University of Sheffield
RCUK Catalyst for Public Engagement
2012-2015
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1. Executive Summary

The University of Sheffield secured funding from RCUK and Wellcome Trust for the project: ‘Remaking the Civic University: creating new cultural standards for public engagement’ (Public Engagement with Research Catalyst (PER)). The University of Sheffield is one of eight RCUK PER Catalysts in the UK working in research-intensive universities. The aim of the University of Sheffield’s three year project (April 2012-March 2015) has been distilled into three clear aims to:

- Embed a culture of public engagement (PE) with research in the institution through the university’s corporate plan, HR strategy and operational practices
- Support academics at all career stages who want to do PE through support and training (Masterclass series)
- Create opportunities for PE through the "platforms" such as Festival of the Mind, Doc/Fest, Sheffield Festival of Science & Engineering, Off the Shelf festival of words.

Since the inception of the Public Engagement & Impact team (PEI) over 66,600 members of the public have attended our PE Platforms (27,182 people attended Festival of the Mind in September 2014). The PEI team have engaged with over 700 staff through our platforms and attending departmental meetings. Over 1,128 colleagues, including academics, researchers, postgraduate students and professional service staff have attended our Masterclass training programme.

A huge range of activities have taken place over the RCUK Catalyst for Public Engagement these have included:
- embedding PE in strategy, planning and reward & recognition policy
- establishing and delivering the Masterclass PE training programme
- developing a PE champions mentoring scheme linked to our Mobile University programme
- increasing opportunities for academics to connect with the public through our platform series.

Conclusion

To varying degrees the six aims of the RCUK Catalyst for Public Engagement have been met. Our distinctiveness has been to work in collaboration to identify mutually beneficial opportunities with the city cementing a partnership approach. By doing this our engagement work has added economic, social and cultural value to the city region reflecting our values as a civic/engaged university.

Through a combination of leadership from the highest level in reviewing institutional practices and process; to the PEI team providing bespoke, practical support for academics to take their research out to the public; PE has greatly increased, become more embedded and is highly visible in the University of Sheffield. These activities have had a significant impact on securing long term institutional support for PE; this is underlined by the evaluation report from Hopestone Research who comments:

“Possibly one of the most significant findings from qualitative feedback is the belief that PE at Sheffield has really turned a corner. This shift is believed to be down to both external and internal pressures, opportunities and changes. This feedback is based on the widespread response by qualitative participants that PE is more widely accepted across the University and not seen as maverick, irrelevant or a waste of researcher time…"
Internally senior management is seen to be more supportive of PE…

The activities of the Team have made an impact on the PE agenda and culture. Among those taking part in the qualitative evaluation there is a widespread belief that the work of the Team has had a significant and positive impact on PE by the University. The Team is seen to deliver what it promises, those considering doing public engagement now know who to turn to for support, and the Team gives access to a range of events that staff with different levels of experience can take part in. The events provide a platform for PE but the partnerships that were established for the events and exhibitions can, and in some cases have been, stepping-stones to further, deeper cooperation with city based organisations, for example the Sounds of the Cosmos collaboration with Human Studio."

The PEI team have been instrumental in creating a space for PE encouraging and brokering mutually beneficial discussions and collaborations to create innovative and creative PE around our research; this is underlined again Hopestone Research:

“The relationships between the external partners and the PEI Team are very good and appear to have improved with time, with some partnerships now in their third year or more. The expertise of the Head of Engagement in forming new and lasting collaborations is considered extremely helpful to partner relationships. Working behind the scenes to facilitate working together for good outcomes within the city is seen as one of her key strengths…”

Partners stressed that for such collaborations to work the winning formula has to be based on co-creation rather than one side telling the other what it wants and then expecting a delivered product or service….Partners feel they benefit from the expertise of the academics, the prestige by association with the university and financial assistance provides benefits.”

2. Key Highlights

Strong Leadership to embed PE across the University of Sheffield

The Public Engagement Leadership team and the PEI Team have initiated, managed and delivered a series of strategies and practical actions to raise the visibility and formalise and embed PE across the University. The Public Engagement Leadership team comprises the three Principal Investigators (PI) Professor Richard Jones Pro-Vice Chancellor for Research & Innovation, Professor Vanessa Toulmin Director of the National Fairground Archive & Director of City & Cultural Engagement for the University of Sheffield, Professor Tony Ryan Pro-Vice Chancellor for the Faculty of Science, Hillary Sutcliffe from MATTER and Greg Oldfield Head of Public Engagement with Impact. The strong leadership at a senior level has enabled the team to ensure PE is considered at the highest level when reviewing the Corporate Plan, Innovation, Impact and knowledge exchange strategy (IIKE) and Reward and Recognition Review enabling PE to be represented in the these documents. A strong, visible leadership team has given PE work high profile, with the PIs again re-iterating the importance of PE within the institution.
Move into Research & Innovation Services

The PEI team moved from Corporate Affairs into Research & Innovation Services (R&IS); this has given a wider scope and presence at R&IS organised events such as faculty based research away days, Impact workshops and early career researchers training programmes, thus broadening the team’s opportunities to connect with academics. The team have worked with colleagues in R&IS and academics to accurately cost and write PE sections of research grant applications to increase funding for PE activity from external sources and increase the number of successful research grants. In this way the team have supported grants totalling over £3.5 million potential research income and with £1,762,750 awarded.

Platforms for Public Engagement with Impact

One of the major strengths of the PEI team is that we have listened to what the academics want and created opportunities for PE through “platforms”. The team have secured visibility and space in over 100 platforms organised by the University. They have worked collaboratively with city partners to identify platforms that are mutually beneficial to both researcher and partner providing opportunities for engagement across the city. Platforms have taken different approaches:

- Faculty-specific to demonstrate the value added by PEI team such as Festival of Social Science
- Cross Faculty platforms encouraging broader conversations, partnership working and collaboration such as Festival of the Mind
- External city-based partner-led platforms broadening the reach and scope of our engagement work such as Off the Shelf festival of words

Festival of the Mind 2012 & 2014

A real highlight has been the Festival of the Mind (FoTM) which ran in 2012 and 2014. Academics from across all faculties teamed up with professionals from Sheffield’s cultural, creative and digital industries to bring their research to life in creative, entertaining and innovative ways.

A key addition to the 2014 Festival was the use of Castle House as a venue; this empty, iconic Grade II listed building was opened to the public for the first time in years to host exhibitions, sideshows and installations. An Arts Council grant of £46,800 was successfully won by Professor Vanessa Toulmin, Director of City & Cultural Engagement to run the ‘Shows of Sheffield’ and ‘Sheffield Bazaar’.

A 1920’s Spiegeltent in the city centre hosted events, talks, interactive workshops and performances. Events were held in seven other city venues (Winter Gardens, Cathedral, Bank Street Arts, Exchange Place Studios, Vintage Bus on Fargate, DED offices and the city centre) and five University venues (Arts Tower, Octagon, Firth Hall, Alfred Denny Museum and Turner Glass Museum).

Planning for FoTM 2014 started with the Ideas Bazaar held in September 2013 where academics and external partners were encouraged to meet, exchange ideas and ultimately put forward an application for funding for FoTM. There were 98 applications received and of those 40 projects were funded. An additional 30 projects were also included under the Festival umbrella. There were a total of 354 events in the programme including one-off talks.
and performances, series of events, and installations/exhibitions in place for the whole of the festival. Over 200 staff and students volunteered to help support the festival.

**Key Festival of the Mind 2014 statistics:**
- Projects in 2014: 98 applications and 40 projects funded
- Actual events: 354
- Number of staff involved: 150 (40 academics)
- Visitor numbers: 27,182 - a 51% increase on visitor numbers from 2012 Festival
- Website visits: 32,546 (32,509 in 2012)
- Twitter followers: 3127 (996 in 2012)
- Media coverage: 86 pieces including 17 international and 15 national
- Staff/students: Over 200 staff volunteered to support the festival

**Masterclasses**

The Masterclass programme has been a real highlight for the PEI team over the past three years. 1,128 academics, researchers, postgraduate students and professional service staff have attended 22 Masterclasses since April 2012. This has evidenced real appetite from our colleagues to learn more about PE. The original target was to recruit 600 people over the three years; over 678 people attend our first 11 Masterclasses. The PEI team have continued to run Masterclasses aimed at all colleagues to offer support and training covering different areas of PE development. Both internal and external speakers are programmed and we gather feedback from each event. Attendance has been evenly spread across all Faculties with the Masterclass being slightly more popular in the Faculty of Social Science:

<table>
<thead>
<tr>
<th>attendance by faculty 2013</th>
<th>number of sessions</th>
<th>total attendance</th>
<th>A&amp;H</th>
<th>Engineering</th>
<th>MDH</th>
<th>Science</th>
<th>Social Science</th>
<th>Cross faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>attendance by faculty 2014</td>
<td>11</td>
<td>678</td>
<td>114</td>
<td>102</td>
<td>106</td>
<td>108</td>
<td>164</td>
<td>84</td>
</tr>
<tr>
<td>attendance by faculty to 31/3/2015</td>
<td>9</td>
<td>396</td>
<td>42</td>
<td>53</td>
<td>57</td>
<td>76</td>
<td>100</td>
<td>68</td>
</tr>
</tbody>
</table>

**Public Engagement web resources**

The PEI team have put together an extremely well received PE web resource on the University webpages. It includes information from the masterclass series, so people unable to attend can access the learning and advice:


Over the course of the project:
- 18 videos created and 31 masterclass presentations online http://www.sheffield.ac.uk/ris/publicengagement/masterclasses/downloads
- Details of upcoming PE platforms and opportunities for academics to get involved posted http://www.sheffield.ac.uk/ris/publicengagement/index
- Online toolkits and training support for PE activity developed http://www.sheffield.ac.uk/ris/publicengagement/resource/toolkits/index
3. Context & Approach

Distinctiveness and context of the project

Prior to the RCUK Catalyst for Public Engagement, RCUK had already funded substantial PE activity at the University of Sheffield; PE was carried out through personal enthusiasm of staff and students. The University recognised a real need to move beyond pockets of individual commitment and areas of excellence to embedding PE as a core element of academic identity and research strategy, with the aim of PE becoming central to our culture and embedded in our practice.

We carried out a broad consultation with academic staff through PE symposia in 2011 and early 2012, about the nature of PE and the support individuals needed to fully engage with PE. The announcement of the RCUK Catalyst for PE and subsequent successful bid, enabled us produce a plan to integrate PE activity as part of our wider strategic approach to the University’s research. The aim was to integrate the existing widespread, well-established, but largely uncoordinated activity across the University, and to create a new cultural standard where PE is embedded in the mission of the institution, and where appropriate, in the roles and behaviour of academic staff. Through harnessing the energy, enthusiasm, and knowledge of existing practitioners and learning from them whilst at the same time developing mechanisms to promote, reward and facilitate PE, we aimed to create a culture where PE was truly embedded.

This was timely to deliver this RCUK funded programme of cultural change, stakeholder engagement, and integration. We have taken the opportunity of this time of rapid change in the UK higher education system to re-visit and reassert some of the fundamental values of the University of Sheffield as an Engaged University – a university founded for and by the people of its city, whose research priorities should reflect widely shared societal goals. We have already drawn together focused project teams from different areas and expertise to deliver our civic ambitions under the personal leadership of the Vice Chancellor, and these teams will be instrumental in making our programme of PE with research a success. The development of a widely understood identity for the University of Sheffield as a research-led University with a powerful culture of civic engagement has been identified by the University’s Executive Board as one of its main priorities for the coming five years.

True PE requires a new way of thinking and working with our partners and stakeholders. Those who are impacted by our work are not passive recipients or merely customers; they help us frame our questions, and work with us to ensure that the solutions we propose are not merely peer-reviewed by other scholars, but tested and refined in application. They may be funders, supporters or critical friends – and we need all three.

The Principal Investigator for the RCUK Catalyst proposal, Professor Richard Jones, is particularly well-placed to lead this programme. As Pro-Vice-Chancellor for Research and Innovation, with the strong support of the Vice-Chancellor, he is in a senior position to lead an effective process of cultural change, with a strong personal track record in PE. This includes experience as a practitioner through his extensive writing, blogging, broadcasting and lecturing about nanotechnology to a wide variety of audiences, and his personal involvement in two-way engagement processes such as citizens’ juries. Richard has also been closely involved in shaping the evolving national policy landscape around PE through his work on the Royal Society Science and Society Panel, on EPSRC’s Societal Issues Panel, and on steering committees for major public engagement exercises such as the EPSRC Nano medicine Dialogue and the EPSRC/BBSRC Synthetic Biology Dialogue. The two co-investigators, Professor Tony Ryan and Professor Vanessa Toulmin, bring
complementary expertise. Professor Ryan, as head of the Science Faculty along with Richard Jones, is a University Executive Board Member in a position to drive cultural change, motivated by his own distinguished and committed career as a science communicator and broadcaster. Professor Toulmin, who works directly with the Vice-Chancellor as Director of City & Cultural Engagement, leads on our programme of civic engagement, as well as bringing a humanities focus through her innovative approach to PE.

Through feedback at PE symposia and meetings with Heads of Department, our academics have requested practical support in running events to engage with the public, specifically infrastructure and platforms to deliver their research to the public.

A breadth of enthusiasm for PE was revealed across the institution helping us to identify what PE practitioner colleagues felt were the barriers to integrating PE activities into the core activities of the university. Recommendations from two PE symposia have substantially informed this proposal. The participants in it, people at all levels in the organisation, will form the core of the bottom-up network of PE practitioners and advocates that will be so important in driving cultural change in the University.

4. Strategic Priorities

In April 2012, the University of Sheffield was awarded an RCUK Catalyst funding grant for Public Engagement with Research (PE), in total £940,000 to fund a team of people and activities to support academics to engage with the public. The management and deliverable structure is under Professor Toulmin as part of her wider role of Head of Engagement. The PE team were recruited and in post by November 2012.

Under Professor Toulmin's management, the PE Team facilitate innovative, collaborative, knowledge exchange events and activities to raise awareness and increase funding for PE activity.

A series of strategic aims were set out in the original RCUK Catalyst which have guided the team over the past three years

- Create a central team dedicated to enhanced PE enabling support for academic staff across the university in engaging the public with their research. The team will also work with other professional service teams to bring about a change in the culture of the institution that will generate new cultural standards for PE across the institution. They will refine university systems that encourage PE as a two way dialogue and as a means to enhance research.
- Continue to develop corporate strategies to reflect increased commitment to PE
- Incorporate PE into HR strategies, and establish a framework of reward and recognition for researchers and students involved in PE activities, overcoming the barriers of time and recognition that currently act as a disincentive to PE within academic culture.
- Incorporate PE into faculty and departmental business, and create a network of champions at all levels in the organisation
- Improve our understanding of stakeholder engagement and communication, by learning from other sectors.
- Learn from others’ experience, through our BEACON partner (Durham)
Broader context for the work

There is a sea change in Higher Education where universities seek to mobilise intellectual resources around grand societal challenges which have both global and local resonance. This can be seen in a number of institutions across the UK including Newcastle University and UCL both looking to contribute to the ‘Wisdom Agenda”, defined as ‘the application of knowledge for the good of humanity’. It is clear that universities are moving beyond research and beginning to address the public value issues that should underpin our research. This is reflected in the concurrent work to embed engaged scholarship into the curriculum.

The benefit universities can bring to city and regional development authorities is to act as global gateways for attracting inward investment, generate new business spin out, enhance human capital through graduate retention/professional training and cultural and social enhancement: in short going beyond considering universities just as major businesses and anchor institutions in local economies.

5. Overall approach to Culture Change

At the start of the RCUK Catalyst culture change project (2012), at the University of Sheffield there were already pockets of excellent public engagement activity but also areas where little public engagement activity was undertaken. At the very start of the project a PE audit showed there were over 600 events taking place (2011-2012) which were open to the public. Analysis showed that all five faculties undertook PE but some departments were better than others.

It was felt that there was a real opportunity to coordinate PE activities, build and learn from existing activity, identify best practice and the challenges of PE at the University of Sheffield.

The overall approach to culture change was to get our academics and post graduates to think differently about PE, for academics to get involved in PE not as an add on, but embedded and integrated into academic research and teaching through encouraging a culture of two way conversations with partners/stakeholders or with the public themselves (see diagram below).
The PEI team was set up to create infrastructure to provide more opportunities through the platform series and Masterclass training programme; to support academics to undertake PE by providing training and mentoring; to increase the number of opportunities for them to engage with different audiences. **In this way by supporting academics to take part it is changing the culture by inspiring others.** Leading by example and giving tangible ways of getting involved in PE has been very positive in terms if inspiring academics to get involved. The team have also successfully balanced offering “off the peg” and bespoke support to undertake engagement.

**Organisational structure**

**PI's for the RCUK Catalyst for Public Engagement**

- Professor Richard Jones Pro-Vice Chancellor for Research & Innovation
- Professor Vanessa Toulmin, Director of City & Cultural Engagement
- Professor Tony Ryan Pro-Vice Chancellor for Science

**Public Engagement with Impact Team**

- Head of Public Engagement (2012-present) – full time post – manage the team, strategy and responsible for Faculty of Science
- Public Engagement Manager (2012-present) – full time post – responsible for Faculty of Social Science & Faculty of Arts & Humanities
- Research & Evaluation Manager – (2012-present) – 0.5 FTE
- Public Engagement Manager (December 2014-present) – full time post – responsible for Faculty of Engineering
- Public Engagement Officer (from December 2013-present)
- Office Administrator (from April 2014-present)
The aim of the University of Sheffield’s three-year project (April 2012-March 2015) has been distilled into three clear aims to:

- Embed a culture of PE with research in the institution through the university’s corporate plan, HR strategy and operational practices
- Support academics at all career stages who want to do PE through support and training (Masterclass series, toolkits, mentoring and training)
- Create opportunities for PE through the “platforms” such as Festival of the Mind, Doc/Fest, Sheffield Festival of Science & Engineering etc.

**Senior Leadership championing Public Engagement**

The PEI team has continued to meet all Heads of Department twice a year to raise awareness of PE and embed best practice across the university. The PVC of Research & Innovation has also lobbied the University Executive Board to disseminate the key messages and support for PE. The key has been to deliver a PE festival for each of the faculties bi-annually therefore demonstrating the team’s value and the importance of PE. This is additional to cross faculty festivals and masterclasses. This visibility has been invaluable in embedding PE into the culture of the organisation.

Building on Year 1 and Year 2 the PEI team have continued to meet with Directors of Research & Innovation and Heads of Department in each Faculty. The team have also presented PE opportunities at Faculty board meetings and departmental meetings. Links with departments have also been enhanced by a clear, transparent selection process for the PE platforms by approaching Heads of Department to communicate PE opportunities to academics within their departments, whilst also asking Pro-Vice Chancellors to recommend possible academics to take part. In this way, by involving senior and middle management in the selection process it has given faculties responsibility and ownership enabling them to guide PE activity in line with their research priorities.

The PEI team has supported a network of PE Champions, identified in the original bid as individuals who undertook exemplary PE activity. These individuals have been recognised by the Vice Chancellor for the work they do and their roles have become more formalised where previously the institution offered little formalised support. They have specifically been involved in the Mobile University mentoring scheme and through presenting Masterclasses. This has helped embed a culture of PE with high profile key academics championing the activity.

Quotes from Hopestone Research Evaluation report:

“I think there’s far more done than there was five years ago”. Arts and Humanities Focus Group

“I do feel like since I’ve started it’s grown and grown”. Science Focus Group

“It is more recognised as something that is important for UoS as a whole (well, by some anyway) and this has led to a recognition that it does have a real value and place in our lives”. Staff survey participant
6. **Impact**

The University of Sheffield RCUK Catalyst for Public Engagement has used a variety of techniques and activities and there has been a reflective culture of learning in the PEI Team to try new approaches, build on strengths and discontinue areas that were weren’t working.

The table below illustrates the work that has been undertaken over the last three years with evidence of key achievements.

<table>
<thead>
<tr>
<th>RCUK Aims &amp; Objectives</th>
<th>University of Sheffield Catalyst objectives</th>
<th>Activities</th>
<th>Data/Evidence</th>
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<tbody>
<tr>
<td>AIM 1</td>
<td>Create a culture within grant holding HEI’s where excellent public engagement with research is embedded</td>
<td>• Create a central team dedicated to enhanced PE to provide support to academic staff across the university in engaging the public with their research. The team will also work with other professional service teams to bring about a change in the culture of the institution that will generate new cultural standards for PE across the institution. They will refine university systems so that they encourage PE as a two way dialogue and as a means to enhance research. • Continue to develop our corporate strategies to reflect increased commitment to PE</td>
<td>• Recruitment and expansion of PEI Team • Lobbied successfully for PE Team to become centrally funded by University of Sheffield from 2015 and beyond • Embedding of PE with research into strategic goals, planning rounds and Corporate Plans, IIKE Strategy and Reward &amp; Recognition Review • Inclusion of PE within criterion for staff promotion procedure • The University of Sheffield signed up to the NCCPE Public Engagement Manifesto • Develop and management of a new training resource, the</td>
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<tr>
<td><strong>Public Engagement</strong></td>
<td><strong>Masterclass programme to train academics and ECRs in aspects of PE</strong></td>
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<td></td>
<td>- Provision of Cross Faculty opportunities/platforms for PE</td>
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<td></td>
<td>- Building on Faculty focused PE support</td>
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<td></td>
<td>- The PEI team worked with Hilary Sutcliffe from MATTER to develop a Stakeholder engagement toolkit which was presented in one of the Masterclass sessions and made available online <a href="https://prezi.com/o79ego8_uwvb/april-30-sheffield-prezi/?utm_campaign=share&amp;utm_medium=copy">https://prezi.com/o79ego8_uwvb/april-30-sheffield-prezi/?utm_campaign=share&amp;utm_medium=copy</a></td>
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<td>successfully to get this further recognised in the updated version of these documents to be published at the end of 2015. See <a href="http://www.shef.ac.uk/strategicplan/mvi/guiding-principles">http://www.shef.ac.uk/strategicplan/mvi/guiding-principles</a> <a href="http://www.sheffield.ac.uk/hr/sld/lmd/slstatement">http://www.sheffield.ac.uk/hr/sld/lmd/slstatement</a> <a href="http://www.shef.ac.uk/hr/sheffieldacademic/statement">http://www.shef.ac.uk/hr/sheffieldacademic/statement</a></td>
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<td></td>
<td>- The PEI have also incorporated PE into the embedded IIKE (Innovation, Impact and knowledge exchange strategy) strategies in Research &amp; Innovation Services which is currently being signed off by the University Executive Board</td>
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<td></td>
<td>- The Head of PEI has submitted a paper to HR who is reviewing Reward &amp; Recognition proposing to include PEI in the promotions criteria and annual review process (SRDS), the results have been delayed to allow for more consultation and should be announced at the end of 2015. However, one PE champion, Dr Allan Pacey, became a Professor in January 2015 and PE was cited as one of the reasons he had been promoted. Dr Duncan Cameron received his professorship in December 2014 following significant public engagement work over the last 18 months.</td>
<td></td>
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<tr>
<td></td>
<td>- The PEI team has continued to meet all Heads of Department twice a year to raise awareness of PE and embed best practice across the university. The PVC of Research &amp; Innovation has also lobbied the University Executive Board to disseminate the key messages and support for PE. The key has been to deliver a PE festival for</td>
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</table>

- Incorporate PE into HR strategies, and establish a framework of reward and recognition for our researchers and students who are involved in PE activities, overcoming the barriers of time and recognition which currently act as a disincentive to PE within academic culture.
- Incorporate PE into faculty and departmental business, and create a network of champions at all levels in the organisation.
- Improve our understanding of stakeholder engagement and communication, by learning from other sectors.
each faculty bi-annually demonstrating the team’s value and importance of PE. This is additional to cross faculty festivals activity. This visibility has been invaluable in embedding PE into the culture of the organisation.

- Since the inception of the team over 66,600 members of the public has attended our PE Platforms (27,182 people attended Festival of the Mind in September 2014). The team have engaged with over 700 staff through our platforms and attending departmental meetings. Over 1,128 colleagues, including academics, researchers, postgraduate students and professional service staff have attended our masterclass training programme.

Platforms listed below:

Festival of the Mind 2012
- The University’s Festival of the Mind (FoTM), (September 2012) was a collaboration between the city and the University of Sheffield which brought together University research staff and cultural and creative industries in the city, through a series of high impact knowledge exchange partnerships. FoTM was open to everyone - the general public, academic colleagues and the professional and cultural quarter. The remit was to engage both the public and the academic community with research and in the words of the Vice Chancellor change hearts and minds and embed engagement within the everyday life of the institution. To do this it was decided to take our research into the city.
(into city-centre venues), with the emphasis on research and collaboration.

- Planning for the festival started with the Ideas Bazaar held in September 2011 where academics and external partners were encouraged to meet, exchange ideas and apply for funding for the FoTM. Over 400 people attended. 93 applications for collaborative projects were received with 40 projects funded with additional support for another 10. These projects made up the FoTM in 2012.
- The projects were held across a number of venues but with the majority in a Spiegletent located in Sheffield City centre. A full breakdown can be found in the full report but approximately 18,000 people attended festival events. Social Media was employed with over 33,500 visits to the website with over 20,000 unique visitors and 149,949 page views. Twitter followers: 1200 for main FOTM account with an additional 20 accounts related to projects – see comments on https://twitter.com/FestivalMind/favorites. Facebook 670 fans and 1200 comments and visits in the week of the festival.

Festival of the Mind 2014
The second Ideas Bazaar took place in September 2013 – a collaborative process between researchers and external people in the city, challenging them to come up with ideas for new research or to demonstrate their research in a new way. Successful projects were showcased in FoTM September 2014. FoTM showcased academics across all faculties who teamed up with professionals from the arts, creative, digital
communities to create collaborative research projects. Projects were funded by the University of Sheffield and attracted funding from HEIF, Arts Council, and Wellcome Trust and in kind support from Sheffield City Council.

- Over 150 academics were involved and collaborated with external partners with 354 events in the programme
- Over 200 staff volunteered to support the festival
- 27,500 people attended the Festival which was a 51% increase on visitor numbers to the 2012 Festival.
- In the evaluation 99% of academics taking part said they enjoyed the experience, 84% of academics said they had gained new skills from taking part, 83% said Festival of the Mind was a very effective or effective way of conveying their research and 65% of academics involved said involving new audiences had positively influenced their own thinking about their research.

**Mobile University (September 2013)**

- The Mobile University was a new initiative for early career researchers and new academics wanting to explore PE. The PEI team hired a vintage bus which travelled to locations across the city centre. Thirty 20 minute lectures were programmed on the bus which were free, open to the public and across disciplines. A key highlight was matching early career researchers with the PE champions to mentor them through the process of presenting their session. Over 1,000 people attended across the weekend. We purposefully programmed some of the more controversial topics of research such as nuclear
waste, robotics, Nano-science and green energy; this was to create debate and discussion. It was also a direct response to feedback from the Wellcome Trust that they wanted to see us tackle more controversial research. For further information please see: http://www.sheffield.ac.uk/mobileuni/index

Delivery of Faculty focused research platforms
(often linking with national PE campaigns like British Science Week, International Clinical trials Day and ESRC Festival of Social Science):

Sheffield Festival of Science & Engineering 2013/15
Sheffield Festival of Science & Engineering ran in 2013 and 2015. This platform was in partnership with Sheffield Hallam University.
- 2015: 72 public events and 250 school events
- 2015: Over 6,600 people attended the public programme with an estimated 10,000 at the schools events (2013 over 4,000 attended the public programme).
- A significant amount of evaluation took place with over 88% of academics taking part felt their experience of taking part was excellent or good, 20% of academics taking part said it was the first time they had undertaken public engagement and 50% fed back they felt that they had learned new skills from their experience.
- From the public feedback over 99% said they would recommend the festival, 68% felt they had learnt something new and over 60% said they felt they wanted to find out more about science & engineering.
See http://www.scienceweeksy.org.uk/

Life Festival 2014
Life Festival was launched for 5 days in May 2014 with the aim of showcasing research of the Faculty of Medicine, Dentistry and Health and the collaborative partnership between the University and the hospitals. This was the first festival of its kind.

- 42 events - lectures, films, panel discussions, debates, tours, interactive workshops.
- Over 2,300 people attended.
- Our success was engaging with the faculty who confirmed they wished to work with the team on International Clinical Trials Day in 2015 and a 2nd Life Festival in 2016
See https://www.sheffield.ac.uk/life

Festival of Social Science (November 2013)
The PE team worked alongside the Faculty of Social Science to deliver the ESRC funded national festival in Sheffield. There were over 35 events in the programme and the festival was extremely well received. See http://festivalofsocialscience.group.shef.ac.uk/

Festival of Social Science (November 2014)
The PEI team worked alongside the Faculty of Social Science to deliver the ESRC funded national festival in Sheffield. There were over 38 events in the programme and the festival was extremely well received – the largest outside of London. The PE team were delighted as we were congratulated by the ESRC and were told they would use Sheffield as an exemplifier of good practice in their annual review and case study work. See http://festivalofsocialscience.group.shef.ac.uk/
| **Tour de Cinema (March 2014)** | As part of the Engaged University programme, Professor Vanessa Toulmin worked alongside partners in the city to deliver a tourism bid for culture centred on the Tour de France. This collaborative approach was successful in securing £400,000 for the city. As part of this bid the PE team worked alongside Doc/Fest to show vintage films related to cycling or the Tour de France and show links with research at the University such as the Krebs Cycle. [https://sheffdocfest.com/view/universityofsheffield](https://sheffdocfest.com/view/universityofsheffield) |
| **Doc/Fest (June 2013/March 2014/June 2014 and March 2015)** | The PEI team worked alongside city partner Doc/Fest (Sheffield International Documentary Film Festival) to deliver four events over 2013-2015. We ran ‘Meet the Academic’ where academics pitched to documentary film makers from organisations such as Sky, Discovery, BBC, National Geographic and independent documentary makers. Academics pitched their research to scope opportunities to make a film or television series. Five researchers were selected and featured in Doc/Fest’s festival programme to pitch their idea to a panel of documentary makers in front of an audience. Three academics have been asked to write a treatment or produce a show-reel; two have pitched to studios. Professor Duncan Cameron has been asked to appear as an expert on a BBC documentary and Dr Catherine Fletcher advised on the BBC Wolf Hall series. A number of academics have commented they felt this was a very creative way to engage, whilst giving them the opportunity to think about their research in a different |
Off the Shelf (October 2013 & 2014)
The PEI team worked with Sheffield City Council to provide an innovative strand in their established Off the Shelf (literary) festival. Off the Shelf comprises a series of free, public events where writers talk about their published works, fiction and non-fiction. The PEI team recognised an opportunity to create a strand within the festival focusing on research publications written by our academics. A free lecture series was created called *Ideas Alive at 5:45* with 16 academics giving talks. A further six high-profile events were incorporated into the programme. The University benefited by using Off the Shelf’s infrastructure and extensive marketing to reach new audiences, whilst Off the Shelf benefited from a new lecture series focusing on research attracting new audiences. Over 2,500 people attended the 31 lectures.

Collaborative work with Sheffield City Council.
In February and March 2013 the PEI team organised and facilitated a series of cross-cutting seminars discussing key themes developed with Sheffield’s Cultural Consortium to develop shared agendas that can be developed into project proposals and funding applications. The team has delivered 4 seminars between academics and cultural leaders to look at infrastructure questions around the future of culture in the city. They have been chaired and facilitated by leading Academics within the University of Sheffield and have drawn together professionals from across the city including ASIF, the Culture Consortium, Sheffield City Council, Doc/Fest, Community Festivals, CAPE UK, City Planning and broader stakeholders.
Masterclass
- A series of Masterclasses to train academics and early career researcher in PE were delivered by the team. These were highly successful with 1128 attendances over the last three years with the original target of 600 attendances.

Website
- Toolkits, presentations and videos have been uploaded to the website. http://www.sheffield.ac.uk/ris/publicengagement/masterclasses/downloads
- Building an evidence base for different methods of PE through the evaluation of all platforms and Masterclass series plus working with Hopestone Research to provide evidence-based impartial evaluation of the team (see attached).

AIM 2
Build on experience of Beacons and other HEI’s
- The University of Sheffield RCUK Catalyst for Public Engagement has extended beyond the local partnership network that has been set up to the other RCUK Catalysts.
- Head of Public Engagement & Impact attended NCCPE Catalyst with PE meetings to share best practice and advice. This has created a real partnership approach - collaborating, sharing best practice and learning from each other about embedding public engagement. We built relationships with the Beacons specifically University of Bristol where Maggie Leggett spoke at our first PE symposium about the importance of PE. We made a significant relationship with Suzanna Spicer, University of Manchester, who shared best practice and ideas on how Beacon worked in Manchester.
The EDGE Tool

As part of the RCUK Catalyst for Public Engagement bid the University of Sheffield undertook an EDGE tool assessment of the practical and strategic support the institution offers for activity.

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Below is the EDGE tool for 2015. This has been produced using the assessment for Hopestone Research to guide where the University of Sheffield has progressed since the PEI team was formed. The EDGE tool reflects the change and movement in terms of culture change across the University of Sheffield as a whole.

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7. Stories of change

Professor Vanessa Toulmin, Director of City & Cultural Engagement for the University of Sheffield.

As one of the original PIs for the RCUK grant my responsibilities were directly linked to delivery – programming and originating the platforms through which the delivery of the engagement strategies with the city could develop. My approach from the outset was linked directly to acting as a catalyst for change both within the institution and externally and this came about at a time of great societal change within the city of Sheffield. The realisation that academic engagement has a societal responsibility in terms of co-production and can move beyond the short term impact agenda was something that became apparent and central to the approach of both the PEI team and the newly formed City team that has also emerged from the Catalyst project.

The cultural shift that has resulted within my own pattern of work and that of my colleagues became more developed over the three years of the project. Being one of the leaders of the PEI team has enabled a platform within the institution to bring other academics in to the project through strategic links that were not apparent or consolidated at the beginning.

As a parallel strand to the research engagement within the Catalyst platforms we have formed a series of larger academic engagement strategies with the city, centring on city centre vibrancy linking economic action to cultural activity and urban regeneration under the institutional leadership of Professor Richard Jones Pro-Vice-Chancellor for Research and Innovation. Some examples include working with the School of Architecture in recent projects such as the Castlegate Regeneration in the City (www.sheffield.ac.uk/castlegate), working in partnership with Professor Kate Pahl on the AHRC Connected Communities projects and enabling the world leading research of Professor Nigel Dunnett of the School of Landscape Design to develop in partnership with the City Council on the Grey to Green Linear Park and the Sheffield Bid relationship which has culminated in a successful Business Improvement District for the city www.sheffieldbid.com with Professor Toulmin as the institutional representative.

These are all stories of change that have resulted from collaborations, relationships and initiatives that came out of the RCUK catalyst partnerships. This collaborative co-production model within the institution has broken down research silos, created longer and more productive external collaborations and has seen the development of the City and Cultural Engagement strategy at the core of the University under the direction of the lead PI Professor Richard Jones (www.sheffield.ac.uk/about/city).

8. Lessons Learned

The University of Sheffield RCUK Catalyst for Public Engagement has been instrumental in bringing about culture change in relation to PE activity related to research. The PEI Team built on existing high quality activity and brought strategic focus, support, training, highlighted
good practice and developed partnerships internally and externally. It has also provided a strong evaluation methodology to provide evidence for impact for both the institution and external funders.

Vision

The aims, objectives and key deliverables as set out in the RCUK Catalyst Public Engagement bid provided a clear remit for the PEI Team to build on. PI’s would support PE related to research and provide training and infrastructure to enable and support academics to undertake PE, being led by the research needs of the academics in all instances. The PEI team would enable academics to find partners, identify stakeholders and collaborators to create engaging public activity. This has given the PEI team clarity in what needs to be delivered by when.

A lesson learned is that it is difficult to lead cultural change in such a large organisation in just three years; we are now starting to see a sea change. In addition the role of the academic champions across the faculties was instrumental in providing strong examples of good practice and the benefits it could bring.

Leadership

The role of the Senior Leadership group has been key to getting support for PE from the leadership levels within the University. It has also influenced policy and decision making such as assuring PE is recognised in the Strategic Plan and in the Reward & Recognition review. A strong, visible leadership team has profile and influence through the PI’s Professor Richard Jones, Pro-Vice Chancellor for Research & Innovation, Professor Vanessa Toulmin, Director of City and Cultural Engagement and Professor Tony Ryan Pro-Vice Chancellor for Science. This has enabled PE to be represented at the highest levels across the University, re-iterating the importance of PE across the institution.

A lesson learned is that in order for PE to be embedded throughout the institution it requires a leadership team to operate both strategically and through embedded pathways to delivery through professional services. This buy-in has to be actioned from senior management and delivered through a comprehensive network which operates centrally.

Visibility

Being awarded the funding from RCUK was the first step in giving greater visibility to PE across the University; being a RCUK Catalyst for Public Engagement has definitely given credibility to PE work across the University. The Masterclass series has given PE activity visibility across the University and advertised via email to all staff and post graduate students on a monthly basis; this has helped embed PE activity at the grass roots level. The high profile platforms such as Festival of the Mind and Mobile University have underlined the importance of PE with larger communications campaigns throughout the campus and city.

Each faculty has been allocated a PE manager to work with them and the PE team continues to meet with Directors of Research & Innovation and Heads of Department in each Faculty. The team have presented PE opportunities at Faculty board meetings and departmental meetings. Links with departments have been enhanced by a clear, transparent selection process for the PE platforms by approaching Heads of Department to communicate PE opportunities to academics within their departments, whilst also asking
Pro-Vice Chancellors to recommend academics to take part. By involving senior and middle management in the selection process it has given the faculties responsibility and ownership enabling them to guide PE activity in line with their research priorities.

**Providing new levels of coordination and structure for public engagement**

By working with academic colleagues to understand the barriers and enablers to undertaking PE the team has created a supportive infrastructure and new opportunities. Departments, staff and research groups tend to know their audiences but have little time to organise their own PE activity. Providing the platforms and infrastructure allows academics space to focus on the research by utilising the PEI team's increasing expertise.

One key lesson is understanding that PE differs in each faculty and faculties with existing engagement strategies were initially slower to engage. However, an adaptable model was presented to reflect different engagement requirements resulting in a clearer and smoother process. The definition of PE is interpreted differently across the University, with some pockets confusing PE with outreach and widening participation. The team have been careful to distinguish their role as distinct, but able to co-exist with other activity.

### 9. Partnerships

The University of Sheffield's RCUK Catalyst for Public Engagement success has been characterised by collaboration and partnership at the core of its work both internally and externally.

Internally the team have used an innovative approach to PE by drawing on expertise from teams across the University to deliver high impact events. The platforms/festival models were delivered in partnerships with the following departments across the Professional Services:

- Events Team – provided advice and support for major activities specifically Festival of the Mind and Mobile University
- CICS (Corporate Information & Computing Services) Team – delivered audio visual support, IT, projection, sound and full technical support for activities
- Corporate Affairs – created Press & PR Campaigns to support the promotion of the platforms including social media and website support
- Widening Participation/Outreach Team – advised on events involving young people, schools and colleges
- Research & Innovation Services team - help identify key academics who are writing research grants to develop their PE statement and PE activity

Externally, the PEI team have worked with a number of partnerships for specific large scale projects:

- External funders such as Wellcome Trust, ESRC and Arts Council who have provided financial support for some of our festival programmes
- Sheffield City Council has been a major supporter of our PE activity. They are on the steering group for Festival of the Mind (FoTM) and have provided significant in-kind
support for the team providing advertising opportunities and free event space enabling
the team to reach a broader audience
- The PEI Team created key strategic partnerships in the city through working closely with
Sheffield Hallam University, Museum Sheffield, Doc/Fest and Off the Shelf festival.
- Collaborations with external partners has been at the heart of the Ideas Bazaar and
FoTM with the aim for academics to meet the creative, digital arts community to create
new research-led projects to engage with audiences. In 2014 at FoTM 150 academics
collaborated with 150 partners.

Annual large scale platforms with external partners Off the Shelf festival of words and
Sheffield Doc/Fest:

Sheffield Doc/Fest is an international documentary film festival taking place annually in
June. In its 21st Year Doc/Fest is one of the top three documentary film festivals in the
world; over 3,200 film, TV and digital delegates attended the 2014 festival.

The PEI team has worked in partnership with Doc/Fest from 2012 to organise events which
provide our researchers with the opportunity to meet producers to discuss the potential for
their research to be translated into documentaries. The process starts with a speed-dating
format where 42 academics met 36 documentary makers (over the 3 years) for an initial
discussion. The next event is held during Doc/Fest at the Crucible Theatre Studio and
selected academics pitch their research to a panel of documentary decision-makers and a
delegate audience. Contacts established in 2012 resulted in one of our Professorial staff
being awarded £40,000 as part of his larger research grant to part fund a documentary on
Margaret Thatcher which was then co-produced with an award winning production company
and shown at Doc/Fest 2015.

Some of the feedback from Doc/fest:

“This was an exceptionally useful event. Greg and Nicola and all others involved should be
commended for organising what I think is one of the most innovative and genuinely useful
public engagement events of any University I've been part of (including world-leading
University of California, Berkeley and the University of British Columbia). Thanks again for
including me. I will keep you posted of any concrete projects that come out of the sessions
as well as what I hope will be a long-term involvement in TV and film-based engagement
activity!” Academic Feedback

“Loads of great ideas that we are playing with, formulating and beginning to turn into
proposals.” Academic Feedback

“Thanks! I loved it and think fostering and enabling this kind of collaboration is a really
important and very welcome for those who are unsure about how to bridge the gap. I have
been wondering in my time-poor world how to foster more links with academics for a while
now (in order to contribute to their work, rather than only to look for ideas).” Documentary
Maker feedback

Off the Shelf is an annual literary festival which has been taking place in Sheffield for 23
years. The festival has grown into one of the UK’s most popular and exciting events
attracting some of the best-known names in literature and the media. The festival offers a
wide range of events for audiences of all ages including readings, workshops, storytelling,
exhibitions, walks and poetry. The festival is organised by the Major Events Team at
Sheffield City Council. The 2014 festival took place from in October/November with over 28,000 attendees.

As part of the programme, the PEI Team developed and hosted 31 “Ideas Alive at 5.45” events and 10 paid-for main programme events between 2013-2014. 2,500 people attended these new events that consisted of our academics talking about their published research to a festival audience. Off the Shelf reported that “audience feedback for events in collaboration with the University of Sheffield Public Engagement Team was very positive indeed with many respondents rating them as excellent.”

Some of feedback responses included:

“Excellent delivery and fascinating content”

“Enlightening, informative and interesting! I want to see more!”

“Thoroughly fascinating talk about the wonders of spider silk. I am still a little squeamish of spiders but will look at them a little differently now”

10. **Sustainability Plans**

The PEI team has made significant progress in embedding PE in the culture of the university.

As previously mentioned in this report the PEI team are delighted that the University of Sheffield have committed an annual budget of £350,000 (staff and non-staff costs) per annum to fund the PEI team which is confirmed to 31 March 2018. Since April 2014 staffing has increased from 3.5 full time equivalents posts to 5.5 posts (recruiting an office administrator and Public Engagement Manager - this post was split supporting the Faculty of Engineering and writing engagement grants for non-traditional sources of funding) demonstrating the success of the team and commitment to PE from the University of Sheffield. At the end of the RCUK Catalyst we have posts to support each Faculty, a bid writer, office administrator and a part-time research & evaluation post.

The PEI team moved from Corporate Affairs to R&IS under the leadership of Pro-Vice Chancellor for R&IS Professor Richard Jones who is the PI for RCUK Public Engagement with Research Catalyst. It was felt that the move was a better fit bringing PE in line with the IIKE objectives (Information, Knowledge Exchange strategy) and the impact agenda. Departmental leadership is provided by Dr Sarah Want, Head of Research Partnerships and Engagement & Assistant Director of Research and Innovation Services and academic lead Professor Vanessa Toulmin, Director of City and Cultural Engagement (also one of the PI). Public Engagement has been written into the Corporate Plan to be published at the end of 2015. This has been achieved by the PI’s lobbying the University Executive Board and Corporate Plan operational group Team over three years.

The PEI team has been given the priority to achieve additional income from research grants for PE activity through supporting academics to include PE within their research proposals.
The Engaged University

The PEI team have collaborated with and supported the Engaged University programme. This initiative directly focuses on translating research into real benefits locally and identifying ways of applying the University of Sheffield’s expertise in a local context. By working with Sheffield City Council and other key city partners, the team has facilitated areas of research that will directly impact bringing benefit to the local area. Broadly the themes are:

- Cultural Engagement
- Green Environment
- Urban Development

The Engaged University is a unique array of co-created projects linked directly to city centre vibrancy and urban regeneration. Professor Vanessa Toulmin is leading this ambitious vision along with national and international leading expertise in contemporary culture applied in ways which develop new forms of PE. The vision is to create a vibrant city which embraces the creative potential of its internationally leading University, and constructs a bridge between academics, students, stakeholders, businesses and communities which fosters fresh collaboration and partnerships whilst maintaining respect, partnership working, and potential for real innovation. It will fulfil the mission and vision of a proud university founded by the people, for the people believing that its own city deserves the best.

The PEI team supported the Engaged University programme by helping to deliver a series of translational projects to inspire, inform, create a two way conversation steeped in research-led and practice-led engagement. The University hosted a week-long visit by internationally renowned regeneration expert Marcus Westbury, to share experience of transforming city centres back into use through meanwhile use. The PEI team organised a large public lecture and debate, facilitating the exchange of ideas plus specific sessions with academics, the City Council, entrepreneurs and the creative community to consider how to regenerate Sheffield’s City Centre. This resulted in a collaboration project between the University and the city to increase meanwhile use in the city with the formation of Re-New Sheffield, which encourages, stimulates and facilities the use of temporary buildings for creative use.

This project, along with Festival of the Mind, has had significant impact on the Castlegate area of Sheffield, which is one third of the City Centre and within which is situated Castle House; this grade II listed building and former department store, has remained empty since 2006. A number of high profile events have been held in Castle House in 2014-2015, with additional funding secured from AHRC and Arts Council for key events such as Sheffield Bazaar, a Doc/Fest commission with the Serpentine Gallery and the recently held Castlegate Vibrancy Festival (www.shef.ac.uk/castlegate).

The University of Sheffield also hosted The Rise of the Innovation District event that took place in Sheffield Cathedral in January 2015. The key speaker was Bruce Katz, Vice President and Director of the Metropolitan Policy Program, USA. The event was jointly organised by Creative Sheffield (Sheffield City Council) and our PEI Team.

442 people registered for the event and 95% of attendees said the event was enjoyable and 96% were more aware of the innovation districts models following the event.

“Excellent showcase for Sheffield as a forward looking and outward looking city.”
“Sheffield University is very good in communicating and organising events that are accessible, informative and educative to the local community and public. Good to see a joint event with Sheffield Council. Keep up the good work.”

11. Conclusions & Recommendations

A truly effective PEI team must be both linked to and part of the core research strategy and needs of the academic community which it serves. This must be embedded within a central team at the heart of the institution and provide both structure and guidance but also resources with which to demonstrate new pathways and modes of delivery. Buy-in and support from senior management is essential in both the formation and continued existence of such a team which should always mirror and enhance at its core the research strengths of the institution within which it operates.

The creation of platforms for public engagement has been recognised by the NCCPE as a unique Sheffield contribution to establishing long term pathways to engagement for institutions. Platforms enable continuity of good practice, create the stability of ongoing external partnership, provide the facility to experiment and ensure diversity within a structured environment, creating continuous added value to the vibrancy of the city region in which the activities take place.

The PEI Team is now fully established and recognised for its professional and creative service in setting up and running events involving a wide range of researchers, stakeholders and members of the public. It provides opportunities for both one off and longer-term partnerships and continues to deliver quality training in the form of Masterclasses. Future priorities include building on funding applications that include fully-costed and visionary pathways to impact.

Qualitative (focus group and individual interviews) feedback and the external evaluation report point to a more positive culture around public engagement within the University and among its partners in the city than that recorded in Phase 1. Support from senior management, backed up by the more visible activities of the Team, has resulted in core funding, centrally supported services and priorities of engagement linked to high profile and prominent research needs as part of Horizon 20/20.

The position and location of the PE Team is crucial and annual reviews enables the institution to assess where this is best served. The move from Corporate Affairs to Research and Innovation Services has seen the team becoming more closely aligned to research and impact rather than marketing and has seen its methodology for research engagement situated at the very heart of the team which best serves this within the University.

To continue to win hearts and minds internally, it is important that our strategy is clearly and frequently communicated and demonstrated through high quality deliverables. We will continue to help deliver the academic research needs of all faculties and to support the broader university public engagement strategy.
Annex 1 Your Institution

- University of Sheffield
- No. of academics: 1,209
- No. of Research staff: 1,102 / research income
- Character of the research portfolio at the institution
- No. of professional service staff: 3,702
- No. of Postgraduate Students: Post Graduate Researchers: 2,691 and Post Graduate Taught 5,081
- Do you have a doctoral school?  Yes
- Campus: Multi-site

History of Public Engagement at your Institution before the Catalyst Project

- Did you have an established Public Engagement team before the project? No
- Did a member of the senior management team have Public Engagement as a core responsibility? No
- Was public engagement mentioned in strategic documents as a priority? Yes
- Do you have a history of running events and festivals with a Public Engagement element? Yes
- Did your doctoral training programme run Public Engagement activities before the start of the Catalyst project? Yes
- Were there formal structures set up to support public engagement? No, was adhoc although there were Impact Workshops.

The Catalyst Teams

Catalyst staffing grades:

- Academic - 3
- Professional - 5.5
- Catalyst staffing: 5.5 FTE
- Location of Catalyst staff: Centralised, initially placed in Corporate Affairs and then moved to Research & Innovation Services in May 2014
- How many staff has left the project during its course? None
- What other resources were provided by the university? An office budget of £15,000 per annum was provided and the additional funding was made available from the HEIF budget, Wellcome Trust and Faculty Budget to fund the platforms

Changes to the University during the project

- Were there any changes to institutional structures – such as re-organisations of faculties and departments – that affected the project? No
- Were there changes to senior staff associated with the project? No
- Were there any unexpected changes that affected the development of a supportive culture for PER? No