

RE-P-2020-03-Annex B

Brunel 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

Building on our knowledge exchange strategy 2016-2021

Our previous Knowledge Exchange (KE) goal was to maximise the reach and impact of our research and education to make a positive and lasting difference on people's lives and cultures, our environment and the economy. We planned to achieve this through 3 priority objectives: Building our strategic KE initiatives; Developing KE capacity and culture; and Unblocking barriers to effective engagement and collaboration. Over this period, we have:

A. Built our strategic KE initiatives

Advanced Metals Casting Centre; with JLR & Constellium, we established a new national facility for advanced light metals casting to support light-weighting applications in the automotive and other advanced engineering sectors. <https://www.brunel.ac.uk/research/Centres/BCAST>

National Structural Integrity Research Centre; with TWI, Lloyds Register, & BP, we lead a national facility for postgraduate research in structural integrity for the energy and transport sectors, training 320 postgraduate students for leadership roles. <https://www.twi-global.com/nsirc/about>

Central Research Laboratory; with U + I, we established an incubator and accelerator to nurture creative SMEs and maker businesses, and in 2021 expanded the facility to include digital start-ups. <https://centralresearchlaboratory.com/crl-accelerator/>

Campus for Integrated Health and Social Care; with Hillingdon Hospitals NHS Foundation Trust, Central and North West London NHS Foundation Trusts, we lead a collaboration to deliver a new model of integrative physical and mental health and care, training, education and research. <https://www.brunel.ac.uk/about/administration/pdf/BPACHS-Innovation-Strategy-FINAL.pdf>

B. Developed our KE capacity and culture

Enshrined challenge-led research in our new Research Strategy 2030; Brunel's Research Strategy is aimed at building capability to facilitate greater cross-University and external collaboration to address our identified priority challenges. <https://www.brunel.ac.uk/research/Strategic-Challenge-Areas>

Embedded a team of sector-focused Business Development Managers; the team has developed a network of over 350 external contacts, supported proposals leading to over £18m in funding (£7.5m to Brunel) and has established a strong internal profile with academics and management.

Expanded our programme of public engagement; including attracting over 15,000 members of the public per year to our events, media, exhibitions and cultural activities, hosting our inaugural Artist in Residence (<https://youarehere.work/>) and organising a month-long Research Festival, currently taking place online during May 2021. (<https://www.brunel.ac.uk/research/Research-Festival>)

C. Unblocked barriers to effective engagement and collaboration

Enabled mobility and exchange of people through flexible support for secondments and stakeholder meetings to incubate the co-creation of mutually beneficial collaborations; activities included consultancy, facilities and equipment-related services, contract research, collaborative research, continuing professional development, enterprise education.

Engaged 'harder to reach' organisations through targeted funding schemes (Innovation Vouchers, Business Resilience Fund) and support initiatives (Co-innovate).

Translated early-stage research outcomes; We established an internal fund to support the development of commercial ideas and supported 12 licence agreements, 4 spin-out companies and over 40 graduate start-ups.

What have we learnt?

Our understanding that partnerships require active management, support and visibility at senior levels has been reinforced. It is clear that some external engagements have value in several areas (research collaborations, student placements, academic programmes) and so need a more holistic approach to optimise the benefits for the external partner and the University. Business engagement is a longer-term activity and new partnerships take time to develop and generate benefits and impact. Sector

aligned business development works well as it is a function that is recognised by industry and acts as a useful bridge between academia and business. We have a good understanding of our KE strengths and in particular our sector-leading focus on collaborative R&D and working with industry. KE is now largely recognised as a core activity by Brunel's academic staff. Further support is needed to develop skills to engage outside the research space, including the skills to address the needs of businesses and to communicate and 'sell' their research in more effective ways, and to pump-prime new KE projects. SMEs need more help to work with universities, including understanding how to access University resources and how to generate funding applications for R&D support. Commercialisation is too slow – but it can be speeded up in some cases and more work is needed to understand how to reduce the timescales to bring University research to market. It is beneficial to pilot new idea and processes in the 'safe HEIF space'. New initiatives can be trialled with HEIF support and, when proven, become part of the established University KE infrastructure. The nature of HEIF funding also allows for flexibility and speed of response, such as in the case of Covid19 when we were able to re-purpose funds to provide targeted KE support to strengthen businesses, SMEs and other stakeholders in the west London region.

What has changed since the last plan?

In 2018, Brunel led a Science and Innovation Audit, Innovation for Sustainable Airports, which provided a comprehensive perspective on both the innovation landscape and economic geography in West London/Thames Valley and positioned the University as a key regional partner. This led to much stronger relationships with key regional stakeholders including Heathrow, SEGRO and West London Business. In 19/20, Brunel developed a new External Engagement, Innovation and Entrepreneurship (EEI&E) Strategy, the goals of which are as follows: A. To develop a greater number of stronger and wider external relationships. B. To encourage staff and students to think entrepreneurially, and to help those with business ideas to start and grow their business. C. To increase the amount of activity with external partners that generates a surplus. D. To maximise the mutual value of the relationships we have. In 2020 Brunel was instrumental in the establishment of the West London HEI Vice-Chancellors' Roundtable with the VCs of the 5 west London universities and the West London Alliance (representing all seven west London boroughs). This has resulted in a range of activities and allowed the universities to make a full contribution to the West London Post Covid Build and Recover Plan.

There have also been significant changes in the external landscape: Covid of course, and particularly Covid recovery plans, but also the development of Place as a key concept, the UK R&D roadmap, the revised Industrial Strategy and local industrial plans, the reduction in Aid funding, Government plans on 'levelling up' and 'Build Back Better', the UK international role post-Brexit, the new 'lifetime skills guarantee', the increasing role of Higher and Degree Apprenticeships in the training landscape and our role as a partner in the West London Institute of Technology, the KEF and KE Concordat and the forefronting of KE benefits for students.

Our strategic objectives

Informed by these internal and external drivers and our experience to date, our strategic objectives for the period 2021 – 2025 are to:

- 1. Proactively manage our relationships with partners and end users of our research**
- 2. Mature our engagement capacity, capability and culture**
- 3. Consolidate our programme of support for innovative SMEs**
- 4. Support the 'place' and regional agenda, including addressing skills gaps**
- 5. Enhance the effectiveness and visibility of our knowledge exchange investments**

We will implement these objectives by a) maturing and embedding the initiatives that have delivered results to increase and broaden their impact, b) implementing more novel approaches and initiatives that we successfully piloted under the previous plan to scale up the benefits to our external stakeholders and the University, c) introducing, adapting or stopping activities and projects, to address what we have learnt, in order to ensure we make the best possible use of HEIF funding, and d) supporting new activities, responding to the new internal and external drivers, to ensure our plans are relevant and timely.

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)

Planned areas of HEIF supported KE activity	HEIF support	HEIF priorities	Strategic objectives	Indication of timescales
<p>1.1 Consolidate and better capitalise on existing major partnerships, through active management and co-investment in joint, strategic projects.</p> <p>Target: to develop new strategic activities with our existing partners, driven by the needs of the partners</p>	<p>£50k p.a. Strategic Impact Awards</p> <p>£16k p.a. funded internship at CRL</p> <p>HEIF funded</p>	<p>Supports Government strategy of increasing R&D spend to 2.4% of GDP by leveraging public and private research funding.</p> <p>Strengthens the UK's '<i>advantage as a creative nation</i>' (Cultural Industries: Sector Deal).</p> <p>Leverages '<i>economic benefits of innovation-enabling infrastructure</i>' (UKRI Delivery Plan).</p> <p>'<i>Outcomes that enrich (students) lives and careers</i>' (OfS Strategy 2018-21, Objective 3).</p> <p>Enables 160 students/graduates to benefit from innovation support and mentoring</p>	<p>Objective 1. Manage our relationships with partners and end users of our research</p>	<p>2021/22 onwards</p>
<p>1.2 Identify and develop new partnerships with major external partners, professionally managed for mutual long-term benefit.</p> <p>Target: to establish 5 new major partnerships by 2024/25</p>	<p>£60k p.a. 1 FTE Relationship Manager HEIF funded</p>	<p>Supports Government strategy to increase R&D spend to 2.4% of GDP by leveraging public and private research funding and to '<i>boost business-led innovation activity</i>' (UK R&D Roadmap)</p>	<p>Objective 1. Manage our relationships with partners and end users of our research</p>	<p>2022/23 onwards</p>
<p>1.3 Establish and embed a professional, relationship management approach for strategic partners, with the aim of classifying and managing the relationships we choose to prioritise consciously, proactively, and well.</p> <p>Target: to embed RM approach by 2023/24</p>	<p>£15k external expert consultancy, training and support</p> <p>HEIF funded</p>	<p>Supports Government aim '<i>to encourage universities and businesses to work together effectively across the UK</i>' (R&D Roadmap).</p> <p>Supports Government strategy of increasing R&D spend to 2.4% of GDP by leveraging public and private research funding.</p>	<p>Objective Manage our relationships with partners and end users of our research</p>	<p>2021/22 only</p>
<p>1.4 Establish a network of User Engagement Panels and engage Panel members in co-creation of research and innovation.</p>	<p>£20,600 p.a. 0.5FTE administrator, to</p>	<p>Supports '<i>active public participation in research and innovation</i>' (UKRI Delivery Plan), improving the quality and relevance of research</p>	<p>Objective 1. Manage our relationships with</p>	<p>2022/23 onwards</p>

<p>Target: to engage Panel members in 30 research proposals per year by 2025</p>	<p>support User Engagement database and events</p> <p>HEIF funded</p>	<p>and leading to better outcomes. Supports <i>'the development of the positive, diverse, interdisciplinary research and innovation culture that is central to the success of our system'</i> (UKRI Corporate Plan 20/21)</p>	<p>partners and end users of our research</p>	
<p>1.5 Increase University support for collaborative proposals with industry.</p> <p>Target: to increase direct and indirect (e.g. via Innovate UK grants) investment in University research by 15% by 2024/5</p>	<p>£60k p.a. Research Collaboration support (1.2FTE)</p> <p>HEIF funded</p>	<p>Supports Government strategy of increasing R&D spend to 2.4% of GDP by leveraging public and private research funding <i>'to address significant issues, such as healthy ageing, achieving net zero carbon emissions, and addressing climate change'</i> (UK R&D Roadmap)</p>	<p>Objective 1. Manage our relationships with partners and end users of our research</p>	<p>2021/22 onwards</p>
<p>1.6 Continue a sector-focused business development strategy, including attending industry trade fairs, brokerage events and meetings in priority sectors.</p> <p>Target: to secure 150 new business contacts and 30 new business engagements per year</p>	<p>£35k p.a. travel, fees and exhibition costs</p> <p>HEIF funded</p>	<p>Supports Governments' emerging Innovation Strategy for high-growth sectors and technologies where UK has global competitive advantage e.g. digital, creative industries, life sciences (Build Back Better). <i>'improve take-up of investment and public support for creative industries R&D'</i> (Creative Industries: Sector Deal)</p>	<p>Objective 1. Manage our relationships with partners and end users of our research</p>	<p>2021/22 onwards</p>
<p>1.7 Pilot a new model of industry-led doctoral level training for future leaders in sustainable technologies.</p> <p>Target: one industry candidate successfully recruited and trained to PhD level</p>	<p>£17k p.a. industry scholarship</p> <p>HEIF funded (aligned to EPSRC award)</p>	<p>Higher skills to support 2.4% target, productivity and growth; <i>'Opening up other career pathways into research and innovation'</i> (UKRI Delivery Plan). Supports <i>'understanding of the skills requirement to achieve our industrial decarbonisation ambition'</i> (BEIS Industrial Decarbonisation Strategy). <i>'Outcomes that</i></p>	<p>Objective 1. Manage our relationships with partners and end users of our research</p>	<p>2021/22 onwards</p>

		<i>enrich (students') lives and careers' (OfS Strategy 2018-21, Objective 3)</i>		
<p>2.1 Improved KE training for staff (e.g. SPIN training). Target: to deliver 10 KE training sessions p.a. by 2024/25, with numbers of staff attending @ 120 p.a.</p>	<p>£30k p.a. external trainers, catering and venue hire HEIF funded</p>	<p>Improves KE capacity for more effective university/industry collaboration and supports priority to <i>'invest in people and talent to foster the growth and flow of ideas, knowhow and skills'</i> (UKRI Corporate Plan 20/21).</p>	<p>Objective 2. Mature our engagement capacity and culture</p>	<p>2021/22 onwards</p>
<p>2.2 Increased entrepreneurship training for students Target: increased numbers of students engaged in entrepreneurship training to 600 p.a. Entrepreneurship introduced into 5 UG/PG degree programmes. Increased number of graduate start-ups to 30 p.a. by 2025</p>	<p>£35k p.a. external fees, subscriptions, awards HEIF funded</p>	<p><i>'Outcomes that enrich (students') lives and careers' (OfS Strategy 2018-21, Objective 3). 'Value for money' (OfS Strategy 2018-21, Objective 4).</i> Supports engagement by 3,320 students in KE</p>	<p>Objective 2. Mature our engagement capacity and culture</p>	<p>2021/22 onwards</p>
<p>2.3 Reinvigorate our Knowledge Exchange Secondment scheme. Target: 5 secondments p.a.</p>	<p>£50k p.a. teaching buy out HEIF funded</p>	<p>Supports <i>'increase in mobility between business and academia to boost innovation'</i> (UKRI Delivery Plan)</p>	<p>Objective 2. Mature our engagement capacity and culture</p>	<p>2021/22 onwards</p>
<p>2.4 Revise policies on IP, commercialisation of research and consultancy to support entrepreneurialism and incentivise activities generating a surplus. Target: to complete revision of all policies by 2022/23</p>	<p>£10k p.a. for specialist, external legal advice HEIF funded</p>	<p><i>'reward and recognise the full range of activities required for a truly excellent research and innovation system.'</i> (UKRI Corporate Plan 20/21)</p>	<p>Objective 2. Mature our engagement capacity and culture</p>	<p>2021/22 onwards</p>
<p>2.5 Initiate annual residencies to stimulate creativity and public engagement with research and education. Target: 200 engagements with staff and students, legacy artistic artefacts and 12 new creative projects resulting directly from Residencies.</p>	<p>£35k p.a. per Residency and £15k fees for external evaluation services</p>	<p>Supports and incentivises academic culture of public engagement to inform our research priorities. Supports <i>'innovation taking place at the intersection of creativity and technology'</i> (Creative Industries: Sector Deal)</p>	<p>Objective 2. Mature our engagement capacity and culture</p>	<p>2021/22 onwards</p>

	HEIF funded			
<p>2.6 Support wider engagement opportunities through impact multiplier networks and events.</p> <p>Target: 12 case studies of collaborations arising directly from HEIF funded events and networks</p>	£135k p.a. network membership, subscriptions, fees HEIF funded	Supports goal to <i>'enhance and mobilise the value of research and innovation through engagement and collaboration between researchers, government, industry and the public'</i> (UKRI Corporate Plan 20/21)	Objective 2. Mature our engagement capacity and culture	2021/22 onwards
<p>2.7 Pilot Open Innovation projects to socialise and validate open innovation approaches to collaboration with industry.</p> <p>Target: 1 significant OI project within 18 months, delivering additional £150k research funding</p>	£15k p.a. project costs HEIF funded	<i>'Open research'</i> (UKRI Corporate Plan 20/21)	Objective 2. Mature our engagement capacity and culture	2021/22 onwards
<p>2.8 Commercialise University IP for impact including exploring 'parallel commercialisation'.</p> <p>Target: to support entrepreneurial staff culture to generate 8 royalty-bearing licences and 2 spin outs by 2024/25</p>	£150k p.a. for IP feasibility and validation HEIF funded	Accelerate the commercialisation process to increase <i>'the productivity of our existing industries and creating new growth opportunities for the UK.'</i> (R&D Roadmap)	Objective 2. Mature our engagement capacity and culture	2021/22 onwards
<p>3.1 Introduce a more coordinated and simplified 'no wrong door' route for SMEs to access University resources.</p> <p>Target: 20 additional successful SME interactions in 2021/22, rising to 50 in 2022/23</p>	£50k p.a. 1FTE SME 'first point of contact' post HEIF funded	<i>'Catalysing innovation'</i> (R&D Roadmap)	Objective 3. Provide more integrated and targeted support for innovative SMEs	2022/23 onwards
<p>3.2 Continue the Innovation Voucher scheme to support first engagements with SMEs with the aim to establish longer term relationships and partnering for external funding.</p> <p>Target: Up to 12 Innovation Voucher Projects per year leading to 2 collaborative bids for development funding (with £100-150k to Brunel)</p>	£50k p.a. HEIF funded	Will <i>'support the high-growth businesses that make a significant contribution to employment'</i> (Build Back Better). <i>'Catalysing innovation'</i> (R&D Roadmap)	Objective 3. Provide more integrated and targeted support for innovative SMEs	2021/22 onwards

<p>3.3 Build SME capacity for joint funding applications.</p> <p>Target: Strengthened proposal development capacity and skills for 25 SMEs; 20 SMEs received 1:1 coaching and mentoring support to develop compelling proposals; 10-15 collaborative R&D proposals submitted to UKRI and other funders by the SMEs, value of £3 million-£4.5 million with improved success rate and 30% of total budget to Brunel</p>	<p>£35k p.a. HEIF funded</p>	<p>Will '<i>boost business-led innovation activity and incremental innovation</i>' (R&D Roadmap). Addresses the problem that the UK has a '<i>lower proportion of innovating firms overall than other advanced economies and weaker business investment</i>' (Build Back Better)</p>	<p>Objective 3. Provide more integrated and targeted support for innovative SMEs</p>	<p>2021/22 onwards</p>
<p>3.4 Continue to deliver the Business Resilience Fund to support businesses with post-Covid recovery through fast-track access to University expertise.</p> <p>Target: 5-10 companies supported to develop innovative business solutions</p>	<p>£50k HEIF funded</p>	<p>Addresses the COVID-19 crisis and recovery, by supporting businesses that are '<i>pivotal to getting our economy moving again</i>' (Build Back Better)</p>	<p>Objective 3. Provide more integrated and targeted support for innovative SMEs</p>	<p>2021/22 only</p>
<p>4.1 Cement Brunel's role in the region as an engaged university.</p> <p>Target: development of best practice in SME-university engagement in West London and network building with regional partners leading to two innovation projects in 2021/22, rising to six in 2022/23.</p>	<p>£60k p.a. 1FTE Regional Partnerships Manager post HEIF funded</p>	<p>Supports the emerging Government R&D Place Strategy through Brunel's role in West London's innovation ecosystem and through '<i>co-creating effective innovation approaches... building on unique local strengths and assets</i>' (R&D Roadmap) and '<i>fostering innovation in the private, and other parts of the public sector such as the National Health Service</i>' (London Plan)</p>	<p>Objective 4. Support the 'place' and regional agenda</p>	<p>2021/22 onwards</p>
<p>4.2 Actively promote Brunel business offers, with an initial focus on the Co-innovate scheme, and supporting the West London post-Covid economic and green recovery (incl. Heathrow).</p> <p>Target: create at least 12 marketing campaigns and case studies for web and marketing copy to aid conversion of engagements with local partners.</p>	<p>£50k p.a. 1FTE Business Support and Marketing post HEIF funded</p>	<p>'<i>maximising the benefits of innovation for local economies</i>' (Build Back Better). '<i>Supporting innovation, application and deployment</i>' and '<i>Taking greater account of place when making decisions</i>' (R&D Roadmap). Supports the goal to '<i>establish the UK as a global leader across the low-carbon economy.</i>' (Build Back Better). '<i>Support businesses who have been negatively</i></p>	<p>Objective 4. Support the 'place' and regional agenda</p>	<p>2021/22 onwards</p>

		<i>impacted by Covid19</i> ’ (West London Alliance Build and Recover)		
<p>4.3 Support local and regional businesses’ Covid19 recovery plans via a PG Certificate in Work-Based Learning Scheme.</p> <p>Target: 5 additional internships supporting 5 regional SMEs</p>	<p>£50k</p> <p>HEIF funded</p>	<p>Addresses the COVID-19 crisis and recovery, by supporting businesses that are <i>‘pivotal to getting our economy moving again’</i> (Build Back Better) ‘Support businesses who have been negatively impacted by Covid19’ (West London Alliance Build and Recover Plan). Supports engagement by 5 students in KE</p>	<p>Objective 4. Support the ‘place’ and regional agenda</p>	<p>2021/22 only</p>
<p>4.4 Increase business/public sector engagement driving growth of apprenticeships and short credit bearing programmes to upskill/reskill adult workers.</p> <p>Target: to recruit 673 new Apprenticeship and short course starters</p>	<p>£30k p.a. CPD development and delivery costs</p> <p>HEIF funded</p>	<p>Addressing the skills gap to improve <i>‘our productivity and international competitiveness’</i> (Skills for Jobs White Paper). Deliver a <i>‘legacy of improved local alignment between demand for and supply of skills’</i> (West London Alliance Build and Recover Plan). Supports <i>‘delivery of high quality skills employers say they need’</i> (Local Enterprise Partnership for London)</p>	<p>Objective 4. Support the ‘place’ and regional agenda</p>	<p>2021/22 onwards</p>
<p>5.1 Support robust delivery, monitoring, evaluation and dissemination of HEIF outcomes and link to KE Concordat implementation.</p> <p>Target: to support successful delivery of HEIF programme and integration with KEF</p>	<p>£50k p.a. 1FTE KE Support post</p> <p>HEIF funded</p>	<p><i>‘Monitoring and evaluating the impact of our activities’</i>, (UKRI Corporate Plan 2020-21)</p>	<p>Objective 5. Enhance the effectiveness and visibility of our investments in knowledge exchange</p>	<p>2021/22 onwards</p>

Question 3 – Monitoring success

HEIF Governance

Oversight of the HEIF programme will sit with Brunel's newly formed Business and Innovation Board (BIB), which reports directly to the Executive Board and through to the Academic Strategy Committee (ASC). The BIB will ensure that the HEIF strategic objectives are achieved and that appropriate revisions can be made during the timeframes to reflect both expected achievements and changes in the internal and external environment (for example variations in government industrial policy etc). The BIB will have overall responsibility for delivery of HEIF plans, including any revisions to the strategic HEIF priorities and supporting activities, and for implementation of the monitoring and evaluation of all aspects of HEIF, as outlined in more detail below.

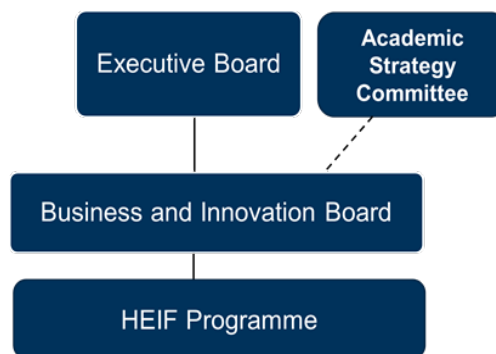


Fig.1 HEIF Governance structure

Managing HEIF spending

All HEIF activities to be funded have a named lead who will be responsible for delivery of the activity, management of the allocated budget, regular reporting and on-going evaluation. We will take a devolved approach to ensure that those with the knowledge and understanding of the activity can manage the implementation, whilst being accountable to the BIB to ensure that funds are used for the purpose intended and deliver value when considered alongside other HEIF investments. The named lead individuals will be responsible for reporting to BIB against the targets for each activity every 6 months and for providing input to the HEIF Community of Practice (see below), in particular for any variations based on what is learnt during the time, and implementing any decisions of the group. A brief annual plan (an expanded version of the table above on planned use of HEIF) will be developed for each activity for approval by the BIB; this will include baseline data wherever possible and will form the basis for progress reporting.

In budgetary terms, our annual HEIF allocation will be set up with a unique sub-code established for each activity and the activity lead will be the budget holder. Each lead will work with the Finance Department to create an annual budget for their activity, against

appropriate budget headings such as salaries, travel, external fees, consumables etc. They will receive monthly budget statements showing monthly and cumulative spend and commitments against their budget. At the programme level, the Chief Business and Innovation Officer (CBIO) will be the overall HEIF budget holder and will have visibility of the amalgamated HEIF budget, with monthly reporting of spend and commitments across the entire programme. CBIO approval will be required for all staff appointments and large items of expenditure in excess of £10k.

Measuring Progress

Progress of HEIF activities will be monitored by the BIB. The annual plans for each activity supported by HEIF will be approved by the BIB. Progress against targets for each activity will be monitored via short six-monthly reports from the activity lead to the BIB. The BIB will review the reports and offer feedback, and will decide whether any non-committed funding for each activity will continue.

We will also extend the use of our existing impact repository for REF impact case studies to our HEIF activities. HEIF activity leads will identify potential case studies for inclusion in the repository, including, for each case study, project activities undertaken, key stakeholders, outcomes and evidence of impact.

Each activity has its own target(s) and there are a range of indicators across all activities reflecting the diversity of initiatives supported in pursuance of our strategic objectives. We already have a robust system to record, monitor and evaluate a number of activities that are continuation activities from the previous HEIF funding period. For example, for engagements with external parties to develop collaborative research funding applications, we track a wide range of indicators, including organisation type (SME, international company, NHS trust etc), location, market sector, source of contact etc and record progress from first contact to eventual successful funding application (and record if and why submissions not made or not successful). This system provides us with a base line of around 2 years of data and will provide hard activity and progress data for items 1.6, 1.7, 3.2, 3.3 and 3.4 in the table above. In addition, we can use the analysis capabilities to segment KPIs by discipline, market, organisation type etc. and also to provide a better understanding of the journey from the initial contact in terms of timescale and cross benefits (e.g. engagement with one organisation leading eventually to collaboration with another). We also have a similar system to record all aspects of the commercialisation process and outcomes with a decade of data for a baseline. This will enable us to track items 2.7 and 2.8 in the table above.

For activities that are new for this HEIF plan, useful baseline data may not exist as it may not have been previously collected in a useable format. For these, 2021/22 data will form the baseline and progress will be monitored thereafter by activity leads and reported as outlined above.

Evaluating outcomes

In addition to the on-going monitoring by the BIB, a mid-term HEIF Progress Review will be carried out half way through the funding period to evaluate short term outcomes to date and the effectiveness of activities in effecting positive change. For example, areas for evaluation will include whether parallel commercialisation approaches increase the

speed to market for University technologies and whether pump priming funding enables SMEs to progress to involvement in much larger collaborative projects. It will also be important to monitor and evaluate the impact of the HEIF initiatives on core 'business as usual' activities to confirm that these are not only generating the expected outcomes but also that they are not adversely affected by all the new activities.

The BIB will establish a working group to undertake the Review, made up of a representative group of professional and academic staff, and, to get input from external stakeholders, members of the University's CEO Forum. Mid-term reports from each activity lead will feed into the Review.

The aims of the Review will be to:

- review the HEIF strategic objectives in light of any material changes in circumstances, internal or external.
- identify strengths and weaknesses of the HEIF programme of activities.
- measure changes and improvements in the innovation outcomes delivered by Brunel's HEIF investments as detailed in the table above.
- review aspects of the HEIF programme which cannot be analysed on the basis of monitoring data alone, such as wider culture change or engagement.
- provide recommendations on how the HEIF programme could be enhanced and improved.
- examine the cost effectiveness of the HEIF programme.

The Review will make recommendations to the BIB about the remainder of the programme, including areas for additional investment and scale up and areas for adjustment or discontinuation. The Review will be reported to the Executive Board and Academic Strategy Committee for approval.

A further Review, organised along similar lines as the mid-term Review, will be undertaken towards the end of the HEIF funding period. Outcomes from the Review will feed into a final HEIF Impact Report to be published in 2025, and will inform plans for the next stage of HEIF.

Identifying Lessons Learned

We will establish a Knowledge Exchange (KE) 'community of practice', initially comprising of the professionals involved in management of HEIF activities. The community of practice, through a self-reflection approach, will meet on a quarterly basis to exchange and discuss learnings from delivery of the HEIF programme of activities. It will develop a learning log which will show progress throughout the funding period. A focus of the discussions will be to identify approaches and good practice that may be transferable to other KE activities, how to continue and embed the relevant approach, and how to implement any changes or scale up the benefits of any approaches across the University. The community of practice will also be a forum for reflection more broadly on how to embed culture change and support a more entrepreneurial environment. The learning log and example case studies will be incorporated into a report, with recommendations, to the mid-term Review.

The community of practice will be expanded to include other KE professionals over time and will make a significant contribution to the development of our KE capacity by: i) ensuring the development of clearly articulated and shared standards and expectations for KE activities ii) providing opportunities for staff development and professional

recognition for KE staff iii) enabling consistent interpretation and implementation of policies at a University and local level iv) allowing for the tailoring of support to KE activities, depending on their scale and complexity v) providing a scalable model for wider KE engagement vi) enabling approaches that support innovation and agility and vii) supporting opportunities to learn and improve how we do things.

Summary of monitoring and evaluation plans

A summary of the internal reporting and monitoring framework is shown below:

Internal reporting/monitoring	Timing	Output/outcome
Meetings of KE community of practice	Quarterly	Learning log; Reports for mid-term review and HEIF Impact Report
Progress reports from HEIF activity leads to Business Innovation Board	Six monthly	Progress reviewed, feedback provided and activity (dis)continuation confirmed
Mid-term HEIF Progress Review	Mid-point of funding period	Early outcomes evaluated, strategic objectives refined and activities re-aligned
HEIF Impact Report 2021-25	Final year of funding period	Outcomes of HEIF 21-25 widely disseminated; HEIF plans for 2025 onwards developed