



# Innovation and Transformation Fund



**Leadership  
Foundation**  
for Higher Education

HIGHER EDUCATION *hefce*  
FUNDING COUNCIL FOR ENGLAND

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## Why an Innovation and Transformation Fund?

UUK's Diamond Report\* highlighted the significant good practice in enhancing efficiency that already exists in higher education, but also made recommendations in areas that could benefit from enhancement.

Change in the sector is gathering pace and the next two years will be crucial in ensuring that UK higher education is well-placed to meet the educational, societal and economic challenges ahead. The Leadership Foundation for Higher Education and the Higher Education Funding Council for England (Hefce) have initiated this **£1m, UK-wide** Innovation and Transformation Fund intended to stimulate and support projects that:

- Will equip UK higher education institutions for a period of major transition
- Provide energy and momentum to key strategic themes from the Diamond Report
- Engage with the core academic business of the sector in order to make a real difference
- Unlock knowledge and offer evidence of compelling stories of innovation and change that can be applied collaboratively in a competitive environment

"The Innovation and Transformation Fund will assist the sector to innovate and focus resources on students at a time of great change. The NUS is pleased to support this important initiative."

Matt Hyde,  
Chief Executive, National Union of Students

Funded projects must have a clear benefit to the higher education sector as a whole and take a collaborative approach to enhancing efficiency and effecting transformational change. They must provide evidence of capacity to achieve maximum value from available funding and be able to make a demonstrable difference within a short (up to two years) timeframe and ensure sustainability of outcomes beyond project funding.

"The twin challenges of innovation and efficiency are significant for every type and size of higher education institution and the fund set up by the Leadership Foundation and Hefce will help all to seek new models, collaborations and ways of delivering better value at a critical time."

Andy Westwood  
Chief Executive, GUILDHE



“A unique opportunity for higher education institutions and partners to drive forward further innovation and change at a crucial stage of transition in the higher education sector.”

Ewart Wooldridge CBE, Chief Executive,  
Leadership Foundation for Higher Education

“Universities have achieved a great deal, but we can do more by sharing best practice better. I am delighted to support this new fund as it offers the sector many opportunities.”

Professor Steve West, Vice-Chancellor,  
University of the West of England and Chair of the ITF Steering Group

## What will be funded?

The **£1m Innovation and Transformation Fund** is open to applications from higher education institutions and other bodies from across the UK, based on initial expressions of interest and subsequent fuller proposals.

The Fund is a one-off investment. It will support projects over the next two years and is likely to fund a mix of large (up to £200k) and small (around £50k) projects in the following strands:

| Strand   | Aim  |
|--|--|
| Rethinking academic practice and student relationships | Leadership to support the transformation and development of academic culture and practice for the benefit of students as learning partners   |
| Dissemination and learning                             | Creation of an Innovation and Efficiency Hub to include innovative ways of showcasing stories of existing good practice and sharing learning from funded projects  |
| Benchmarking   | Creation of a collaborative framework and generic tools for efficiency benchmarking across the higher education sector in the UK   |
| Procurement  | Implementation of UUK recommendations for an innovative procurement model, including: <ul style="list-style-type: none"> <li>• Maximising collaborative partnerships between higher education institutions and with the private sector</li> <li>• Promoting a radical shift and innovation in procurement thinking to promote efficiencies</li> <li>• Supporting the proposed Academy for Procurement</li> </ul> |

The Fund will only support the marginal costs of selected projects (not on a full economic costing basis) and there is an expectation that institutions and partners will make appropriate contributions – financial or in kind – to projects.

## How to apply

In the first instance, higher education institutions, agencies, and other bodies with a major interest in higher education – singly or in partnership – are invited to put forward expressions of interest in delivering projects in one or more of the identified strands using the template available from our website (below).

All expressions of interest must be supported by the Vice-Chancellor or Chief Executive of the lead organisation.

The selection panel will consider the range, size and nature of projects indicated and will invite a small number of fuller proposals to go forward for a final review process.

The panel may encourage further collaboration or a combination of projects at this stage. Feedback will be provided to unsuccessful projects, if requested, after initial notification of outcome; depending on the number of expressions of interest received, this may be in the form of a general commentary encapsulating key themes.

| Stage                                  | Deadline                         |
|--|----------------------------------|
| Submission of expressions of interest: | 4.30pm Thursday 23 February 2012 |
| Outcomes notified by:                  | Friday 16 March 2012             |
| Submission of invited full proposals:  | Wednesday 2 May 2012*            |
| Outcomes notified by:                  | Friday 8 June 2012*              |

\*Dates of the second stage of the process are indicative and may be subject to change, depending on response to the Expressions of Interest stage.

# Innovation and Transformation Fund Expression of interest

What we'll want to know: the headings below reflect those on the Expression of Interest template available, together with detailed guidance, from [www.lfhe.ac.uk/research/itf/](http://www.lfhe.ac.uk/research/itf/)

## A. About you

Contact details of the lead institution and information about any project partners, including details of any consortium or partnership arrangements, existing or required.

## B. Your project

An indication of which strand(s) your project falls into, an indicative project title and anticipated duration.

This section will also require a project description that outlines: its vision and fit with Fund aims and selected strand; the nature of innovation or transformation involved; key deliverables – including impact and outcomes – for participants and the sector as a whole; proposed arrangements for project and risk management, governance and sustainability and the level of commitment of project partners' senior staff.

## C. Indicative budget

This section of the form asks for a summary budget for the project covering all costs and indicating which elements you would expect the Innovation and Transformation Fund to pay for/contribute to. You are also asked to state the total amount of grant requested from the Fund.

## D. Your experience

A summary of the relevant experience of project partners, and any good practice – amongst partners or elsewhere – on which you will build.

## E. Engagement and dissemination

How you intend to ensure senior leadership engagement within and external to the project and any anticipated mechanisms for sharing learning and disseminating good practice.

## F. Letter of Support

Please attach a Letter of Support for the project from the Vice-Chancellor or Chief Executive (as appropriate) of the lead institution or organisation.

"AHUA is delighted to support the ITF as a catalyst and assistance to creative and progressive projects that help provide meaningful innovation for higher education, particularly in the areas of efficiency and organisational transformation."

Alison Wild, Chair, AHUA

"The report of the Efficiency and Modernisation Task Group provides a strategy for the sector to take action on efficiency and effectiveness, and gave renewed impetus to the efforts of institutions. As we move into the implementation phase, the ITF provides an excellent catalyst for capitalising on this momentum."

Professor Ian Diamond, Principal & Vice-Chancellor,  
University of Aberdeen and Chair, Efficiency & Modernisation Task Group

"An efficient and effective higher education system is in everybody's interests. HEIs have already done much work to improve their operations and the Innovation and Transformation Fund encourages them to build on that work and to ensure a smooth transition to new funding arrangements. We are looking forward to supporting the Fund and to the benefits that will emerge from it."

Steve Egan, Deputy Chief Executive, Hefce