



Research
England

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RE-P-2020-03-Annex B

Falmouth University

HEIF accountability statement

**Narrative return template for HEIF funding period
2021-22 to 2024-25**

Return date: 21 May 2021

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Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.

Our 2030 Strategy, published in 2018, sets out our vision for growth in diversified academic provision, reaching new learners in new ways, and expanding our research, innovation and commercialization outputs.

One of the principal objectives within this strategy is 'Taking Cornwall Global' which demonstrates Falmouth's commitment to knowledge exchange and public and community engagement by:

- Delivering in alignment to local skills and enterprise agendas, including Continuous Professional Development.
- Widening participation and increasing access to our University for people from Cornwall.
- Supporting and helping to create new high growth business headquartered in Cornwall.
- Working closely with Cornwall Council, Cornwall & Isles of Scilly Local Enterprise Partnership, local partners and industry to join up strategies for local impact.
- Increasing our networks and growing KE capability within our staff and student body.

Our Research and Innovation strategy set out to future-proof the regional economy with a Challenge based approach by

Skills for the future - Talents and continues learning

Business for the future. -Start-ups and new business sectors

Transformation for the future - New knowledge adapting sectors to future needs

In October 2019, the Vice-Chancellor & Chief Executive designated 2019-20 as Falmouth's Year of Transition – a deliberate mechanism to ensure delivery of the key elements of the 2030 Strategy;

- Doing it for Real
- Trans-disciplinary
- Diversification of portfolio (from campus to digital)
- Ensuring our graduates are highly employable and have the future skills needed for the future economy and can work in teams.

The key project suites to deliver this transformational agenda were identified as the 2020 Challenges. There are twelve 2020 Challenges in total, three of which are specifically focused on Knowledge Exchange:

- Challenge 9 – Commercial Venturing and Business Support
- Challenge 11 – Public and Community Engagement Plan
- Challenge 12 – Research & Innovation Strategy Review

Work on the challenges has progressed throughout 2020 and early 2021. The Knowledge Exchange work packages in the above Challenges articulates how, as an anchor institution in Cornwall, our knowledge exchange activity will result in benefit to our local communities, economic prosperity, environmental plans, cultural benefit and enhanced educational and skills development opportunities.

Following Falmouth's submission to the Knowledge Exchange Framework (KEF) in 2020, several areas for improvement were identified, many of which will be addressed through the 2020 Challenges work.

The following objectives from the 2020 Challenges have been used to guide the development of knowledge exchange activities throughout the 2020/2021 academic year.

Challenge 9 – Commercial Venturing and Business Support

- Establish Falmouth University as a leading HEI in terms of successful student entrepreneurship.
- Enable students and staff to 'do it for real' through partnership with businesses and the public sector.
- Create an income stream from venturing and business support that enables the University to achieve its 2030 Strategy and associated targets.

Challenge 11 – Public and Community Engagement Plan

- Provide a clear picture of Public and Community Engagement at Falmouth and set the foundations to build upon current practice. The Challenge identifies our strengths and opportunities to improve further.

Challenge 12 – Research & Innovation Strategy Review

- To engage the public and key stakeholders in research, Knowledge Exchange and innovation
- To enhance the quality of teaching through the development of research informed teaching and help support a new generation of innovative, complex problem solvers.
- To raise the profile of Cornwall as an internationally renowned creative rural economy

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 gov't 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
Public and Community Engagement initiatives: Examples include Porthleven Festival, National Trust Trellisick engagements providing opportunities for students (FSA, IoP, SoFT, GA) to collaborate with participants and present creative works	Supporting interactions with charity, enabling students to work collaboratively 3 rd sector and community-based projects in Cornwall	Gov't priorities and RE-OfS strategic objectives: important aspects to the contribution of universities to COVID-19 crisis and recovery, such as place and civic contributions + From the Government's R&D Roadmap: take greater account of place-based outcomes	Challenge 11 - Public and Community Engagement Plan: Activity and benefits of Higher Education and research that benefit the public and communities of Cornwall	From Autumn 2021
Centres working in partnership with industry: Evolving the Academy for Music and Theatre Arts' (AMATA) Public Programme, introducing an <i>Artists in residence</i> pilot to embellish the existing live performance series designed to provide the public and students access to international artists	0.2FTE dedicated KE Staff to support the role of the AMATA Programme Manager. £10K dedicated to bringing noteworthy artists to Cornwall, engaging students to create IP outputs that will benefit the artists concerned, their labels/ management and the wider creative economy	Gov't priorities and RE-OfS strategic objectives: supporting the vital role of students in delivering knowledge exchange Also facilitates Falmouth's commitment to the NCCPE's Manifesto for Public Engagement.	This supports the public engagement aspect of Falmouth's 2030 Strategy - Widening participation and increasing access to our University for people from Cornwall. Also relates to Challenge 6 - Integrated Academic/ Research & Innovation Framework	From September 2021
Centres working in partnership with industry: Sound Image Cinema Lab: <ul style="list-style-type: none"> A multifaceted partner, funder and research centre dedicated to production and 	0.2FTE buy out for Associate Professor to lead the project lead Funding to support:	This supports the 'people' pillar of the Industrial Strategy, by facilitating the development of highly skilled graduates with relevant industry experience,	This activity is integral to supporting Falmouth's 2030 Objectives of 'Doing it for Real' and ensuring that our graduates are highly	From August 2021

<p>pedagogy pertaining to independent cinema, TV and related innovation</p> <p>The key aim of the project is to give students the opportunity to work on live productions</p>	<ul style="list-style-type: none"> • Funding student placements/crits • SoFT Artist in Residence <p>Commissioning a series of graduate short films, in partnership with Screen Cornwall</p>	<p>thus enabling greater earning power for all.</p>	<p>employable and have the future skills needed for the future economy and can work in teams.</p>	
<p>Series of initiatives devised to enhance KE operations to better serve the communities with whom we interact:</p> <ol style="list-style-type: none"> 1. Communications and Staff Development initiatives 2. Improved project management and data capture/ management methodologies 3. KE Gap/risk analysis – Concordat self-evaluation and action plan 4. To check and ensure clarity, consistency and transparency of all necessary public-facing policies and procedures 5. Strategic Target Setting: Systematize more specific KPIs inspired by <i>Knowledge Exchange Funding: Novel</i> 	<ol style="list-style-type: none"> 1. Commissioning creation of a series of video-based case studies and content to clarify how outside agencies can benefit from interacting with the University 2. Commissioning PG (Launchpad) team to support externally-facing projects and hone related systems and processes 3. Train/develop/promote administrative capacity to monitor and review institutional effectiveness pertaining to all facets of KE mission. 	<p>The Government is committed to a long-term vision for R&D as described in the R&D roadmap, which includes highlighting the importance of knowledge exchange, HEIF, KEF and the KE Concordat</p> <p>+</p> <p>Expectation that the Knowledge Exchange Framework and the KE Concordat will become embedded to enhance accountability and assurance further over the planning period.</p>	<p>Challenge 12 - Research & Innovation Strategy: Define the roles of the academic departments, the R&I Programmes and individual academics in the delivery of impactful research and innovation</p> <p>+</p> <p>Challenge 10 - Productivity improvements</p>	<p>From Spring/Summer 2021</p>

<i>Evaluation Methodologies</i> (Oct 2020) publication				
Support to spin-outs: In addition to our current Launchpad programme, we are to deliver a creative industries start-up programme and a Digital Games start-up programme	Coaching and mentoring Support infra-structure; Networking with Challenge partners; Participation in industry fairs and exhibitions.	UK R&D Roadmap supports entrepreneurs and start-ups and increases the flow of capital into firms carrying out R&D, enabling them to scale up.	Future proofing the regional economy with a Challenge Business for the future start-ups and new business sectors.	
A scale up programme supporting university-based spin-out post start-up phase and regional businesses.	Coaching and mentoring; Participation in investor events; Consultancy; Collaborative development exercises.	UK R&D Roadmap supports entrepreneurs and start-ups and increases the flow of capital into firms carrying out R&D, enabling them to scale up.	Future proofing the regional Economy with a Challenge Business for the future Start-ups and new business sectors.	Autumn 2021 and onwards
A seed and venture capital initiative investing in start-ups and scale-ups in our research and innovation eco system.	Investment managers working with co-investors to invest in early stage businesses.	UK R&D Roadmap support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up.	Future proofing the regional Economy with a Challenge Business for the future Start-ups and new business sectors	Autumn 2021 and onwards
Professional services to support university-based spinouts in their professionalisation e.g. finance, accounting and HR.	Senior level experienced professionals working as consultants and mentors.	UK R&D Roadmap support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up.	Future proofing the regional Economy with a Challenge Business for the future Start-ups and new business sectors.	Autumn 2021 and onwards
Open Innovation activities	Senior Innovation Coaches working with Academics to co-create collaborative projects with	UK R&D Roadmap engage in new and imaginative ways to ensure that our science,	Future proofing the regional Economy Transformations for the future, new	Autumn 2021 and onwards

<p>Cluster development</p> <p>D:LAB</p>	<p>industry and public sector partners. Senior Innovation Coaches to work with research centres to create up to 5 active clusters in sectors relevant to the regional economic development and aligned with the university R&I strategy 2030. Work with business and public sector to enhance their R&D capabilities through introducing Design Thinking and facilitate workshops.</p>	<p>research and innovation system is responsive to the needs and aspirations of our society.</p>	<p>knowledge and adapting sectors to future needs</p>	
<p>The Agency:</p> <p>1. Enable increased opportunities for staff and students to ‘Do It For Real’: working with businesses, organisations and the community. Improve and simplify engagement routes for industry, the community and other organisations into the University.</p> <p>2. Enable students and alumni to showcase their work and talents to external audiences utilising the University infrastructure.</p>	<p>Marketing and activities to reach regional and national business. Legal and business infrastructure and support.</p>	<p>UK R&D Roadmap attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision</p>	<p>Students and Staff “doing it for real”. Learning and research engaging with real business and organisations.</p>	<p>Spring 2021 and onwards</p>

<p>CPD Develop and deliver bite sized CPD elements based on Falmouth's strengths and the needs addressed by the regional business sector and beyond.</p>	<p>Marketing and activities to reach regional and national business. Run pilot schemes tailored to the regional business community in light of the needs and circumstances induced by pandemic and the recovery</p>	<p>Govt priorities and RE-OfS strategic objectives: important aspects to the contribution of universities to COVID-19 crisis and recovery</p>	<p>Falmouth's 2030 strategic ambition being and anchor institution in Cornwall</p>	<p>Autumn 2021 and onwards</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.

Doing-It-For-Real: Falmouth University's strategic approach encompasses an integrated learning, teaching, research and knowledge exchange framework approved by the Academic Board. This is one of the guiding principles in development of courses and programmes. This strategic approach means that all modules and research activities should involve interactions with businesses and/or public sectors. In the revised Research and Innovation Strategy, a proactive approach of using roadmaps for research, knowledge exchange and commercialisation is to be implemented for academic year 2021/22.

Roadmaps: All Academic Departments, Research Centres and individual academics are to develop roadmaps describing their long-term objectives, address challenges, identify stakeholders, strategic partners and delivery plans. The roadmaps are to address strategic challenges, research, learning, knowledge exchange, partnerships and commercialisation. Departmental and Centre roadmaps are on a 7–10-year horizon whilst individual roadmaps are on a 3–5-year horizon. An institutional Commercialisation Business plan to 2025/30 is in development.

Development of roadmaps are a co-creation process within departments, between departments and with strategic partners. Guiding documents for development are the University's 2030 Strategy, Cornwall & The Isles of Scilly LEP's Visions 2030 document, The National R&D roadmap and United Nations Sustainability Goals.

The co-creation process within departments fosters alignment, joined delivery plans and team interactions in teaching, research and knowledge exchange. We can identify real world problems that will need collaborative efforts to solve.

Sign-off process: Departmental roadmaps are signed off by the Provost and Deputy Vice- Chancellor Research and Innovation. Research Centre roadmaps are signed off by the Deputy Vice- Chancellor: Research and Innovation and the Director of Research. Individual roadmaps are signed off by line managers, Directors of Departments and Research Centre Leads.

The institutional Commercialisation Business plan to 2025-2030 is signed off by the Vice-Chancellor's Executive Group, which is the University's senior management group.

Delivery approach and lessons learned: Each department will have a Departmental Knowledge Exchange Ambassador, who together with the Institutional Knowledge Exchange Ambassadors, will form an Academy for Knowledge Exchange. This Academy will be a forum for development of best practice and synchronised approaches. At the annual Core Academic and Technical Training week (CATT), Knowledge Exchange will be one of the modules delivered. RealWorks (the University's employability function) and the Agency are two institutional delivery vehicles for Knowledge Exchange that have their own business plans against which they are monitored. Commercialisation is mainly routed through the Falmouth Launchpad Programmes. Programmes for pre-incubation, start-up, scale-ups and licencing schemes are currently in development.

Monitoring and progress: The EFQM (European Foundation for Quality Management) Excellence Model has been adopted by national and regional innovation agencies for the design and delivery of innovation support programmes. It has been used to map, design and enhance university connected innovation ecosystem. The use of the EFQM model enhances efficiency of service delivery and customer satisfaction and accelerates the learning process. We will run a pilot of the model to systematically enhance our Knowledge Exchange.

Departmental and Research Centre progress is measured against the signed-off roadmaps, which will be reported 3 times a year to the University Research and Innovation Committee. This is also where lessons learned and inter-departmental knowledge exchange on external knowledge exchange activities will be reported.

A Knowledge Exchange dashboard will also be developed to be used for bi-monthly reporting to the Vice-Chancellor's Executive Group.

The Deputy Vice-Chancellor Research and Innovation is monitoring HEIF spending on a monthly basis.

RealWorks progress is reported via the Provost to the Vice-Chancellor's Executive Group.

The Agency's progress is reported via the Deputy Vice-Chancellor Research and Innovation to the Vice-Chancellor's Executive Group.

The institutional Commercialisation Business plan to 2025-2030 is monitored by the Falmouth Launchpad Investment Committee, and The Board of Governors' Ventures Committee.

A HEIF Steering Group has been formed to oversee the management and progress of HEIF spending. The group is chaired by the Deputy Vice-Chancellor for Research and Innovation and includes representatives from the relevant Strategic Challenges. Reporting on expenditure will be presented to the group, who will meet on a bi-monthly basis to review all aspects of HEIF spending.

Progress reports will be presented to the HEIF Steering Group. Any further opportunities or risks identified as part of this process will be escalated to the Vice-Chancellor's Executive Group as part of regular reporting on research and innovation activity.

Knowledge Exchange activity forms part of the Departmental Committee Research and Innovation reports and these will be amended to highlight where this activity is funded by HEIF. Academic Departments will be asked to propose activities to enhance knowledge exchange activity for consideration of future HEIF allocations.

The outcome of the HEIF funded activities will initially be evaluated within the HEIF Steering Group before being presented to the Research and Innovation Committee. HEIF outcomes will be evaluated utilising a logic model methodology which will assess the inputs, activities, outputs, outcomes and impacts for each area of HEIF funded Knowledge Exchange activity. Specific consideration will be given to how HEIF funded Knowledge Exchange activity has helped to support Falmouth University's ambition to 'Take Cornwall Global' and to enhance career prospects for undergraduate students.

Research & Innovation Strategy

Challenge Initiative	C12 Scheme	Work Package	Primary Responsibility	Governance
Roadmaps Departmental			Directors	AB
Roadmaps Centres			Centre Leads	RIC
Roadmaps Individual			Academics	RIC
KPI Drivers				
Research Income			DVC	VC
KE Income			DVC	VC
KEF metrics			Inst. Ambassador KE	VCEG
REF Metrics			Director Research	RIC
Future Unidentified Initiatives	-	-	-	-