

RE-P-2020-03-Annex B

Anglia Ruskin University

HEIF accountability statement

**Narrative return template for HEIF funding period
2021-22 to 2024-25**

Return date: 21 May 2021

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Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.

Anglia Ruskin University (ARU) is guided by our university strategy, [Designing our Future, 2017-2026](#) and our [Research and Innovation Strategy, 2018-2022](#) in setting our KE priorities, as well as regional, national and international policy and partner priorities. We are in the process of redeveloping our Education and Research and Innovation (KE) strategies for launch in 2022. Based on early discussions in the strategies' development process, we anticipate investing HEIF to support our KE activities in the key areas below:

1. To engage with partners for our Research, Innovation and Impact themes.

Analysis demonstrated that over 85% of our research and innovation activity aligned under one or more of the three themes, Health, Performance and Wellbeing; Sustainable Futures; and Safe and Inclusive Communities. We will appoint theme leadership in 2021 to strategically plan and coordinate Research, Innovation and Impact activities taking place within each and ensure that we build on existing and create new external partnerships. We will support growth in KE in these theme areas, and aid partners in the delivery of their key objectives.

2. To engage with a wide range of external organisations to drive innovation, economic growth, regional development and academic KE.

ARU will maintain a focus on engaging in KE in support of economic growth and regional development with a range of organisations including councils, public service organisations, businesses and business networks. We signed the Civic Universities agreement in 2020 and will continue to play our role as an anchor institution in our region. We are heavily engaged in support of regional development in all of the regions in which we have campuses, Essex, Cambridgeshire and Peterborough, across the Oxford to Cambridge Arc through the Arc universities group, and will continue to contribute to the work of the UK Innovation Corridor, including the Innovation Core focus on Med Tech. We will work to grow our contract and collaborative research, consultancy, and KTPs in this next period.

Our Faculty of Business and Law has launched a joint Innovation Centre with TWI. This will establish the first ever Innovation Centre collaboration at TWI focussing on social science and management innovation.

In addition, we will continue to develop relationships with a range of major organisations in the eastern regions and agree further mutually beneficial relationships build around talent, skills, innovation and business support activities.

3. To play a key role in the Health, Performance and Wellbeing innovation ecosystems in Chelmsford and Harlow

Having opened our Arise Harlow Innovation Hub in August 2020, alongside our Hub in Chelmsford, we will continue to support early-stage SMEs to grow and develop. We will enhance our links to the wider ecosystems and increase the support we provide to our occupants. We will ensure that our occupants benefit from links to key organisations in the ecosystems, to funders (e.g. venture capitalists) and particularly to ARU's facilities, research staff and students through KE activities and other mechanisms such as live briefs and internships.

4. Developing a culture of supporting KE across talent, skills, innovation and business support

ARU has worked hard in recent years to ensure that we have a culture and environment supportive of KE, including resources and staffing. We are focused on encouraging staff to engage in KE across Talent (supporting student KE), Skills (Degree Apprenticeships and CPD), Innovation (strategic collaborations) and Business Support (contract and collaborative research, consultancy, KTPs, etc). We have revised our investment process for HEIF to ensure that funded activities support our culture, including particularly towards external engagement.

5. To evolve and proactively support student knowledge exchange, enterprise and entrepreneurship.

Following on from our success in winning funding from Research England and the Office for Students for our Students at the Heart of Knowledge Exchange (SHoKE) project, we

have increased our focus on student KE and are committed to engaging students in KE activities.

We will continue to support student training in enterprise and entrepreneurship, including through the Anglia Ruskin Enterprise Academy (AREA) and are currently planning with the ARU Student Union to develop an Enterprise Innovation centre on our Cambridge campus to provide support to student entrepreneurs.

We will engage students, both undergraduate and postgraduate, in KE projects whenever possible to grow their enterprise, employability and entrepreneurship skills.

6. To work in partnership to support the challenges arising from COVID-19.

ARU implemented a support scheme to aid business recovery at the end of 2019-20, which will continue into at least 2021-22. This support will involve engagement with ARU staff and students to address new business challenges that have arisen as a result of the pandemic; and workshops and webinars in direct response to COVID issues.

7. To commit to sustained listening and dialogue with our publics and communities in order to shape what we do and how we do it in response to their needs, priorities and strategies.

ARU will collaborate with our publics innovatively and sustainably to deliver impactful responses on shared priorities.

We will actively and imaginatively communicate the impact of our education, our research and our partnership working.

We will engage with our publics and communities to make our expertise, physical and online resources more accessible.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>Project Support</p> <p>Funding to support KE projects, including strategic projects, with a range of partners regionally, nationally and internationally, to deliver socioeconomic benefits. This may include full funding, match funding or seed funding. Student involvement with projects will be actively encouraged.</p>	<p>Funding</p>	<p>Supports Build Back Better priorities of <i>Innovation</i> and <i>Infrastructure</i>.</p> <p>Supports R&D Roadmap objectives of <i>Driving up innovation and productivity</i>, <i>Levelling up R&D across the UK</i> and <i>Developing world-leading infrastructure and institutions</i>.</p> <p>Supports RE/OfS objective to benefit students with relevant, real world opportunities to make a difference through projects that create societal impact and resonate more closely with their own experiences. Approx. 25-50 students will be involved per year.</p> <p>Achieved through engaging with companies and other external organisations to achieve impact from research and support their development and economic growth,</p>	<p>Objectives 1 – 5, 7</p>	<p>2020/21 - 2024/25</p>

		as well as driving other environmental and social benefits. Relevant projects will also contribute to regional economic development. Strategic projects will include working with partners towards nett zero carbon.		
<p>Strategic Relationship Support</p> <p>Supporting the development and maintenance of relationships with strategic partners, including the development of strategic compacts. Includes membership fees, supporting joint initiatives, etc. For example, relationships with TWI, Mid and South Essex NHS Foundation Trust, UK Innovation Corridor, etc.</p>	Funding	<p>Supports Build Back Better priorities of <i>Infrastructure, Skills and Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Raising our research ambitions, Driving up innovation and productivity and Levelling up R&D across the UK</i></p> <p>Achieved through strategic relationships with key regional and national partners supporting economic development and growth, regional development and the levelling up agenda.</p>	Objectives 1, 2, 3 and 6	2020/21 - 2024/25
<p>Supporting economic development in the Oxford to Cambridge Arc</p> <p>As a member of the Arc Universities Group, ARU is committed to working with</p>	Staff time Funding	Supports Build Back Better priorities of <i>Infrastructure, Skills and Innovation</i> .	Objectives 1,2,4 – 7	2020/21 - 2024/25

<p>government, business and other partners, to maximise the potential in this region of economic significance for sustainable and green growth, by supporting ARU's areas of interest, and working in collaboration with key strategic partners.</p>		<p>Supports R&D Roadmap priorities of <i>Raising our research ambitions, Driving up innovation and productivity</i> and <i>Levelling up R&D across the UK</i></p> <p>Achieved through partnering with our university partners and external organisations to support the economic, social and environmental development of the Arc region.</p>		
<p>Joint Positions Match funding support for joint staff positions with our partners who are delivering KE activities</p>	<p>Salary funding</p>	<p>Supports Build Back Better priorities of <i>Infrastructure</i> and <i>Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Raising our research ambitions, Inspiring and enabling talented people and teams, Driving up innovation and productivity</i> and <i>Levelling up R&D across the UK</i></p> <p>Achieved through joint roles undertaking innovation / KE projects leading to joint benefit to ARU and partners, including producing socio-economic benefits. Role holders will also provide an opportunity to upskill both ARU and the partner on KE, current external drivers, and delivery of innovation.</p>	<p>Objectives 1 - 4</p>	<p>2020/21 - 2024/25</p>

<p>Enabling staff to engage in KE</p> <p>Developing staff, both Academic and Professional, to enable and enhance their ability to engage in knowledge exchange activities with external partners.</p>	<p>Staff time Funding</p>	<p>Supports Build Back Better priorities of <i>Skills</i> and <i>Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Inspiring and enabling talented people and teams</i>, <i>Raising our research ambitions</i> and <i>Driving up innovation and productivity</i>.</p> <p>Achieved through upskilling academic staff to engage with partners and generate impact from their research, solve problems and co-create solutions with those partners, driving economic, environmental and social benefits. Professional staff will be able to support the above and assist academics in delivering the benefits.</p>	<p>Objective 4</p>	<p>2020/21 - 2024/25</p>
<p>Innovation Hubs</p> <p>Investment in our Innovation Hubs, both new (TWI Innovation Centre), existing (ARISE Chelmsford and ARISE Harlow) and future Innovation Hubs (e.g. proposed Student Innovation and Enterprise</p>	<p>Staff time Funding</p>	<p>Supports Build Back Better priorities of <i>Infrastructure</i> and <i>Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Driving up innovation and productivity</i> and <i>Levelling up R&D across the UK</i></p>	<p>Objective 1, 2, 3, 7</p>	<p>2020/21 - 2024/25</p>

Centre, Centres in Cambridge and Peterborough, potential Net Zero carbon Hub)		Achieved through supporting innovation in our region, particularly through engaging with SMEs to deliver economic growth.		
<p>KE Staff Support</p> <p>Dedicated KE staff underpinning ARU's KE activities, particularly skills, enterprise and entrepreneurship, working with business and the public and third sector</p>	Salary funding	<p>Supports Build Back Better priorities of <i>Infrastructure, Skills and Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Raising our research ambitions, Inspiring and enabling talented people and teams, Driving up innovation and productivity and Levelling up R&D across the UK</i></p> <p>Achieved through dedicated KE staff supporting external engagement, projects with partners, upskilling staff and regional development activities.</p>	Objectives 1 – 7	2020/21 - 2024/25
<p>Engaging through Clinical Trials activities</p> <p>Support for our Clinical Trials Unit to enhance our relationships with NHS and commercial partners.</p>	Salary funding Funding	<p>Supports Build Back Better priorities of <i>Infrastructure, Skills and Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Raising our research ambitions, Inspiring and Driving up innovation and productivity</i>.</p>	Objectives 1, 2	2020/21 - 2024/25

		Achieved through our Clinical Trials Unit engaging with external partners, both NHS and commercial to deliver clinical trials, deliver impact from research and enable economic opportunities, as well as developing new partnerships.		
<p>Supporting Covid-19 recovery</p> <p>Post Covid-19 Recovery Fund to support economic and social recovery activities for individuals and teams (cross-Faculty multi and inter disciplinary) of staff and students to engage with local businesses and other organisations.</p>	Staff time Match funding grant	<p>Supports Build Back Better priorities of <i>Infrastructure, Skills and Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Raising our research ambitions, Inspiring and enabling talented people and teams, Driving up innovation and productivity and Levelling up R&D across the UK</i></p> <p>Supports RE/OfS objective to benefit students with relevant, real world opportunities to make a difference through projects that create societal impact and resonate more closely with their own experiences. Approx. 30-60 students / graduates will be involved.</p> <p>Achieved through supporting the economic and social recovery of</p>	Objectives 1 – 7	2021/22 (dependent on the length of Covid-19 impacts)

		local organisations through KE, internships and placements, innovation vouchers, skills development, project delivery, etc.		
<p>Supporting IP and Commercialisation</p> <p>IP, commercialisation and enterprise support for staff and students.</p>	Staff time Funding	<p>Supports Build Back Better priorities of <i>Skills</i> and <i>Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Raising our research ambitions, Inspiring and enabling talented people and teams, Inspiring and Driving up innovation and productivity</i>.</p> <p>Supports RE/OfS objective to benefit students with relevant, real world opportunities to make a difference through projects that create societal impact and resonate more closely with their own experiences. Approx. 200 students will be involved per year.</p> <p>Achieved through supporting commercialisation activities, including protection of IP, licencing arrangements and spin out activities for staff and students. Also includes supporting the Anglia Ruskin Enterprise Academy, AREA, to develop enterprise and</p>	Objective 2, 4 and 5	2020/21 - 2024/25

		entrepreneurship skills in students, as well as assisting with student start-ups.		
<p>Promoting external use of ARU facilities and equipment</p> <p>Supporting ARU facilities and equipment and their development to maximise the potential for income through their hire to external organisations and individuals.</p>	Funding	<p>Supports Build Back Better priority of <i>Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Raising our research ambitions, Driving up innovation and productivity</i> and <i>Levelling up R&D across the UK</i>.</p> <p>Achieved through engaging with external organisations through ARU's facilities and equipment to promote social and economic development, as well as engagement with the universities staff.</p>	Objectives 1 – 4, 6, 7	2020/21 - 2024/25
<p>Student Knowledge Exchange</p> <p>To support a range of activities focussed on student-led KE with a range of partners from both the private and public sectors.</p>	Funding	<p>Supports Build Back Better priorities of <i>Skills</i> and <i>Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Inspiring and enabling talented people and teams, Driving up innovation and productivity</i> and <i>Levelling up R&D across the UK</i></p>	Objective 1 – 3, 5,6	2020/21 - 2024/25

		<p>Supports RE/OfS objective to benefit students with relevant, real world opportunities to make a difference through projects that create societal impact and resonate more closely with their own experiences.</p> <p>Approx. 50-100 students will be involved per year.</p> <p>Achieved through enhancing student entrepreneurship and employability, as well as benefitting a broad range of partners through students working with these partners to solve problems, delivering social, economic and environmental benefits. This will include both undergraduate and postgraduate students.</p>		
<p>CPD and micro-credentials</p> <p>Supporting engagement with partners to enhance skills through CPD and micro-credential routes to qualifications.</p>	<p>%Staff time Funding</p>	<p>Supports Build Back Better priorities of <i>Infrastructure</i> and <i>Skills</i>.</p> <p>Supports R&D Roadmap priorities of <i>Driving up innovation and productivity</i> and <i>Levelling up R&D across the UK</i></p> <p>Achieved through supporting up-skilling and re-skilling of employees of external organisations and individuals.</p>	<p>Objectives 2, 3, 6, 7</p>	<p>2020/21 - 2024/25</p>

<p>Public and community engagement</p> <p>Support for engaging with the public and our communities.</p>	<p>Funding Staff time</p>	<p>Supports Build Back Better priority of <i>Innovation</i>.</p> <p>Supports R&D Roadmap priorities of <i>Inspiring and enabling talented people and teams</i> and <i>Driving up innovation and productivity</i>.</p> <p>Achieved through engaging with the public and our communities for co-creating KE projects and knowledge dissemination. Will support the engagement of the public in research and innovation / KE.</p>	<p>Objectives 1 – 7</p>	<p>2020/21 - 2024/25</p>
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Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.

Anglia Ruskin University (ARU) has robust processes in place to manage our investment of HEIF, monitor and evaluate the outcomes achieved through the investment, and identify and capture lessons learned.

The intended uses of HEIF over the next 4 years are described in Question 2. The HEIF funding received by ARU will be allocated under the categories given in that question in 3 components:

1. An allocation to Faculties.
2. An allocation to fund staff who support KE activities in Professional Units, e.g. the Research and Innovation Development Office, Anglia Ruskin Enterprise Academy.
3. A strategic allocation which is held centrally for in-year investment.

All of ARU's HEIF investments are made in accordance with our HEIF Principles, as agreed by our University Executive team in 2020. The principles are:

Principle 1: HEIF should be used strategically in alignment with the ARU Research and Innovation strategy and the research and innovation themes and enabling areas.

Principle 2: HEIF funding should deliver positive outcomes for the KEF.

Principle 3: HEIF funds should be invested in areas where there is a clear and immediate path to a return on investment, either financial or of equivalent value to ARU.

Principle 4: A proportion of the 2020/21 HEIF investment for each Faculty should be allocated to supporting recovery from Covid-19 for our partner external organisations.

Faculty Allocation

Each of our four Faculties has a Deputy Dean for Research and Innovation who, under the overall remit of the Dean of Faculty, is responsible for developing a proposal for the use of HEIF funding; for implementing the proposal when approved (see below); and for monitoring the expenditure and outcomes of the HEIF investment. The proposal for Faculty use of HEIF is developed each year in March and April for investment in the next financial year. The proposal is expected to be aligned with the ARU Principles for investment of HEIF, with our HEIF objectives and the areas for investment proposed in Question 2. The proposals are also expected to deliver to government and national priorities, where relevant.

The proposals from Faculties are reviewed by the DVC, Research and Innovation and the Director of the Research and Innovation Development Office (RIDO), and modified as necessary, in agreement with the Dean and Deputy Dean of Faculty. When the DVC and the Director of RIDO agree the proposals, they are submitted for approval as below.

Allocation for Staff in Professional Staff Units supporting KE

The staffing and structures supporting knowledge exchange in Professional Units are reviewed periodically to ensure that the positions in place are fit for purpose, are fulfilling the requirements of our Research and Innovation strategy and are delivering outcomes in line with ARU's HEIF principles. The proposed HEIF allocations in this category are submitted for approval each year through the approval process described below.

Strategic Allocation

Up to 10% of the overall university allocation of HEIF is held centrally each year under the remit of the DVC, Research and Innovation, to provide in-year investment into strategic projects. For example, in the current financial year (as described in our HEIF Annual Monitoring Statement), the strategic allocation of HEIF was used to support the recovery of businesses from Covid-19.

Approval Process for Proposed HEIF Allocation

As with all financial matters, the allocation of HEIF is overseen by the ARU University Executive Team (UET). The UET have final approval of the allocation of HEIF. Each year, all of the HEIF proposals are submitted to the UET, along with an overall summary of the proposed expenditure. In the future years covered under this Accountability Statement, that summary will include how the proposed expenditure aligns with the areas for investment proposed in Question 2, and how it supports national and government priorities.

Monitoring and Evaluation

The UET delegate responsibility for the regular monitoring of HEIF expenditure to the Deputy Vice Chancellor, Research and Innovation. The DVC, R&I and the Director of RIDO meet with the Dean and Deputy Dean, Research and Innovation of each Faculty to discuss Faculty HEIF expenditure against the approved proposals 3 times each year. The meeting is informed by a report produced by the Deputy Dean, R&I detailing the year-to-date expenditure against each of the proposed areas of activity, as well as the outcomes the investment has produced. The discussion and report provide effective monitoring of the expenditure, and the opportunity to evaluate the outcomes of investments and judge whether they are meeting the requirements of the ARU HEIF Principles and Strategies and have been effective, are providing value for money, are delivering suitable returns to ARU, and are supporting national and government priorities.

Expenditure on salaries of staff supporting KE activities are monitored through ARU's normal financial monitoring processes.

Expenditure of the strategic allocation is monitored regularly by the DVC, R&I and the Director of RIDO.

Identifying Lessons Learned

Lessons learned are identified through the above-described monitoring and evaluation processes, through periodic reviews of the structures and staff support for KE and through evaluations undertaken directly by the Deputy Dean, R&I in each Faculty who is directly responsible for the Faculty investment of HEIF. The lessons learned will be fed into the next year's investment process and approved through the mechanisms described above.

The KEF and the KE Concordat

ARU was fully involved in the first iteration of the Knowledge Exchange Framework and will participate in 2021 in the Knowledge Exchange Concordat development year. As part of undertaking a gap analysis and developing an action plan, ARU will feed in both

the lessons learned through the mechanisms described above, as well as the areas identified in the KEF as performing lower than our cluster benchmark, where those areas are strategically important, while not losing focus on those areas where we are performing well. The implementation of our action plan will allow ARU to improve how we undertake KE and increase the effectiveness with which we invest our HEIF allocation.