

RE-P-2020-03-Annex B

University of the Arts 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.

UAL has recently approved a new dedicated 5-year KE Strategy (2021 to 2026). UAL's KE Strategy identifies four key areas of mission-driven activity, an overarching place-making framework, and a cross-cutting commitment to evaluation and continuous improvement, and the embedding of our institutional values.

Below are summaries of the key objectives for each of these areas, for full details of the objectives please refer to our [online version](#) of the Strategy.

A. Empowering Creative Agents - *Empowering new generations of creative entrepreneurs, innovators and change-makers*

1. To continue to scale our delivery of high quality, transformative and inclusive KE-based external/industry engagement opportunities for our students, ensuring access to all, clear terms of engagement for all participants, and well-defined delivery models to ensure efficient and consistent quality management
2. To develop more strategic partnerships with external organisations wanting to work with our creative talent, towards shaping their talent pipeline
3. To further enhance UAL support for student and graduate entrepreneurship, by providing greater access to enterprise education and post-study enterprise support.

4. To use our academic position, critical mass, and networks of external influence to better understand and address structural social justice issues (such as anti-racism) within the creative economy and society as a whole.
5. To launch a professional employment agency and employment business (UAL ArtsTemps) that supports UAL students and graduates into paid employment, and supports London's creative economy to access the talent it needs.
6. To build the evidence base of the value of creative graduates' careers in financial and non-financial terms, to enhance understanding of creative graduate futures.

B. Enhancing Creative Capacity - *Globally enhancing creative capacity, through excellence in training and practice*

1. To continue to scale our online professional development and learning while rebuilding our vibrant face-to-face programme, following a pivot to online delivery only during Covid-19. To support future developments with an online learning pedagogic support unit with specific expertise in short-form learning, and the pedagogy and systems it requires.
2. To intervene in the challenge presented by the decline of creative education in schools, by building on our successful trial of the UK's first graded awards in art and design subjects, complementing long-standing provision in music, dance and drama.
3. To develop an online, low residency and face-to-face provision that supports work-based learning and integrates with our postgraduate provision to support higher level learning. This will include micro-credentials and industry-focused offers.
4. To expand the UAL Awarding Body's offer into a range of new courses at level 2, 3, 4 and 5 to support non-degree learners into the creative sector, as well as potentially GCSEs and A-levels, taking into account the related risks and costs.
5. To redesign our English Language preparation offer to focus on English learning for the creative industries.
6. To grow our wellbeing and 'return to creativity' focus for older learners.

C. Innovating Creative Solutions - *Partnering to take powerful people-centred approaches to global and place-based challenges*

1. To position UAL as the first choice creative partner for projects addressing complex intersecting global challenges, such as those identified by the Global Challenges Research Fund, and the United Nations Sustainable Development Goals.
2. To further establish UAL as the leading UK HEI for delivering large-scale creative economy-driven R&D/innovation programmes, leveraging our expertise and partners to deliver against the UK R&D Roadmap; leverage the creative economy to support wider economic and social recovery from Covid-19, and address regional inequalities
3. To extend the reach and impact of our established models for quintuple helix social innovation – addressing complex local social challenges by empowering all local stakeholders to contribute to the problem-solving process;
4. To undertake a step-change in the ambition and scale of our partnership project activity in these challenge-led areas, building specialist capability and capacity around UAL's new Institutes as the focus for this step-change;

5. To create new platforms for external engagement that foreground our specific academic expertise in addressing challenges from the local to the global context.

D. Inspiring Creative Change - *Inspiring and facilitating positive change through high quality public and community engagement*

1. To grow the scale and reach of our P&CE, inspiring diverse and new audiences, and engaging more individuals and groups from local communities in cultural production.
2. To work with our civic and community partners to access new and increased levels of project funding to support delivery of our shared objectives.
3. To pursue greater access and wider participation in creative education at all levels, through partnerships with schools, colleges and other Further Education providers.
4. To expand the role of high-quality P&CE in strengthening our civic partnerships in places of strategic focus, ensuring successful integration with wider programmes.
5. To significantly increase our institutional reach, by building upon our learning from the pandemic, and digitally platforming more of our P&CE activities.
6. To enhance the strategic focus of our P&CE activities, and gain external recognition for their strength and quality, and our approach to continuous improvement.

E. Co-creating Better Places - *Collaborating with local stakeholders to create new economic, social, environmental and cultural capital*

- 1) To continue to strengthen the strategic development of our priority places:
 - **Fashion District** - launched in 2018 to strengthen London's position as the global capital of fashion technology and drive economic and social transformation in East London. UAL funds operational coordination of the partnership, and a core networking and innovation programme, as well as working with partners to secure external funding for wider programmes of activity;
 - **South London Creative and Digital Cluster** - UAL and its strategic partners are committed to development of a creative digital content cluster and knowledge hub in this sub-region of London.
 - **King's Cross Knowledge Quarter** - UAL is a founding and Board member of the Knowledge Quarter, which brings together over 100 organisations spanning multiple disciplines, industry sectors and global networks to share knowledge and collaborate. There is now also exciting potential being scoped with strategic partners around the Euston/HS2 programme of regeneration.
- 2) To extend our activities to other places/clusters of strategic focus, for example:
 - To extend the impact of our ISCF/AHRC-funded Creative Clusters programme
 - To further develop the strategic city partnership that UAL has signed with Bilbao
 - To explore how UAL's expertise in culture and creativity-led place-making can be applied in overseas sustainable development and NGO partnership 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)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>Delivering high quality creative innovation services to external organisations, through structured KE projects led by our academic staff and involving our students, often resulting in IP commercialisation. <i>Target: 250 external organisations engaged per annum.</i></p>	<p>1 x Senior Manager, 5 x Business Development Managers, 3 x Administrators (all 100% HEIF)</p>	<p>Supports RE/OfS objective for students to deliver KE and benefit from KE, anticipate at least 3,000 students will directly benefit p/a</p>	<p>Empowering Creative Agents Co-creating Better Places</p>	<p>2021-22 onwards</p>
<p>Providing high quality entrepreneurship education and support to our students and graduates, and programmes to enhance graduate employability. <i>Target: At least 150 new graduate start-ups supported per annum.</i></p>	<p>1 x Senior Manager, 1 x Enterprise Practitioner, 1 x IP Lecturer, 1 x Graduate Developer, 3 x Co-ordinators, 2 x Administrators - 0.4FTE each (all 100% HEIF)</p>	<p>Supports RE/OfS objective for students to benefit from KE, anticipate at least 1,000 students will directly benefit p/a</p>	<p>Empowering Creative Agents Co-creating Better Places</p>	<p>2021-22 onwards</p>
<p>Providing our students and graduates with access to relevant and high-quality paid employment opportunities through our ArtsTemps Employment Agency. <i>Target: Providing at least 6,000 paid employment opportunities per annum, worth at least £3.5m.</i></p>	<p>3 x Employability Trainers (65% HEIF)</p>	<p>Supports RE/OfS objective for students to deliver KE and benefit from KE, anticipate at least 1,800 students will benefit p/a</p>	<p>Empowering Creative Agents Co-creating Better Places</p>	<p>2021-22 onwards</p>
<p>Providing large scale high quality non-accredited professional development training to organisations and individuals (on-line and in-</p>	<p>2 x Senior Managers, 2 x Managers, 2 x</p>	<p>Supports Build Back Better (BBB) objectives to: support</p>	<p>Enhancing Creative Capacity</p>	<p>2021-22 onwards</p>

<p>person). <i>Target: Supporting the professional development/ upskilling of at least 20,000 learners per annum.</i></p>	<p>Administrators (all 100%HEIF)</p>	<p>productivity growth through high-quality skills and training; support development of the creative ideas and technologies that will shape the UK's future economy; and, encourage lifelong learning.</p>	<p>Co-creating Better Places</p>	
<p>Providing academic consultancy and contract research services to organisations in our areas of strength in research and/or professional practice. <i>Target: Providing consultancy/ contract research services to at least 80 external organisations per annum.</i></p>	<p>2 x Corporate Partnerships Managers (75% HEIF), 1 x Innovation Business Manager, 2 x Design and Technology Specialists and 1 x R&D/ Innovation Co-ordinators (100% HEIF)</p>	<p>Supports R&D Roadmap priorities for encouraging applied research, innovation, collaboration and co-creation.</p> <p>Supports BBB objective to: support development of the creative ideas and technologies that will shape the UK's future economy.</p>	<p>Innovating Creative Solutions</p>	<p>2021-22 onwards</p>
<p>Developing multi-partner national and international collaborative grant-funded projects in challenge-led contexts, delivering R&D/innovation to non-HE beneficiaries, and extending impact through creation of new value chains. <i>Target: Growing our collaborative research income and leveraged income from partners over the strategic period.</i></p>	<p>1 x Senior Manager (100% HEIF), 2 x Research and Innovation Managers (100% HEIF), 4 x Research & Innovation Funding support posts (50% HEIF)</p>	<p>Supports R&D Roadmap priorities for encouraging applied research, innovation, and co-creation, and growing our global and European collaborations, as well</p>	<p>Innovating Creative Solutions Co-creating Better Places</p>	<p>2021-22 onwards</p>

		<p>as supporting C-19 recovery.</p> <p>Supports BBB objective to: support development of the creative ideas and technologies that will shape the UK's future economy.</p>		
<p>Developing the specialist inter-disciplinary R&D/innovation capacity and activity of UAL's Institutes and Research Centres, to ensure the translation of our world class research into sector-leading innovation and impact.</p> <p><i>Target: To extend the KE portfolios of our Institutes and Research Centres, resulting in increased collaborative research, contract research, consultancy and IP income – where such income acts as a proxy for the positive impact these activities are delivering.</i></p>	<p>1 x Professorial Chair, 1 x Senior Manager, 3 x R&D Fellows - 0.4FTE, 1 x Partnerships Manager, 1 x Innovation Lead - 0.5FTE, 2 x Innovation Managers, 1 x Project Co-ordinator (all 100% HEIF), 2 x Business Development Managers (40% HEIF)</p>	<p>Supports R&D Roadmap priorities for encouraging applied research, innovation, collaboration and co-creation; supporting C-19 recovery; and capturing the economic benefit of our research through innovation.</p> <p>Supports BBB objective to: support development of the creative ideas and technologies that will shape the UK's future economy.</p>	<p>Innovating Creative Solutions</p> <p>Co-creating Better Places</p>	<p>2021-22 onwards</p>
<p>Developing the reach, quality and strategic focus of our public engagement activities.</p> <p><i>Target: Engaging at least 500,000 participants in our public programme and participatory</i></p>	<p>1 x Creative Producer, 2 x Events Manager (1.6FTE), 1 x Comms Exec (100% HEIF)</p>	<p>Supports BBB objective to: support development of the creative ideas and technologies that will shape the UK's future</p>	<p>Inspiring Creative Change</p> <p>Co-creating Better Places</p>	<p>2021-22 onwards</p>

<p><i>community activities (evidenced in Table 5 of HE-BCIS).</i></p>		<p>economy. Also likely to support R&D Places, People & Culture Strategies.</p>		
<p>Working with strategic place-based partnerships and local communities to strengthen the strategic development of our priority places – Fashion District, South London Creative & Digital Cluster, King’s Cross Knowledge Quarter.</p> <p><i>Target: To continue to generate new activities in our priority places, which leverage attract external investment and leverage partnership resources, towards delivery of shared objectives that benefit local stakeholders.</i></p>	<p>1 x Chair of Place-Making Working Group (0.4FTE academic buy-out), 1 x Senior Manager (40% HEIF), 2 x Strategic Partnerships Manager, 1 x Regeneration and Cultural Partnerships Manager, 1 x Community Engagement Co-ordinator, 1 x Projects Manager, 1 x Administrator (all 100% HEIF)</p>	<p>Supports Government levelling-up agenda, C-19 recovery, R&D Roadmap and BBB priorities, by working with local partners in delivering collaborative research, innovation and skills development activities that create new economic, social and cultural capital that relate to place-specific needs and opportunities.</p>	<p>Co-creating Better Places</p>	<p>2021-22 onwards</p>
<p>Providing catalyst or enhancement funding for projects supporting Covid-19 recovery.</p> <p><i>Target: Supporting at least 3 x projects per annum that support the Covid-19 Recovery agenda, and which generate at least £300K in additional leveraged resources from partners – again as an indication and proxy for the value of their impact..</i></p>	<p>Covid-19 recovery funds and KE Impact Funds (£150K catalyst funding, requiring 200% leverage/match funds from partners - 100% HEIF - plus contribution of UAL staff time)</p>	<p>Supports R&D Roadmap priorities for encouraging applied research, innovation, collaboration and co-creation; supporting C-19 recovery; and capturing the economic benefit of our research through innovation.</p>	<p>Innovating Creative Solutions Co-creating Better Places</p>	<p>2021-22 and 2022-23</p>

<p>Providing a specialist programme of staff development for academic and non-academic staff delivering our KE activity, including supporting secondments into key external partner organisations.</p> <p><i>Target: Engaging at least 250 individual members of academic staff per annum in KE-related staff development activities.</i></p>	<p>1 x Staff Development Lead (100% HEIF), 1 x Co-ordinator (100% HEIF), 1 x Senior Research Fellow: KE (0.4FTE - 100% HEIF), 2 Industry Relations Co-ordinators (0.4FTE), and operational budget (60% HEIF)</p>	<p>Builds the capacity and capability to better deliver on the above objectives.</p>	<p>This supports activity across our strategic objectives</p>	<p>2021-22 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.

i) **Managing HEIF expenditure** – ensuring HEIF income at UAL is managed robustly and transparently, in alignment with Research England’s funding terms, we have the following governance in place:

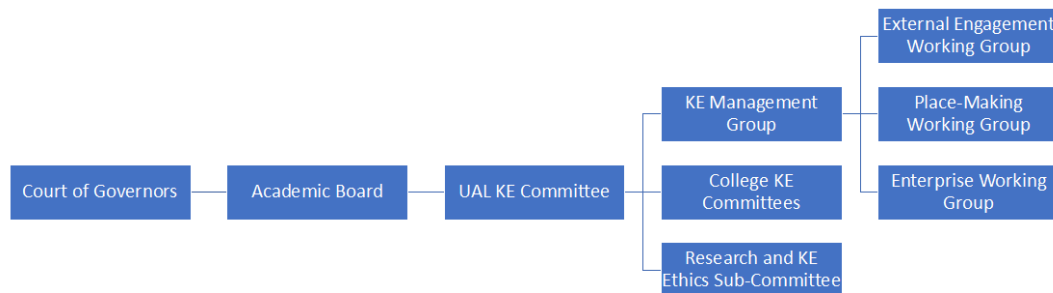
- HEIF expenditure is subject to UAL’s wider financial policies and protocols, to ensure effective financial management and accounting.
- All HEIF expenditure is annually reviewed and approved by a senior management panel, including the Deputy Vice-Chancellor – Academic, Director of Finance, Director of KE, and the Director of Academic Enterprise. This review is to ensure alignment with institutional and external priorities and policies, and to manage and agree any changes resulting from an annual increase or decrease in the HEIF income profile. This panel has formally delegated authority from the University’s Executive Board and Vice-Chancellor.
- There is direct and transparent oversight of all agreed HEIF expenditure by the central Finance team and Director of KE (i.e. HEIF expenditure is managed distinctly from other areas of university expenditure, and all HEIF expenditure can be specifically identified and accounted for). This is to ensure that all HEIF that is allocated internally is spent as agreed, or that any projected underspend is visible and managed at the earliest stage, to avoid any unplanned underspend.
- To support timely flagging of any projected overspend or underspend of HEIF, progress of all HEIF expenditure is monitored on a monthly basis, and more formally reported upon a quarterly basis.
- To balance a need for consistent and predictable security in funding for KE staff, with the need for responsive and agile funding to capitalise upon emerging KE opportunities, the majority of UAL’s HEIF allocation (c.90%) is allocated to ongoing staffing costs, but approx. 10% is maintained for revenue funding. Specific KE-focused units across UAL are also asked annually to submit proposals for any changes or additions to their planned expenditure/activity –

particularly in relation to newly emerging opportunities that align with Government priorities.

ii) **Measuring Progress** against the objectives of our KE Strategy at UAL is managed in a few key ways, through our KE governance, a KPIs framework, formal performance reporting/ analysis and sector benchmarking:

Governance

In recent years, in recognition of the scale and significance of our KE activities, and our identification of KE as a distinct form of academic practice, UAL has introduced a comprehensive set of governance structures and processes to oversee and monitor the quality and performance management of its portfolio of KE activities. UAL's current KE governance structures are as follows:



This structure enables direct formal monitoring and reporting of progress against the objectives of our KE Strategy, as well as other KE-related matters, up to the level of the governing body. UAL also has specific governance arrangements in place for our Awarding Body and each of our commercial subsidiaries to ensure compliance with their specific regulatory requirements, and effective quality and performance management. In addition, KE is also represented across other formal institutional governance groups, to ensure there is an embedded understanding of our strategic KE priorities and our KE activity that is informing development work across these groups and the institution.

KPIs framework

Informed by participation in a programme of workshops commissioned by Research England, exploring the development of new measures for KE, UAL has developed its own framework of KPIs for our KE activity, based on the 'theory of change' logic model. The framework provides a consistent understanding across UAL of what meaningful KPIs can be set for different types of KE activity, and also the variety of outcomes and impacts that may be achieved and/or evaluated. Developing the objectives of our new KE Strategy has then also enabled UAL to identify a set of priority KPIs within this framework, against which performance is benchmarked, and where activity data is systematically captured. Each area of the KE Strategy has its own theory of change logic model, again providing a clear understanding for staff of what KPIs, outcomes and impacts they should be considering and capturing data for, dependent on what type of KE activity they are delivering.

Formal reporting/analysis

In our KE Strategy we identify a number of specific objectives and related KPIs for each strand of the Strategy. Performance against these KPIs has been benchmarked for 18/19 and 19/20, in order for us to monitor progress in subsequent years. Monitoring on progress towards these objectives is managed throughout the year by the KE Management Group and College KE Committees, with termly reporting to the University KE Committee. A formal annual report on KE performance will also be submitted for

review and comment to UAL's Academic Board, Executive Board and Court of Governors. This report will include sector benchmarking data.

Sector benchmarking

UAL undertakes regular sector benchmarking exercises in relation to our KE activities. This consists of two main types of benchmarking:

1. *Benchmarking comparative KE performance* – UAL annually undertakes a comparative analysis of our KE performance, based on HE-BCIS data and KEF metrics, and this analysis is reported to all relevant committees, as well as being made available through UAL's management data dashboards. As UAL is quite unique within the UK HE sector in terms of its specialism and scale, it has been helpful for us to identify different benchmark groups to help calibrate this analysis – in addition to those we are clustered with for KEF purposes.
2. *Conducting benchmarking research to inform continuous improvement and new developments* – As part of our standard approach to reviewing and improving our existing KE activity, or developing any new areas of KE, UAL regularly undertakes desk-based research exercises (often combining primary and secondary research), looking at national and international comparator provision. This is usually in order to benchmark best practice, gain sector insights, understand market positioning, and/or to develop an evidence base of the present state, within a specific context, for strategic decision-making.

iii) Evaluating outcomes

UAL typically evaluates the outcomes of its KE activities in one or more of the following ways:

- By using our KE KPIs Framework to identify what the key outputs, outcomes and impacts are that we want to achieve at the outset of the project, agreeing these with our partner(s), and then measuring and reporting on these (to the extent that resources allow);
- By conducting evaluation with our partners/beneficiaries to understand the quality of their experience of working with us, and their level of satisfaction with the process and outcomes that we achieved together – this is typically done via an online survey and/or through video interview/testimonial;
- By conducting more detailed qualitative and/or quantitative assessment of a KE activity, where resources enable this and/or the funder requires it, typically based on the 'theory of change' methodology of evaluation;
- By capturing the KE performance data required for HE-BCIS and KEF, many of which are proxy indicators for the value of KE outcomes.

By taking these different approaches, UAL is able to develop an increasingly broad evidence base for the impact of our KE activity. Our KE impact evidence is typically captured and summarised in our HEIF Annual Monitoring Statement.

However, UAL currently delivers a large volume of KE activity where many of the outcomes are not reportable within existing HE-BCIS and KEF metrics, as they do not generate income directly for UAL. Consequently, we are keen to develop light-touch, yet robust, methodologies for capturing the value of such outcomes, as well as meaningful data/metrics for them, which could both be used sector wide – to better surface such activity and its impact.

To address this issue, UAL is actively engaging evaluation specialists from within our research community to help interrogate questions of value in different KE contexts,

towards better understanding the value we are trying to create and, therefore, the types of evaluation methodologies that might best be applied to capture these outcomes and impacts. This has included appointing a Senior Research Fellow – KE, and setting up an evaluation-focused community of practice, as well as running capability building workshops.

iv) *Identifying lessons learned*

Over recent years UAL has sought to introduce a more structured approach to learning from partner/beneficiary feedback and our self-evaluation processes, in the form of a KE Continuous Improvement Programme (KE CIP). This programme brings relevant stakeholders from across UAL together, in order to focus on quality management issues in key areas of our KE activity, to share data and experiences, to identify lessons learned, and to model best practice for different aspects of delivery, with a commitment to ongoing iteration and improvement. All KECIP activities, and their progress, is reported on through UAL's formal KE governance structures.

This approach is enabling us to put in place more consistent and efficient ways of working, by leveraging the full range of expertise, experience and knowledge that we have across the institution. The Agile approach that we use for our development and continuous improvement processes, where key stakeholders are involved in development 'sprints', not only improves our ways of working and quality management, but also helps to build enhanced capacity and capability amongst our individual staff – as they engage in peer-to-peer learning, and are encouraged to rethink and rebuild our existing models and practices.

Each of the KE CIP strands has a detailed action plan behind it, identifying areas requiring continuous improvement, and the specific actions that have been identified as required, as well as a timeline for their implementation. This is enabling us to prioritise these development activities, and to identify where relevant capacity and resource will come from to address them. We are also able to reprioritise, in response to dynamic changes within our internal and/or external environment.