



Innovation and Enterprise Committee

Thursday 4th February 2021 at 2:00pm

Minutes

Video-conferencing meeting via MS Teams

Present members:

Dr Kathryn Walsh (Interim Chair); Professor Bas Aarts; Mr Jerry Allen; Dr Mark Altaweel; Dr Paul Ayris; Ms Karen Barnard; Mr Ileyas Benmouna; Professor David Bogle; Ms Jane Butler; Dr Martin Davies; Ms Claire Glen; Mr Dan Kelberman; Dr Jane Kinghorn; Ms Natasha Lewis; Professor Christoph Lindner; Mr Roger de Montfort; Mr Jim Onyemenam; Dr Anne Lane; Dr James Phillips; Professor David Price; Dr Rokia Raslan; Dr Amelia Roberts; Dr Karen Sergiou; Professor David Shipworth; Professor Alan Thompson; Professor Thomas Voit; Dr Sally Wilson

Attendees:

Ms Lydia Harwood, Strategy and Policy Manager, UCL Innovation and Enterprise
Ms Harriet Lilley, Executive Assistant to the Vice-Provost (Enterprise) and Departmental Manager, UCL Innovation and Enterprise

Apologies:

Professor Rachel Chambers
Professor David Lomas
Dr Rokia Raslan

Officer:

Ms Rachel Port

Part I: Preliminary Business

14. Welcome from the Chair

- 14.1. Dr Kathryn Walsh was Interim Chair of the Innovation and Enterprise Committee (IEC) following the recent retirement of Dr Celia Caulcott, Vice-Provost (Enterprise) from UCL at the end of January.
- 14.2. The Interim Chair also welcomed two new members to the committee. Dr Paul Ayris, Director of Library Services, and Ms Claire Glen, Executive Director of the newly established Research and Innovation Services division had been

co-opted to the committee.

15. Declarations of interest

15.1. No interests were declared.

16. Minutes

16.1. IEC approved the minutes of the meeting held on 8th October 2020 [Minutes 1-13, 2020-21].

17. Matters Arising

17.1. Arising from Minute 7, it was noted that the MyLearning Governance Board had agreed to make training mandatory for staff and doctoral students in relation to UCL's Disclosure of Conflicts and Declarations of Interest policy (see also Minute 19 below).

17.2. Arising from Minute 9, significant progress had been made on the development of the Research and Innovation Support Transformer (RIST) and an update would be provided to the next IEC meeting.

17.3. Arising from Minute 10, the interim UCL Innovation and Enterprise strategy had been shared with the Students' Union sabbatical officer members of IEC (see also Minute 18 below).

Part II: Items for Discussion

18. Report on the interim UCL Innovation and Enterprise Strategy (Paper 2-10)

18.1. Ms Lydia Harwood, Strategy and Policy Manager, introduced the interim UCL Innovation and Enterprise (I&E) Strategy. The key points made were:

- a. The current I&E strategy "Transforming knowledge and ideas into action" would expire in 2021 and required revision.
- b. An ongoing strategy was required for external monitoring, especially for the Knowledge Exchange Concordat and the Higher Education Innovation Fund (HEIF) Accountability Statement.
- c. Given the new UCL Provost intended to work on developing a new UCL-wide strategy, a light touch review of the current I&E strategy had been undertaken.
- d. The interim strategy covered a two-year period and allowed UCL to be agile in identifying the emerging needs in response to the Covid-19 pandemic.

- e. The strategy had been consulted across UCL Innovation and Enterprise, UCL Business, UCL Consultancy and with the Faculty Vice-Deans for Enterprise.
- f. The objectives and frameworks for strategic direction were a continuation of the 2016-21 strategy, with a focus on refreshing and updating activity, rather than attempting to set a new or different direction at this time.
- g. The interim strategy had three cross-cutting themes on sustainability, equality and diversity, and the role of place that were central to the objectives of I&E.
- h. It was intended that metrics and Key Performance Indicators (KPIs) that evaluated activity and outcomes against the strategy would be set, as well as implementation of monitoring to measure and demonstrate progress.

18.2. The following points were made in discussion:

- a. In terms of having an implementation plan, it was noted that the Office for the Vice-Provost Research was developing a plan to underpin the UCL research strategy. Additionally, Library Services could also share information with I&E about how they evaluated their KPIs.
- b. I&E should ensure that the extra-curricular entrepreneurship programme for students was noted in the co-curricular review, led by the Office for the Vice-Provost Education and Student Experience, that aimed to make sure that information was put in one place for students (see also Minute 23 below).
- c. At faculty level, it was proposed that the implementation of the KPIs be covered at meetings of the Vice-Deans for Enterprise.
- d. It was anticipated that the RIST and the work of the Research Operations Group would impact on the implementation plan.

18.3. IEC:

- a. Approved the interim strategy and that it be recommended to Academic Committee and subsequently Council for formal approval.

19. Update on the implementation of the UCL Disclosure of Conflicts and Declarations of Interest Policy (Paper 2-11)

19.1. Ms Lydia Harwood introduced the update on the implementation of the UCL Disclosure of Conflicts and Declarations of Interest Policy. The key points made were:

- a. The new policy on Disclosure of Conflicts and Declaration of Interests was approved by Council at its meeting held in June 2020.
- b. Work had been undertaken with UCL's Information Services Division to build the associated system into the existing MyHR system and it was

launched on 1st December 2020. It could be accessed via:

www.ucl.ac.uk/myhr.

- c. Work was in progress to provide self-service compliance reporting to Vice-Provosts, Faculty Deans and Departmental Managers.
- d. Interim reporting had been requested on the numbers for faculties and departments.
- e. The associated online training module had also been developed and was launched on 26th November 2020.
- f. The training was mandatory for staff and doctoral students and would be included in the probation process for new starters.
- g. At 2nd February 2021, there had been 1030 completions and 87 were in progress. Of the 14,300 staff and 6,002 doctoral students that were required to complete the training, this represented 5% of the target population.
- h. Conversations were in progress with UCL Organisational Development to be able to track completions by faculty and departments. Faculties were able to run their own completion reports and instructions on how to run those would be shared with Departmental Managers.

19.2. The following points were made in discussion:

- a. Members commented that they had experienced problems in accessing the system online via MyHR. It was noted that a common problem was that users were not logged into the UCL Virtual Private Network (VPN) as required before accessing MyHR.
- b. User guides were available at: <https://www.ucl.ac.uk/enterprise/about/governance-and-policies/disclosure-conflict-and-declaration-interest-policy/ucl-manage>, as well as details about where to get support for any queries on the policy or using the system.
- c. It was considered that the current compliance rate of 5% required serious improvement and that it might be monitored centrally, similar to monitoring open access compliance for UCL's submissions to the Research Excellence Framework (REF), and that monthly reports be shared with Faculty Deans to encourage greater compliance.
- d. Work had not been undertaken about looking at what conflicts staff or students had declared, such as contracts, as there was an associated concern around GDPR.
- e. Sampling to determine those staff and students who should have completed a return would be repeated in a few months' time.

20. Update on developments in government policy for I&E

20.1. Dr Kathryn Walsh gave an oral update report on current government policy initiatives relevant to Innovation and Enterprise (or knowledge exchange as it was referred to within UK policy). The key points made were:

- a. UCL was committed to participate in the “Development year” of the Knowledge Exchange Concordat (KEC) in which participating institutions would be required to carry out a self-evaluation process and generate an action plan (see also Minute 22 below).
- b. The Knowledge Exchange Framework (KEF) results would be published in March 2021 and an institutional response from UCL was under preparation.
- c. In response to the Covid-19 pandemic, the reporting deadlines for the Higher Education Innovation Fund (HEIF) annual monitoring statement had been pushed back and this would be considered at the next IEC meeting.

21. Developing institutional partnerships with business and other partners: progress and forward look (Paper 2-13)

- 21.1. Dr Martin Davies, Director for Business and Innovation Partnerships, introduced the slides on work on developing institutional partnerships with business and other partners (Paper 2-13 was tabled at the meeting and is issued with these Minutes). The key points made were:
- a. SMEs: Small and medium-sized enterprises (SMEs) were a major component of the UK economy and made up some 52% of UK private sector turnover and 60% of UK employment.
 - b. SME's drove innovation rich sectors such as fintech; health, urban services, artificial intelligence (AI) and tended to be synonymous with London, and some, like AI, with UCL.
 - c. SMEs provided employment opportunities for students and graduates.
 - d. Relationships with SMEs were considered to be essential for collaborative Research & Development (R&D) programmes, and to reach into other regions.
 - e. It was intended that information on work by UCL to continue to evolve a strategic approach to SME engagement be considered at the May meeting of IEC.
 - f. Innovate UK: UCL Innovation and Enterprise was now a partner in the national programme called Innovate UK EDGE, that had evolved from the Enterprise Europe Network (EEN), that sought to help ambitious and innovative SMEs to grow.
 - g. Funding had increased to £1.4million as part of the Covid-19 business support scheme for innovative companies.
 - h. Being a partner would bring more R&D-oriented SMEs closer to UCL, which was likely to generate interest amongst UCL colleagues, while also supporting UCL companies.
 - i. It would also allow UCL privileged access within Innovate UK and gave UCL a distinctive position amongst its peers.
 - j. In 2020, UCL had supported 116 SMEs across a range of sectors and supported 42 more through the Covid-19 pandemic. UCL had formed 13

international partnerships and 7 new products/services had been brought to market. Some £4million had been raised and 61 jobs created.

- k. Knowledge Transfer Partnerships (KTP): This was a national programme that offered collaborative R&D to address strategic challenges in a business or in other organisations.
- l. KTPs were geared towards SMEs although larger organisations could participate.
- m. UCL was now the leading London Higher Education Institution (HEI) for KTPs.
- n. The I&E KTP Team worked with PIs, businesses and funders, through the application, submission, project set-up and delivery process and achieved a success rate of more than 80%.
- o. At UCL, the Bartlett Faculty of the Built Environment as well as the faculties of Engineering Sciences, Mathematical and Physical Sciences and Population Health Sciences currently participated in KTPs.
- p. The I&E KTP Team were looking for opportunities to grow the programme with both Management KTPs and Africa agriculture KTPs.
- q. More than 50% of KTPs came from academics' own contacts.

21.2. The following points were made in discussion:

- a. In terms of benchmarking UCL against its competitors, this was difficult to assess as only a few HEIs were currently involved in Innovate UK.
- b. Innovate UK had found it helpful to have UCL as a partner given our research focus and spin out knowledge.
- c. In response to a query about placing graduates from SLMS focussed SMEs in KTPs, this could sometimes be difficult due to bandwidth. Many SLMS academics had the right type of company contact but it was found that doing some myth-busting about KTPs could help in this area. KTPs generated peer reviewed papers and income from the Research Councils and could contribute to impact case studies.
- d. IEC considered that UCL was doing extremely well in developing institutional partnerships and that there was potential for it to increase its activities in this area, especially in relation to SMEs and KTPs.

22. Update on the Knowledge Exchange Concordat (Paper 2-12)

22.1. Ms Lydia Harwood gave an update on the Knowledge Exchange Concordat (KEC). The key points made were:

- a. A Task and Finish Working Group had been established to review UCL's current position against the eight KEC principles (Mission, Policies and Processes, Engagement, Working transparently and ethically, Capacity building, Recognition and rewards, Continuous improvement and Evaluating success).

- b. The Working Group was chaired by Dr Amelia Roberts, Vice-Dean (Enterprise), Institute for Education, and its membership included a cross section of UCL colleagues.
- c. The Group held its first meeting yesterday with two further meetings scheduled for March and April.
- d. The Group needed to analyse the data collected in terms of evidence of policies and structures in place across UCL as well as at faculty level, to help prepare a summary of findings for consideration at its April meeting.
- e. The submission deadline was between 1 May 2021 and 31 July 2021. UCL was aiming to submit in late May, subject to formal approval of the submission by IEC at its next meeting.
- f. The action plan was considered to be the most substantial element of the submission. It required a review of UCL's performance against all eight principles, whilst identifying a maximum of five priority areas UCL intended to take forward to address shortfalls and measure progress.

22.2. The following points were made in discussion:

- a. The Working Group Chair considered that it had been very useful to analyse the data collated.
- b. It was suggested that research student representation from the Students' Union be included in the Working Group's membership.

22.3. IEC:

- a. Proposed that the Postgraduate Students' Officer liaise with the Strategy and Policy Manager about including Students' Union representation on the Working Group.

23. Entrepreneurship training for doctoral students (SPERO) (Paper 2-14)

23.1. Mr Jerry Allen, Director for Entrepreneurship, gave an update on the entrepreneurship programme for doctoral students (SPERO) (Paper 2-14 was tabled at the meeting and is issued with these Minutes). The key points made were:

- a. The SPERO programme was free and open to UCL doctoral students from any discipline with little or no business experience, to develop their entrepreneurial knowledge, skills and mindset.
- b. The programme began in 2018-19 session and was a three-year initiative part funded by the Engineering and Physical Research Council's (EPSRC) Impact Acceleration Account, and delivered in partnership with the UCL Doctoral Skills Development Team.
- c. The programme was divided into three steps and participants received UCL DocSkills training points on completion of each stage.

- d. Further detail about the programme was available at:
<https://www.ucl.ac.uk/enterprise/students/develop-your-entrepreneurial-skills/entrepreneurship-training-doctoral-students-spero>.
- e. No other HEI was currently known to be offering entrepreneurship training for its doctoral students as an additional activity.
- f. Some 192 researchers had engaged in the training in term one in 2020-21 session.
- g. UCL was working with University of Manchester on an evaluation project for the Office for Students/Research England to monitor the programme and forming new start-ups. It was intended that the UCL Doctoral School would be involved in this work.

23.2. The following points were made in discussion:

- a. It was considered that the while the number of students undertaking the SPERO programme had increased each year since 2018-19 session, it was low compared to the number of doctoral students at UCL.
- b. The Students' Union would be able to send out communications about this training programme to research students again if needed.

Part III: Other Business for Approval or Information

24. Date of next meeting

24.1. The next meeting of Innovation and Enterprise Committee would be held on **Thursday 13th May 2021 at 2.00pm.**

Ms Rachel Port
Secretary to Innovation and Enterprise Committee
April 2021