



## A SUMMARY OF FEEDBACK RECEIVED ABOUT INNOVATION SERVICES DESIGN DURING THE TOPS ENGAGEMENT PERIOD (SEPTEMBER-DECEMBER 2017)

### THE ENGAGEMENT PERIOD- WHO, WHEN AND WHY?

During the autumn term (2017), we published the [TOPS Emerging Ideas](#) and ran a series of engagement activities to discuss and receive honest and open feedback on these. During this time, the TOPS Programme team carried out **95 engagement sessions** and acquired feedback from other channels, such as online surveys and feedback to the TOPS mailbox. We have now collated **1712 pieces of specific feedback** from across these channels. This feedback relates to the emerging ideas and service designs for the various Professional Service areas, the wider TOPS programme and specific department or faculty implications. All of the feedback received has been systematically recorded.

The engagement of UCL staff and their contributions throughout this feedback process have been invaluable and provided the TOPS Programme Team, Professional Services Leadership Team and Senior Management Team with important insights from the people who engage with our professional services on a daily basis. This has helped us to:

- understand views and perceptions on the TOPS design emerging ideas
- understand the impact these ideas may have on roles, departments or faculties
- improve these designs and develop the wider TOPS implementation plan.

### WHAT HAVE WE HEARD ABOUT INNOVATION SERVICES PROPOSED SERVICE DESIGN?

In addition to the original direct input to the workshop and world café sessions, feedback relating specifically to Innovation Services across the various engagement channels represents **2%** of all feedback received in the autumn term. We have collated and analysed these responses to identify themes that we have heard repeatedly. In the case of Innovation Services these can be categorised into four key themes.

#### **1) The proposal to introduce Innovation Managers was well received and they would be most effective at Faculty level**

The feedback we have received in relation to the emerging ideas for Innovation Services identified the Innovation Manager role, and its ability to integrate with Consultancy and Business Managers as positive. UCL stakeholders also told us that they see this role having most benefit at a Faculty level with an understanding of the specific context of that Faculty.

#### **2) An Innovation Ledger will be a powerful tool in enabling recording and tracking of innovation and innovation-associated activities**

UCL stakeholders revealed that they see an Innovation Ledger as an imperative in enabling effective recording and tracking of innovation and innovation-associated activities. In particular, it was seen as a positive step in supporting the institution to better understand our interactions with industry.

### **3) The end-to-end processes for Innovation needs to be simplified and mapped into clearly communicated pathways**

There was agreement amongst the vast majority of those who contributed feedback during the engagement period that the end-to-end process of delivering Innovation is in need of that detailed mapping, and that this would be valuable in 'reducing bottlenecks'. Additionally, the feedback received raised the need for a clearer understanding of the relationship between UCLB, UCLC and Research Support Services. Users of the services were not always clear about who to contact and when to contact them, often reverting to the person they "knew" rather than being directed through the right channel.

### **4) It is important to consider the value of Innovation to UCL as whole when considering potential partnerships**

The feedback received suggests that there needs to be greater consideration given to the potential value of innovation to UCL as a whole when considering potential partnerships.

## **WHAT HAPPENS NEXT?**

The process of collecting the feedback has been invaluable and contributed significantly to the work of the TOPS Programme team. The feedback has been shared with the Service Leadership Teams for each professional services area. Any decisions for if, how or when the service designs may change will be made by a representative group of colleagues from across the university.

While the formal feedback collection process has now been completed we still welcome any comments you may have about the TOPS Programme and these can be emailed to the TOPS inbox at [tops@ucl.ac.uk](mailto:tops@ucl.ac.uk)