to share success stories and calls to action	4.8 FTE specialist engagement and communications staff focus on knowledge exchange, disseminating strategy, celebrating successes and opportunities. They work with Faculties to develop their discipline-specific communications around knowledge exchange and liaise closely with UCL's Communications and Marketing team especially in areas such as media relations.	Underpins all contributions to relevant strategies	Objective 6	2021-22 onwards.

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.

i. Manage HEIF spending

UCL Innovation & Enterprise (I&E) includes a dedicated Knowledge Exchange Funding and Finance team which assists in the allocation, monitoring and reporting of HEIF spending. Reporting to the Executive Director, Innovation & Enterprise, the team works with those delivering Knowledge Exchange activities, to ensure that all spending is consistent with the Knowledge Exchange institutional strategy and the terms and conditions of the HEIF funding, as well as being compliant with UCL's Financial Regulations.

The Knowledge Exchange Funding and Finance team also works directly with academics to assist them in developing financially sound Knowledge Exchange Innovation Funding (KEIF) applications for the UCL Innovation & Enterprise Funding Committee to review and award funding. Following the award of a successful KEIF application, the Knowledge Exchange Funding and Finance team will monitor expenditure to ensure that it is compliant with HEIF funding requirements and UCL's Financial Regulations and record the outcomes of the KEIF project.

ii. Measure progress

In order to measure progress towards meeting the objectives of the strategy, we have identified and mapped KPIs against the objectives outlined in Q1. These are a combination of data that we provide through statutory reporting as well as internal KPIs that have been identified as a measure of success for innovation and enterprise activities at UCL. These KPIs are collated, reviewed and shared via the relevant governance routes, including UCL's Innovation & Enterprise committee (IEC), comprised of senior stakeholders from across the institution including the UCL Vice-Provosts (Research, Innovation & Global Engagement), Directors of subsidiary companies, Director of Legal Services, Innovation & Enterprise (I&E)

Directors, Vice Deans Enterprise and representatives from faculty innovation and enterprise boards and student bodies.

Note: These KPIs reflect the progress against strategic outputs from a number of funding streams, however HEIF provides the underpinning capability.

Performance Indicators and Alignment with Strategic Objectives	
Objective 1: Use our knowledge and intellectual assets to address major societal and economic challenges	1.1, 1.2, 1.3, 1.5a, 1.5b, 1.5c, 1.6a, 1.6b, 1.6c, 2.5a, 2.5b, 2.5c, 2.6a, 2.6b, 2.6c, 3.3a, 3.3b, 3.3c
Objective 2: Work with innovative partners across the public and private sectors to address collaborative opportunities that amplify our innovation activity	2.1a, 2.1b, 2.1c, 2.1d, 2.1e, 2.2, 2.3, 2.4, 2.7a, 2.7b, 2.7c
Objective 3: Embed a variety of approaches through which students can participate in innovation and enterprise	3.1, 3.2, 3.3a, 3.3b, 3.3c, 3.3d
Objective 4: Support a wide range of routes to create societal and economic benefit from UCL's research and education across all academic disciplines	1.1, 1.4, 2.1a, 2.6a, 2.6b, 2.6c, 2.7a, 2.7b, 2.7c, 4.1, 4.3a, 4.3b, 4.3c, 4.3d, 4.3e, 4.3f, 4.4
Objective 5: Promote and embed an effective culture of innovation and knowledge exchange across UCL	3.1, 4.1, 4.2, 4.3a, 4.3b, 4.4
Objective 6: Contribute to improving the profile of UCL, highlighting the impact innovation and enterprise makes to society, in the UK and globally	4.5, 4.6, 4.7, 4.8

	Theme	Data
1	Application of Intellectual Property	1.1 Spinouts (newly registered) (number)
		1.2 Scale of patent portfolio (number)
		1.3 UCLB Tech Fund project spend (£K)
		1.4 Proof of Concept Awards in the year (number)
		1.5 Portfolio of enduring businesses
		1.5a Employment in spin-out companies (number)
		1.5b External investment in spin-out companies (£K)
		1.5c External investment in social enterprises (£K)
		1.6 Income
		1.6a Income earned from commercial activity (£K)
		1.6b Income from IP - Sale of shares (£K)
		1.6c Income from IP - Licenses (£K)
2	Partnerships with non-academic organisations	2.1 Partnerships
		2.1a Partners worked with (number)
		2.1b Total new contracts (number)
		2.1c Total value of new contracts (£K)
		2.1d Major institutional relationships and their health (qualitative)
		2.1e New corporate relationships in the period (number)
		2.2 Value of awards and contracts facilitated by I&E (£K)
		2.3 External funding received for KE and innovation support (£K)

		2.4 Knowledge Transfer Partnerships (number)
		2.5 Networks
		2.5a Active networks (number)
		2.5b Industry members of networks (number)
		2.5c Network membership (total number)
		2.6 Consultancy
		2.6a Income from consultancy (£K)
		2.6b Registered number of consultants (cumulative)
		2.6c Consultancy projects (total number)
		2.7 Income
		2.7a Industry income (£K)
		2.7b Collaborative income (£K) (all non-academic partners)
		2.7c Contract research income (£K) (all non-academic partners)
3	Student and graduate entrepreneurship	3.1 Expert training delivered (participants)
		3.2 Graduate start ups (number)
		3.3 Portfolio of enduring student businesses
		3.3a Graduate business surviving 3+ years (number)
		3.3b Jobs created (number)
		3.3c Estimated turnover (£K)
		3.3d Investment (£K)
4	Innovation and enterprise culture	4.1 Expert support and facilitation of events (number)
		4.2 Faculty engagement in KE (qualitative)
		4.3 Funded KE projects
		4.3a Innovation projects awarded (number)
		4.3b Total value funded (£K)
		4.3c Progression rates and types
		4.3d Further collaboration
		4.3e Follow-on funding or spin-out/start-up formation
		4.3f Number of collaborative relationships supported
		4.4 Innovation grant awards
		4.5 KE case studies (qualitative)
		4.6 Press coverage (qualitative)
		4.7 Awards, prizes and accolades for KE
		4.8 Social media reach

We also undertake an annual benchmarking exercise using a subset of our KPIs to compare UCL progress against our peers (Oxford, Cambridge, Imperial, Kings, Edinburgh and Manchester universities) with national benchmarking across the following areas:
- Application of intellectual property
- Student and graduate entrepreneurship
- Consultancy
- Partnerships with non-academic organisations

These benchmarking results are reported to the IEC and to UCL Council on an annual basis, along with what will become an annual review of KEF results.

iii. Evaluate outcomes

At a strategic level the KPIs are mapped against our strategic priorities to allow us to monitor and review progress on a regular basis through IEC, alongside the benchmarking activities reported above. The relevant KPIs are also reported as part of the annual institutional planning cycle.

At a project level within Innovation & Enterprise alignment of activities to the strategic objectives is ensured through a clear and embedded process of prioritising and approving projects/activity overseen by the I&E leadership team. As part of this process, outcomes and benefits are identified in the project proposal and then assessed for alignment with those identified and mapped against the objectives as part of the strategy implementation plan (which includes linkages to institutional and faculty priorities). Having clearly identified the outcomes and benefits, these are then monitored throughout the project/activity lifecycle and progress is regularly reviewed and remedial actions taken if necessary.

iv. Identify lessons learned

At a strategic level, we receive feedback from University Council, IEC and colleagues across the newly formed office of the VP(RIGE). Between formal meetings, we also have regular sessions with the Faculty Vice Deans (Enterprise) who provide valuable feedback on service provisions from the Faculty perspective.

As with outcomes and benefits, at project level we have a process via the I&E PMO to capture lessons learned throughout the activity/project lifecycle. These lessons are captured, categorised, reviewed regularly and actions agreed, with a recognised owner. This is a continuous process that enables us to implement lessons learned throughout ongoing and planned activities. The I&E PMO team are also part of a university wide Community of Practice Project and Programme Management (PPM). This community work on a diverse range of projects, creating excellent opportunities to share best practice and expertise, including on lessons learned and measuring outcomes and benefits.

As part of the lessons learned approach, we actively share and contribute to best practice through various routes such as Praxis Auril, including senior I&E staff leading sector sessions. The specialist teams will network with the appropriate contacts in other networks – for example our entrepreneurship team actively participates in the Enterprise Educators UK network to share and exchange good practice. In the technology transfer space, UCL are part of TenU, an international effort bringing together leading university technology transfer offices to combine knowledge on best practice for using cutting edge research outcomes to tackle global challenges and to share these with UK and US higher education communities and governments to increase the societal impact of research. In the student engagement

with knowledge exchange, UCL leads one of the pilot projects designed to generate evidence around student engagement in knowledge exchange, building on the extensive evaluation experience of our Institute of Education.

Within UCL we are using the formal mechanism of communities of practice to communicate learning as widely as possible through the establishment of 2 communities supporting partnerships and entrepreneurship respectively.