

RE-P-2020-03-Annex B

University of Brighton

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.

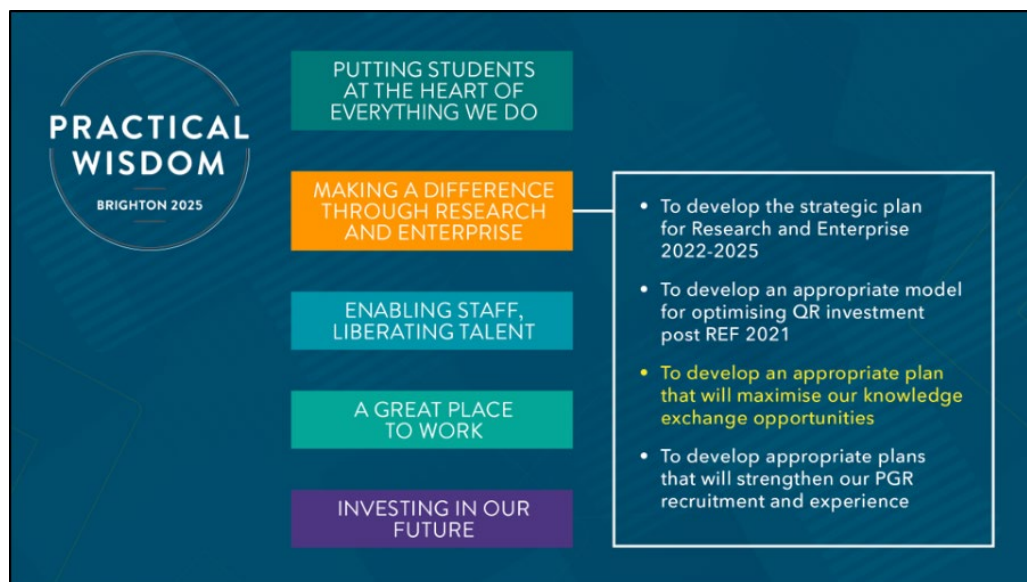
In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.

Practical Wisdom: Brighton 2025

The challenges of 2020 have brought into sharp focus the need to have collective clarity on why the University needs to keep evolving; what the future looks like; and how we will get there. Building on our previous strategy, [Practical Wisdom: Brighton 2025](#) has recently been implemented, setting out plans to achieve our vision:

'By 2025, the University of Brighton will be a sustainable institution and the choice for people who want to live, work and learn in a vibrant, unique city as part of a diverse, dynamic and creative community, where curious minds meet to create, apply and put knowledge to work'.

Practical Wisdom: Brighton 2025 has 5 workstreams:



Making a Difference through Research & Enterprise

As a University we are proud of our Research & Knowledge Exchange activity, which creates new knowledge and applies that knowledge to produce genuine impact, through mutually beneficial partnerships. Our Research and Knowledge Exchange also enriches our teaching via incorporation of partners' perspectives directly into our curriculum. Under this area of our strategy we wish to expand the volume, breadth and impact of our knowledge exchange activities by sharing the right expertise with the right partners and stakeholders via the most appropriate mechanisms.

Strategic objectives for Knowledge Exchange

To 'Make a difference through R&E' this strategy will provide:

- +An environment in which knowledge exchange can flourish
- +A clear offer to our knowledge exchange partners
- +A transparent and judicious approach to maximising return on investment

We will also include a specific focus on the following areas of KE activity:

- +Cross-institutional collaboration to create opportunities for students to engage in KE activities
- +Capitalising on our teaching strengths to provide courses for partners and the public
- +Developing the next phase of our sector-leading public and community engagement activity

The 'Putting Students at the Heart of Everything We Do' area of our strategy is complementary, particularly in areas relating to student KE and apprenticeships, seeking to strengthen the building blocks of our education and student experience to enable all our students to succeed, empowering them in terms of their employability, and strengthening engagement.

Objectives	Success criteria
Environment: We will improve our knowledge exchange culture and performance by developing and implementing a Knowledge Exchange Concordat. This will raise the profile of knowledge exchange activity, enhance academic engagement and enable us to optimise our performance across a wide range of aspects of knowledge exchange.	<ul style="list-style-type: none"> + Increase in number of academics engaged in KE and number of KE engagements per academic + Increase in KE income + Increase in partner satisfaction
Offer: We will increase our partnership knowledge exchange by positioning ourselves as regional innovation leaders and providing clear information to the outside world on our expertise.	<ul style="list-style-type: none"> + Increase in partnership activity including more strategic partners engaging in a number of activities over a sustained period + Increase in KEF performance in partnership perspectives
Investment: We will invest resources to maximise KE performance, achieving transparency and traceable return on investment.	<ul style="list-style-type: none"> + Increase in HEBCI-S return + Increase in KEF performance in perspectives selected as strategic objectives
Student KE: We will contribute to student employability and graduate outcomes by creating opportunities for students to engage in mutually beneficial Knowledge Exchange activities with employer partners.	<ul style="list-style-type: none"> + Increase in NSS, module evaluation and employability metrics + Increase in the range of KE engagements each partner organisation undertakes resulting in more strategic partnerships and increase in KE income and employability metrics
Courses: We will take a data-led approach to increasing our provision of non-credit bearing courses by identifying modules with demand, exploiting proven remote delivery mechanisms to expand our delivery internationally in disciplines where we have competitive expertise	<ul style="list-style-type: none"> + Growth in income from course portfolio + Increase in the number of non-credit bearing short courses + Increase in the number of academics involved in short course delivery + Increase in partners engaging in courses + Increase in participant satisfaction
Public & Community Engagement: We will capitalise on our public and community engagement legacy by co-creating a strategic plan with partners. It will include an emphasis on environmental sustainability and working with marginalised communities through mutually beneficial place-orientated knowledge partnerships.	<ul style="list-style-type: none"> + Increase in volume and meaningful impact of P&CE activity + Increase in inclusion of P&CE activity in REF units of assessment + Maintain top 10% KEF performance rating for P&CE + Peer recognition and awards

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>Activity 1a: Develop and implement a Knowledge Exchange Concordat to raise the profile of knowledge exchange activity, enhance academic engagement and enable us to optimise our performance across a wide range of aspects of knowledge exchange.</p>	<p>Activity led by 100% HEIF funded Associate Director, Enterprise and involving 7 School-based Knowledge Exchange Leads (academic roles, 20% HEIF funded).</p>	<p>Addresses Research England HEIF Policies and Priorities 10k (RE10k): expectation for HEPs to participate in the KE Concordat; also referenced in the R&D roadmap: Capturing the economic benefit from our research through innovation (Roadmap R&I)</p>	<p>Objective 1) Environment: We will improve our knowledge exchange culture and performance by developing and implementing a Knowledge Exchange Concordat.</p>	<p>2021/22 onwards (with activities identified in the action plan having specific delivery periods as yet to be defined)</p>
<p>Activity 1b: Develop and implement a Knowledge Exchange sabbatical programme</p>	<p>HEIF buy-out of academic staff to pursue new knowledge exchange opportunities, scale to be determined</p>	<p>Supports 'Building Back Better: Innovation pillar' (BBB:Innovation) by supporting and incentivising the development of creative ideas and technologies; and Roadmap R&I</p>	<p>Objective 1: Environment (see detailed objective against activity 1a).</p>	<p>2022/23 onwards</p>
<p>Activity 2a: Branding, positioning and marcomms programme to clarify the university's offer to KE partners and enhance customer journey</p>	<p>7 20% HEIF-funded Academic KE Leads and 4 100% HEIF-funded KE Managers defining priority offers; 100% HEIF</p>	<p>Supports RE10k: KE Concordat Engagement principle</p>	<p>Objective 2: Offer - We will increase our partnership knowledge exchange by positioning</p>	<p>2021/22 onwards</p>

	funded Marketing & Communications Officer; HEIF-supported campaign costs; HEIF funded CRM licences		ourselves as regional innovation leaders	
Activity 2b: Play a leading role in the development of a regional innovation ecosystem	100% HEIF funded Head of Economic Development; HEIF contribution to institutional memberships of business networks including Chambers of Commerce	Supports BBB:Innovation and Roadmap R&I	Objective 2: Offer (see detailed objective against activity 2a).	2020/21 onwards
Activity 2c: Regional SME innovation support to facilitate development of new products, services and processes (RISE: Research & Innovation Sussex Excellence)	5 HEIF funded staff contribute combined 0.55FTE to the delivery of the project, leveraging ERDF funding	Supports BBB:Innovation and Roadmap R&I	Objective 2: Offer (see detailed objective against activity 2a).	2020/21 to 2022/23
Activity 2d: Scale-up innovation support to facilitate development of new products, services and processes (BRITE : Brighton Research & Innovation Technology Exchange)	3 HEIF funded staff contribute to the delivery of the project leveraging ERDF funding (NB this is not a match arrangement)	Supports BBB:Innovation and Roadmap R&I	Objective 2: Offer (see detailed objective against activity 2a).	2019/20 to 2022/23
Activity 2e: Provision of end-to-end KTP support to enhance the productivity and profitability of businesses in the region and beyond	4 100% HEIF funded Knowledge Exchange Managers, plus 1 100% HEIF funded Economic Development Officer identifying companies who could benefit from KTP and brokering introductions to the (non HEIF-funded) KTP Team	Supports BBB:Innovation and Roadmap R&I	Objective 2: Offer (see detailed objective against activity 2a).	Ongoing

<p>Activity 2f: Sustaining the impactful Green Growth Platform/Clean Growth UK business innovation network following completion of the extended Connecting Capabilities Fund project</p>	<p>Investment to be determined during the funded period but legacy model aims to sustain the business innovation with a mixture of grants, commercial income and HEI investment. HEIF anticipated to support Innovation staff, FTE to be confirmed.</p>	<p>Supports BBB:Innovation; BBB:Infrastructure (Green Industrial Revolution) and Roadmap R&I</p>	<p>Objective 2: Offer (see detailed objective against activity 2a).</p>	<p>2022/23 onwards</p>
<p>Activity 2g: Developing and growing the Healthy Futures network</p>	<p>100% HEIF funded Knowledge Exchange Manager runs the network. Potential for HEIF to be used as match to leverage regional/national funding to grow the network scale and ambition</p>	<p>Supports BBB:Innovation and Roadmap R&I</p>	<p>Objective 2: Offer (see detailed objective against activity 2a).</p>	<p>Ongoing</p>
<p>Activity 3a: Develop and implement a framework to define and measure ROI for each investment opportunity stemming from the R&E strategic plan and identified in the annual HEIF allocation plan.</p>	<p>Activity led by 100% HEIF funded Associate Director, Enterprise.</p>	<p>Supports RE 8b: approach to policies and priorities and accountability for HEIF</p>	<p>Objective 3: Investment - We will invest resources to maximise KE performance, achieving transparency and traceable return on investment.</p>	<p>2021/22</p>
<p>Activity 3b: Continue to support commercialisation of academic IP where this route is preferential to a partnership KE approach.</p>	<p>4 Knowledge Exchange Managers identify opportunities for Commercialisation of IP; HEIF-funded Associate Director Enterprise and HEIF-funded Contracts and IP Director support Commercialisation Panel and projects; modest</p>	<p>Supports Roadmap: R&I</p>	<p>Objective 3: Investment - We will invest resources to maximise KE performance</p>	<p>Ongoing</p>

	HEIF supported commercialisation seed fund and patenting fund.			
Activity 4a: Creation of student KE opportunities and co-promotion with academic KE offers, delivering benefits to employer partners in parallel to equipping students to commence and progress their careers.	Employability and Enterprise Projects Manager (new post from May 2020) funded 50% by HEIF	Supports OfS strategic objectives; forecast to involve 200 students pa (NB this is a new activity and the forecast number is speculative and likely conservative)	Objective 4: Student KE - We will create opportunities for students to engage in Knowledge Exchange activities with employer partners, delivering benefits to employer partners in parallel to equipping students to commence and progress their careers.	2021/22 onwards
Activity 4b: Supporting student entrepreneurship with workshops, competitions and 1:1 support towards development of new businesses or portfolio / freelance careers.	100% HEIF funded Business Development Manager and 100% HEIF funded Entrepreneurship Advice Manager leveraging income for competitions and growth grants	Supports OfS strategic objectives; forecast to involve 550 students pa; and BBB:Innovation	Objective 4: Student KE (detailed against activity 4a), linking to the 'Putting Students at the Heart of Everything We Do' area of the University strategy, providing opportunities for all students to access employability support in the curriculum	Ongoing
Activity 4c: Expanding the higher apprenticeship curriculum offer to meet employer needs and recruiting student apprentices	5 100% HEIF funded employer-facing Apprenticeship staff	Supports OfS strategic objectives; forecast to involve 700-900 students pa; and	Objective 4: Student KE (detailed against activity 4a), linking to the 'Putting Students at the Heart of	Ongoing

		'Building Back Better: Skills' (BBS:Skills) by supporting productivity growth through high-quality skills and training	Everything We Do' workstream (detailed against activity 4b).	
Activity 4d: Continuing a programme of staff and student volunteering with a focus on sharing knowledge with local charities, not-for-profits, public sector organisations and Community Interest Companies, delivering employability benefits to students in tandem.	Activity led by 100% HEIF-funded Volunteering Manager	Supports OfS strategic objectives; forecast to involve 650 students pa	Objective 4: Student KE (detailed against activity 4a); objective 6) Public & Community Engagement (detailed against activity 6a), linking to 'Putting Students at the Heart of Everything We Do' (detailed against activity 4b).	Ongoing
Activity 5: Development of an enhanced portfolio of courses for partners and the public	4 100% HEIF funded Knowledge Exchange Managers identifying potential courses, confirming demand and facilitating delivery; HEIF contribution to seed funding of new short course development	Supports BBB:Skills	Objective 5: Courses - We will take a data-led approach to increasing our provision of non-credit bearing courses by identifying modules with demand, exploiting proven remote delivery mechanisms to expand our delivery in disciplines where we have competitive expertise	2021/22 onwards
Activity 6a: Co-produce a public and community engagement strategy	Activity led by 100% HEIF-funded Development	Supports BBB: Levelling Up - Economic, social, and cultural	Objective 6: Public & Community Engagement - We will capitalise on our	2021/22

	Manager; HEIF contribution to strategy development process	regeneration of struggling towns to improve the outcomes that matter most for life-chances.	public and community engagement legacy by co-creating a strategic plan with partners. It will include an emphasis on environmental sustainability and working with marginalised communities through mutually beneficial place-orientated knowledge partnerships.	
Activity 6b: Deliver a programme of Public and Community Engagement activity defined in the co-produced strategy and likely to include Ignite -style partnerships	Activity led by 100% HEIF-funded Development Manager; HEIF contribution to partnership projects	Supports BBB: Levelling Up and supports OfS strategic objectives; forecast to involve 115 students pa	Objective 6: Public & Community Engagement (detailed against activity 6a) and objective 4: Student KE (detailed against activity 4a).	21/22 – 24/25
Activity 6c: Deliver an arts programme via the Brighton CCA	HEIF contribution to selected public-facing exhibitions and works	Supports BBB: Levelling Up and supports OfS strategic objectives by creating opportunities for students to contribute to exhibitions, forecast to involve 600-850 students pa	Objective 6: Public & Community Engagement (detailed against activity 6a) and objective 4: Student KE (detailed against activity 4a).	Ongoing

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.

i. Management of HEIF spending

Objective 3 of our strategy focuses on Investment: *We will invest resources to maximise KE performance, achieving transparency and traceable return on investment.*

Achievement of this objective involves:

- + Producing an annual investment plan to deliver the strategic objectives as defined in the R&E strategic plan and KE Concordat (achieved in 20/21, see below)
- + Developing and implementing a framework to define and measure ROI for each investment opportunity stemming from the R&E strategic plan. The framework will include consideration of:
 - o Payback period
 - o Financial v non-financial returns
 - o Balance between ambition and risk appetite
 - o Balance between investment to generate HEIF and investment in broader KE (inc student and P&CE)
 - o Balance between retaining existing income and generating new income streams
 - o Opportunity to leverage additional resource
- + Reviewing processes and structures to optimise delivery of the investment plan
- + Setting future strategic objectives informed by the potential for investment-fuelled growth

A detailed HEIF allocation plan is drafted annually in April/May, in parallel to University-wide budget planning, reflecting strategic objectives and activities planned for the following academic year. The draft allocation plan is then finalised upon confirmation of the HEIF grant amount. Amounts relating to core staff elements and recurrent non-staff elements of the allocation plan are transferred to appropriate budget areas and the amount allocated to in-year projects and activities is allocated to the HEIF investment budget.

The HEIF investment budget is monitored by the Associate Director, Enterprise utilising a monthly report provided by a Management Accountant, tracking commitment and spend against the

allocation plan. The IP & Commercialisation element is overseen by the Commercialisation Panel who consider a budget report at the commencement of termly Panel meetings to guide investment decisions.

ii. Measuring progress against knowledge exchange objectives

Progress is measured against KPIs detailed in the [Research & Enterprise Strategic Plan](#) (new plan due for publication in 2021/22); all KPIs are reported annually to the University Executive Board, with subsets additionally reported monthly or termly to the University Research & Knowledge Exchange Committee.

iii. Evaluating the outcomes of KE activities

Experience of submitting to the Year 0 Knowledge Exchange Framework and of undertaking gap analyses to inform the University's KE Concordat Action Plan has identified that evaluation of outcomes is not consistent across KE activities with evaluation largely driven by funder requirements. This will be addressed through the KE Concordat Action Plan, drawing on best practice both internally and externally. Internal evaluation that will inform future developments includes:

- + KTP final reporting
- + ERDF output monitoring and summative assessment
- + Evaluation of the Green Growth Platform/Clean Growth UK (delivering activity funded by HEFCE Catalyst, Connecting Capabilities Fund and ERDF)
- + Evaluation of Community/University Partnerships as reported in our [KEF narrative](#), including using social learning spaces, interviews, self-evaluation forms and novel [film productions](#).
- + Evaluation of Museums and Galleries including audience attendance, social media, online engagement, participant feedback and press coverage.

iv. Identification of lessons learned

The University of Brighton is committed to best practice development and actively contributes to a number of networks where best practice can be shared, notably PraxisAuril, the University Alliance Knowledge Exchange Network, the KTP National Forum (and associated Regional Group), RENU (Research and Enterprise Network for Universities) and the Knowledge Exchange Best Practice Group. Undertaking gap analyses to inform the University's KE Concordat Action Plan has recognised that the identification of lessons learned internally is informal and whilst reflection may take place within teams resulting lessons are not systematically captured in processes. Development of systematic reflection and incorporation in processes to drive continuous improvement will be addressed as a priority in the KE Concordat Action Plan.