

RE-P-2020-03-Annex B

# Coventry University

## HEIF Accountability Statement

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

Return date: 21 May 2021

Return as Microsoft Word file to: [KEPolicy@re.ukri.org](mailto:KEPolicy@re.ukri.org)

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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.*

The **Coventry University Group (CUG)** is significant in its reach and representation - through Coventry University Higher Education Corporation and its subsidiary organisations; including Coventry University itself, additional campuses in London and Wrocław; and CU campuses in Coventry, Scarborough, and Barking & Dagenham. CUG also incorporates Coventry University Online; the National School of Education and Teaching, and sponsorship of the Better Futures Multi-Academy Trust. CUG enterprise and innovation programmes and global engagement activities are supported and delivered by its professional service subsidiaries; including **CU Services Ltd**, **Coventry University Enterprises Ltd**, **CU Social Enterprise CIC**, and **CU Management Services Ltd**.

The [Coventry University Group 2021 Corporate Strategy](#) set out the institutional values, achievements, and ambitions of the University Group, underpinned by the vision to be 'a leading provider of innovative education and impactful research on a national and global scale'. Building on multiple achievements and accolades, the strategy focused on two key priorities - that research would have originality, significance and rigour, and a world-leading reputation, and that engagement with business would support social and economic prosperity – all within a local, national and international knowledge economy.

The enterprise and innovation landscape is dynamic, particularly with the introduction of the Knowledge Exchange Framework (KEF), the KE Concordat, and a changing funding landscape - including launch of the UK Government [Build Back Better Plan](#), and the [UK Research and Development Roadmap](#). As evidenced in Q2 below, future KE activity at CUG will align with all three "Build Back Better" pillars of investment (infrastructure, skills, innovation) and support development of the foundation on which to build economic recovery. The UK Government is also moving to align innovation funding to strategic national priorities, which will be defined in part by the future launch of the Places R&D Strategy, Innovation

Strategy, and R&D People and Culture Strategy. Furthermore, we are seeing a devolution of powers to local structures as part of the ‘Levelling Up’ agenda, and more generally an increased drive for universities to commercialise income from their technology and services.

In line with the drive for devolution, CUG actively engages with sub-regional networks, policy, and local government structures; including the **Midlands Engine** (e.g. as contract holder for the £7m Midlands Engine Mental Health & Productivity Pilot), the **West Midlands Combined Authority**; the **Coventry & Warwickshire (CW) Local Enterprise Partnership**, and **CW Growth Hub**. KE activity in Coventry will directly support the [CWLEP Strategic Reset Framework](#), and “*greater adoption of digital, clean and green technologies, drawing on innovations in other sectors, and diversifying and embracing new market opportunities*”. The CW Growth Hub is a key delivery partner in a new ERDF-funded CUG programme (uXPLORE) of innovation support for local SMEs to capitalise on digital technologies and 5G-enabled infrastructure. CUG is also a key stakeholder in the **Coventry City of Culture 2021** programme of events - working with the Coventry City of Culture Trust and stakeholders across the region to ensure the event secures a sustained and tangible legacy. Our core activities also align with the current economic reset and recovery agenda; working with our stakeholders and partners to accelerate recovery and identify opportunities to stimulate growth, promote innovation, develop new technologies, provide supporting infrastructure, and catalyse inward investment.

It is within this changing landscape that the Coventry University Group has developed an updated strategy – “**Creating Better Futures**”, **Coventry University Group 2030 Strategy**, subject to final approval by the Board of Governors in July 2021. Building on existing strengths and successes, this new strategy provides the overarching context for KE activity and directly informs the institutional plans for HEIF. The strategy provides a framework against which we can assess progress, and measure impacts and benefits (through dedicated monitoring and evaluation processes). The vision of the CUG 2030 Strategy is for Coventry University to be recognised as ‘*a global Group with a reputation for equity and innovation in education that empowers students and communities to transform their lives and society through teaching, learning, research and enterprise*’. The strategy is underpinned by four core themes - **Education & Student Experience; Research & Impact; Global University; and Enterprise & Innovation**.

As defined in the CUG 2030 Strategy, and specifically within the core Enterprise & Innovation theme, the University will “*build value-led global strategic partnerships and alliances with businesses, local, national and international organisations, and governments - supporting innovation and the co-creation of knowledge*”. The core themes are underpinned by strategic enablers, which focus on people, digital and physical connectivity, social impact, and institutional sustainability. Through continuous improvement, transformation, and sustained investment, CUG will increase its capability and effectiveness to deliver high-quality enterprise and innovation activities in line with its overall mission, vision and values.

Specific KE activities will include support for economic development, and local growth and regeneration in the towns, cities, and regions where the University has an established presence (Coventry, Scarborough, Barking & Dagenham). The University will continue to evolve its enterprise and innovation offer, which combined with new (and existing) research activity will result in a high-profile portfolio of research and innovation facilities - both on, and off-campus. This will include a series of innovation districts, bringing together innovators, entrepreneurs, researchers, creatives and investors to work together to create the conditions for significant economic growth.

In summary terms, the specific aims of the Enterprise & Innovation theme are to:

- Expand enterprise, innovation and KE activities across all campus and delivery locations
- Underpin the civic and anchor institution role of the University Group  
(*by supporting enterprise development, local growth and regeneration*)
- Develop an ecosystem to provide a dynamic enterprise and innovation environment

*(for students, staff, communities and businesses)*

- Establish the University Group as a sector leading professional development programme provider
- Improve the commercialisation of our research and knowledge  
*(to reflect the quality of CUG transdisciplinary research and to enhance its impact)*

This will be achieved through the delivery and scale up of activities in six key areas - **Strategic Partnerships; Innovation Ecosystem; Creativity, Enterprise and Entrepreneurship; Knowledge Exchange; Commercialisation of Research and Innovation;** and **Professional Development.**

The unprecedented growth that Coventry University has experienced locally, nationally and internationally over the last ten years has led to operational complexity, with enterprise and innovation activity undertaken in many disparate parts of the institution. Each area has directly supported engagement with businesses and a wide range of public sector organisations across multiple sectors in local, national, and international markets. This activity continues to cover the wide range of KE; including IP commercialisation, collaborative and contract research, consultancy, skills and workforce development, strategic partnership management, specialist SME support, and civic university engagement responsibilities.

A new **Enterprise & Innovation Organisation (EIO)** was therefore created on the 1<sup>st</sup> October 2020 – bringing together the disparate parts of the institution to organise, operate and deliver a step change in performance and impact of all KE activities. With the creation of 129 new roles, the organisation is structured around five key EIO Pillars, as outlined below (with associated head count) :-

- Innovation Ecosystem (IE) Pillar (86)
- Product (Pr) Pillar (1)
- Sales & Account Management (S&AM) Pillar (11)
- Commercial Management (CM) Pillar (10)
- Operations (Ops) Pillar (21)

The new EIO will work directly with four Associate Deans (*Enterprise*) and twelve Associate Heads of School (*Enterprise*) in the **Faculty of Arts & Humanities, Faculty of Business & Law, Faculty of Engineering, Environment & Computing,** and the **Faculty of Health & Life Sciences.** The EIO will also work closely with eight new Research Institutes (and their respective academic and professional service teams) - **Health & Wellbeing; Clean Growth & Future Mobility; Complex Systems; Sustainability, Equity & Resilience; Peace, Security and Social Justice; Global Learning; Creative Cultures;** and **Responsible Business, Economies & Society.** Combining the existing transdisciplinary areas of research excellence across CUG, the new challenge-led Research Institutes will deliver research impact through co-creation and close collaboration with a wide range of academic and non-academic partners – local, national, and international. Research activities will be strongly aligned with the fundamental principles of the [UK Research and Development Roadmap](#) in addressing key global challenges; including net zero carbon emissions, economic, environmental and societal resilience, and improving citizen health & wellbeing, prosperity, security, productivity, and quality of life.

With a focus on tackling economic, environmental, cultural and social challenges, the EIO will support the Research Institutes and Faculties to deliver against all core themes of the CUG 2030 Strategy; including value-add activities in support of the **Education & Student Experience** agenda. Whilst continuing and growing many of the existing KE activities (with a critical focus on the KEF and requirements of the KE Concordat), HEIF funding will be utilised to drive forward KE from 2021-25, and will be combined with direct investment from Coventry University, other grant funding, and commercial income to create the required step change in KE performance and impact.

## 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.*

<b>Planned areas of HEIF supported KE activity</b> Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations	<b>HEIF Support</b> How HEIF will be used to support the project?	<b>HEIF Priorities</b> How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	<b>Strategic Objectives</b> Which institutional strategic KE objective does this relate to?	<b>Indication of Timescales</b>
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Subject to final approval by the Coventry University Board of Governors in July 2021, HEIF supported KE activity will deliver against the following Tier 1 and Tier 2 metrics, as part of the Coventry University Group 2030 Strategy:-

<b>Tier 1</b>					
<b>KE Metric/Target</b>	<b>2020/21 (Benchmark)</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
Enterprise Income	£21,100,000	£24,500,000	£28,000,000	£31,500,000	£34,950,000
SME Interactions	10,000	10,000	10,000	10,000	10,000
<b>Tier 2</b>					
<b>KE Metric/Target</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
Collaborative Research Income	£6,000,000	£6,500,000	£7,000,000	£7,500,000	£8,000,000
Contract Research Income	£1,000,000	£1,500,000	£2,000,000	£2,500,000	£3,000,000
CPD Income	£6,000,000	£8,000,000	£10,000,000	£12,000,000	£14,000,000
Consultancy	£6,000,000	£6,300,000	£6,600,000	£6,900,000	£7,200,000
Industry Research Studentships	50	50	55	60	70
Knowledge Transfer Partnerships	15	10	12	15	15
Facilities & Equipment Income	£2,100,000	£2,200,000	£2,400,000	£2,600,000	£2,750,000
New Patents	21	16	20	24	28
New Licenses	18	6	8	10	15
New Start-Up/Spin-Out Businesses	35	40	45	50	55
Active Spin-Outs (Turnover)	£57,000	£65,000	£75,000	£90,000	£100,000
External Spin-Out Investment (Average)	£1,700,000	£2,000,000	£2,200,000	£2,400,000	£2,600,000
IP Income (% of Research Income)	0.20%	0.20%	0.25%	0.50%	1%

At a more detailed level, Coventry University Group will develop and deliver the following activities or projects against the seven KEF perspectives:-

Planned areas of HEIF supported KE activity	HEIF Support	HEIF Priorities	Strategic Objectives	Timescales
<p><b>1. Research Partnerships</b></p> <p><b>Core Activities</b> The core activities facilitated under the KEF “Research Partnerships” perspective will include support for academic staff to exploit collaborative research opportunities, and engage with external organisations and strategic partners through a wide range of professional networks, conferences, workshops, seminars, and events.</p> <p><b>Project Activities</b> Specific project activities will include an <b>Early Career Researcher (ECR) Engagement Programme</b> - enabling ECRs to engage with non-academic partners, develop their non-academic networks, and attend conferences, workshops, seminars and events. A <b>Non-Academic Partner Co-Authorship Programme</b> will be established to stimulate co-authorship of quality research papers/publications with non-academic partners, and an <b>Industry Researcher Exchange Programme</b> to support staff exchanges/secondments with non-academic partners.</p>	<p>Subject to annual HEIF funding variances (2021-25), the HEIF support has been calculated by taking the CUG 2020/21 HEIF allocation (<b>£2,683,202</b>) as a benchmark. The HEIF funding will be combined with direct investment from CUG, other grant funding, and commercial income to support the listed activities.</p> <p>For “Research Partnerships”, <b>4.41%</b> of the total HEIF allocation will be invested directly into KE posts within the IE Pillar, and the CM Pillar of the Enterprise &amp; Innovation Organisation.</p> <p><b>6.52%</b> of the total HEIF allocation will be invested into the project/programme activities described in column 1.</p>	<p><b>Build Back Better</b> Infrastructure, Skills, Innovation</p> <p><b>UK R&amp;D Roadmap</b></p> <ol style="list-style-type: none"> <li>Driving collaboration and partnership</li> <li>Securing economic and social benefits from research</li> </ol> <p><b>HEIF Infrastructure Category</b></p> <ol style="list-style-type: none"> <li>Facilitating the research exploitation process</li> <li>Knowledge sharing and diffusion</li> <li>Exploiting the physical assets of the HEI</li> </ol> <p><b>KEF Metric</b></p> <ol style="list-style-type: none"> <li>Contribution to collaborative research (cash) as proportion of public funding</li> <li>Co-authorship with non-academic partners as a proportion of total outputs (data provider TBD)</li> </ol>	<p><b>CU Group 2030 Strategy</b></p> <p><b>Priority E&amp;I Themes</b> Strategic Partnerships Innovation Ecosystem Knowledge Exchange</p> <p><b>KE Metrics</b> Enterprise Income Collaborative Research Income</p>	<p>Ongoing</p>

Planned areas of HEIF supported KE activity	HEIF Support	HEIF Priorities	Strategic Objectives	Timescales
<p><b>2. Working with Business</b></p> <p><b>Core Activities</b> The core activities facilitated under the KEF “Working with Business” perspective will include facilitation of contract research and consultancy services, and access to specialist facilities for SME and non-SME businesses. Support will be provided (in parallel) for academic staff to exploit opportunities and engage SME and non-SME businesses through a wide range of professional networks, conferences, workshops, seminars, and events. Targeted support will also be provided to develop Knowledge Transfer Partnerships opportunities and industry partner-sponsored studentships (PhD, MRes).</p> <p><b>Project Activities</b> Specific project activities will include an <b>Early Career Researcher (ECR) Contract Research &amp; Consultancy Programme</b> - supporting ECRs to develop their contract research and consultancy profiles, secure new contracts and investment. Targeted support will also be provided to specialist <b>SME Business Advisors</b> to develop their consultancy profiles to deliver greater SME productivity and growth.</p>	<p>For “Working with Business”, <b>14.68%</b> of the total HEIF allocation will be invested directly into KE posts within the IE Pillar, and the S&amp;AM Pillar of the Enterprise &amp; Innovation Organisation.</p> <p><b>7.00%</b> of the total HEIF allocation will be invested into the project/programme activities described in column 1.</p>	<p><b>Build Back Better</b> Skills, Innovation</p> <p><b>UK R&amp;D Roadmap</b></p> <ol style="list-style-type: none"> <li>1. Securing economic and social benefits from research</li> </ol> <p><b>HEIF Infrastructure Category</b></p> <ol style="list-style-type: none"> <li>1. Facilitating the research exploitation process</li> <li>2. Knowledge sharing and diffusion</li> <li>3. Exploiting the physical assets of the HEI</li> </ol> <p><b>KEF Metric</b></p> <ol style="list-style-type: none"> <li>1. Innovate UK income (KTP and grant) as proportion of research income (Innovate UK)</li> <li>2. HE-BCI contract research income with SME and non-SME businesses (normalised by HEI) income</li> <li>3. HE-BCI Consultancy and facilities income with SME and non -SME businesses (normalised by HEI) income</li> </ol>	<p><b>CU Group 2030 Strategy</b></p> <p><b>Priority E&amp;I Themes</b> Strategic Partnerships Innovation Ecosystem Knowledge Exchange</p> <p><b>KE Metrics</b> Enterprise Income SME Interactions Industry Studentships KTPs</p> <p><b>Other Income</b> Contract Research Consultancy Facilities &amp; Equipment</p>	<p>Ongoing</p>



Planned areas of HEIF supported KE activity	HEIF Support	HEIF Priorities	Strategic Objectives	Timescales
<p><b>3. Working with the Public &amp; Third Sector</b></p> <p><b>Core Activities</b> The core activities facilitated under the KEF “Working with the Public &amp; Third Sector” perspective will include facilitation of contract research and consultancy services, and access to specialist facilities for public and third sector organisations. Support will be provided (in parallel) for academic staff to exploit opportunities and engage public and third sector organisations through a wide range of professional networks, conferences, workshops, seminars, and events. Targeted support will also be provided to develop partner-sponsored studentships (PhD, MRes).</p> <p><b>Project Activities</b> Specific project activities will include an <b>Early Career Researcher (ECR) Contract Research &amp; Consultancy Programme</b> - supporting ECRs to develop their contract research and consultancy profiles, secure new contracts and investment.</p>	<p>For “Working with the Public &amp; Third Sector”, <b>4.86%</b> of the total HEIF allocation will be invested directly into KE posts within the IE Pillar, and the S&amp;AM Pillar of the Enterprise &amp; Innovation Organisation.</p> <p><b>2.80%</b> of the total HEIF allocation will be invested into the project/programme activities described in column 1.</p>	<p><b>Build Back Better</b> Skills, Innovation</p> <p><b>UK R&amp;D Roadmap</b></p> <ol style="list-style-type: none"> <li>1. Securing economic and social benefits from research</li> </ol> <p><b>HEIF Infrastructure Category</b></p> <ol style="list-style-type: none"> <li>1. Facilitating the research exploitation process</li> <li>2. Supporting the community &amp; public engagement</li> <li>3. Knowledge sharing and diffusion</li> <li>4. Exploiting the physical assets of the HEI</li> </ol> <p><b>KEF Metric</b></p> <ol style="list-style-type: none"> <li>1. HE-BCI contract research income with the public and third sector normalised by HEI income</li> <li>2. HE-BCI Consultancy and facilities income with the public and third sector normalised by HEI income</li> </ol>	<p><b>CU Group 2030 Strategy</b></p> <p><b>Priority E&amp;I Themes</b> Strategic Partnerships Innovation Ecosystem Knowledge Exchange</p> <p><b>KE Metrics</b> Enterprise Income Studentships</p> <p><b>Other Income</b> Contract Research Consultancy Facilities &amp; Equipment</p>	<p>Ongoing</p>

Planned areas of HEIF supported KE activity	HEIF Support	HEIF Priorities	Strategic Objectives	Timescales
<p><b>4. Skills, Enterprise &amp; Entrepreneurship</b></p> <p><b>Core Activities</b> The core activities facilitated under the KEF “Skills, Enterprise &amp; Entrepreneurship” perspective will include support for the design and delivery of CPD/short courses for career development, bespoke training, business skills, and entrepreneurship (including co-creation with partners). Other activities will include enterprise and entrepreneurship training and targeted start-up or entrepreneurship support for academics and students.</p> <p><b>Project Activities</b> Specific project activities will include a strategic focus on high-value CPD/skills/training tenders, a <b>Graduate Start-Up Programme</b>, and an <b>Entrepreneur in Residence Programme</b>.</p>	<p>For “Skills, Enterprise &amp; Entrepreneurship”, <b>23.60%</b> of the total HEIF allocation will be invested directly into KE posts within the IE Pillar, S&amp;AM Pillar, and CM Pillar of the Enterprise &amp; Innovation Organisation.</p> <p><b>6.52%</b> of the total HEIF allocation will be invested into the project/programme activities described in column 1.</p>	<p><b>Build Back Better</b> Skills, Innovation</p> <p><b>UK R&amp;D Roadmap</b></p> <ol style="list-style-type: none"> <li>1. Supporting entrepreneurs and start-ups</li> <li>2. Attracting, retaining and developing talented, diverse people and teams</li> </ol> <p><b>Student Benefits</b> Engaging students and graduates (c5000/annum) in enterprise and entrepreneurship activities (including in start-ups and spin-out activities)</p> <p><b>HEIF Infrastructure Category</b></p> <ol style="list-style-type: none"> <li>1. Skills and human capital development</li> <li>2. Knowledge sharing and diffusion</li> <li>3. Enterprise and entrepreneurship</li> <li>4. Exploiting the physical assets of the HEI</li> </ol> <p><b>KEF Metric</b></p> <ol style="list-style-type: none"> <li>1. HE-BCI CPD/CE income normalised by HEI income</li> <li>2. HE-BCI CPD/CE learner days delivered normalised by HEI income</li> <li>3. HE-BCI Graduate start-ups rate by student FTE</li> </ol>	<p><b>CU Group 2030 Strategy</b></p> <p><b>Priority E&amp;I Themes</b> Strategic Partnerships Creativity, Enterprise and Entrepreneurship Professional Development</p> <p><b>KE Metrics</b> Enterprise Income CPD Income Graduate Start-Ups</p>	<p>Ongoing</p>

Planned areas of HEIF supported KE activity	HEIF Support	HEIF Priorities	Strategic Objectives	Timescales
<p><b>5. Local Growth &amp; Regeneration</b></p> <p><b>Core Activities</b> The core activities facilitated under the KEF “Local Growth &amp; Regeneration” perspective will include direct support for external organisations and academic staff to source regeneration and development income to access a range of services and specialist facilities.</p> <p>This includes supporting access to specific funding streams linked to the UK Government Build Back Better Strategy (Levelling Up Fund, Towns Fund), the Community Renewal Fund, Strength in Places Fund, and Shared Prosperity Fund.</p> <p>There will also be direct engagement with policy makers, and an additional focus on future UK Government strategy; including Innovation, Places R&amp;D, and R&amp;D People and Culture.</p>	<p>For “Local Growth &amp; Regeneration”, <b>1.83%</b> of the total HEIF allocation will be invested directly into KE posts within the CM Pillar of the Enterprise &amp; Innovation Organisation.</p> <p><b>11.18%</b> of the total HEIF allocation will be invested into direct support for eligible SMEs to access regeneration and development income.</p>	<p><b>Build Back Better</b> Infrastructure, Innovation</p> <p><b>UK R&amp;D Roadmap</b></p> <ol style="list-style-type: none"> <li>1. Driving collaboration and partnership</li> <li>2. Securing economic and social benefits from research</li> </ol> <p><b>HEIF Infrastructure Category</b></p> <ol style="list-style-type: none"> <li>1. Knowledge sharing and diffusion</li> <li>2. Exploiting the physical assets of the HEI</li> </ol> <p><b>KEF Metric</b></p> <ol style="list-style-type: none"> <li>1. Regeneration and development income from all sources (normalised by HEI) income</li> <li>2. Additional narrative/contextual information</li> </ol>	<p><b>CU Group 2030 Strategy</b></p> <p><b>Priority E&amp;I Themes</b> Strategic Partnerships Innovation Ecosystem</p>	<p>Ongoing</p>

Planned areas of HEIF supported KE activity	HEIF Support	HEIF Priorities	Strategic Objectives	Timescales
<p><b>6. IP &amp; Commercialisation</b></p> <p><b>Core Activities</b> The core activities facilitated under the KEF “IP &amp; Commercialisation” perspective will include specialist patenting, licensing, and start-up advice, access to investment funding, and management of investor/business angel networks. Additional support will be provided for due diligence and market analysis, and access to physical and virtual incubator and accelerator spaces.</p> <p>Following significant investment in research over the last seven years of the REF cycle, the University Group will embark on a <b>Continuous Improvement Programme</b> to drive the development of new/updated IP policies, procedures, and processes, data platforms and asset management systems. There will be an additional focus on staff capacity building, associated reward and recognition policies, and the creation of <b>Research Institute and Faculty IP Champions</b>.</p> <p><b>Project Activities</b> Specific project activities will include an <b>Early Career Researcher IP Development Programme</b> - targeting ECRs to build IP knowledge and awareness, and management of an internal <b>IP Proof of Concept, Development &amp; Investment Fund</b></p>	<p>For “IP &amp; Commercialisation”, <b>9.15%</b> of the total HEIF allocation will be invested directly into KE posts within the IE Pillar, S&amp;AM Pillar, and CM Pillar of the Enterprise &amp; Innovation Organisation.</p> <p><b>7.45%</b> of the total HEIF allocation will be invested into the project/programme activities described in column 1.</p>	<p><b>Build Back Better</b> Innovation</p> <p><b>UK R&amp;D Roadmap</b></p> <ol style="list-style-type: none"> <li>1. Securing economic and social benefits from research</li> <li>2. Supporting entrepreneurs and start-ups</li> </ol> <p><b>HEIF Infrastructure Category</b></p> <ol style="list-style-type: none"> <li>1. Commercialisation of research (technology transfer)</li> <li>2. Exploiting the physical assets of the HEI</li> </ol> <p><b>KEF Metric</b></p> <ol style="list-style-type: none"> <li>1. Estimated current turnover of all active firms per active spinout</li> <li>2. Average external investment per formal spinout</li> <li>3. Licensing and other IP income as proportion of research income</li> </ol>	<p><b>CU Group 2030 Strategy</b></p> <p><b>Priority E&amp;I Themes</b> Innovation Ecosystem Commercialisation of Research and Innovation</p> <p><b>KE Metrics</b> New Patents New Licenses Academic Staff Start-Ups Spin-Out Turnover Spin-Out Investment IP Income</p>	<p>Ongoing</p>

Planned areas of HEIF supported KE activity	HEIF Support	HEIF Priorities	Strategic Objectives	Timescales
<p><b>7. Public &amp; Community Engagement</b></p> <p><b>Core Activities</b> Coventry University Group (CUG) has an historical bond with the people of Coventry that has developed and grown with the communities surrounding its other campus operations across the UK (Barking &amp; Dagenham, Scarborough).</p> <p>Public &amp; Community Engagement is core to the Coventry University 2030 Group Strategy with a focus on access and inclusion, health and wellbeing, and social enterprise.</p> <p>CUG aligns its institutional interests with those of the local communities in each campus location, focusing on societal advancement and inclusive growth. The approach to community engagement is informed by the economic and societal needs of local residents, and is embedded across teaching, research and knowledge exchange whilst prioritising issues associated to place. CUG co-create, co-invest, and co-deliver with our communities through research, events, student and staff volunteering, and direct community-facing programmes to meet real-world challenges.</p>	<p>As a core activity of CUG, “Public &amp; Community Engagement” will be supported by direct investment from CUG, and other grant funding to deliver against the institutional mission.</p>	<p><b>Build Back Better</b> Skills</p> <p><b>UK R&amp;D Roadmap</b></p> <ol style="list-style-type: none"> <li>1. Driving collaboration and partnership</li> <li>2. Attracting, retaining and developing talented, diverse people and teams</li> </ol> <p><b>HEIF Infrastructure Category</b></p> <ol style="list-style-type: none"> <li>1. Skills and human capital development</li> <li>2. Supporting the community &amp; public engagement</li> <li>3. Knowledge sharing and diffusion</li> <li>4. Enterprise and entrepreneurship</li> </ol> <p><b>KEF Metric</b></p> <ol style="list-style-type: none"> <li>1. Self-assessment-based metric</li> <li>2. Additional narrative/contextual information</li> </ol>	<p><b>CU Group 2030 Strategy</b></p> <p><b>Priority E&amp;I Themes</b> Innovation Ecosystem Creativity, Enterprise and Entrepreneurship Knowledge Exchange</p>	<p>Ongoing</p>

### 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.*

Knowledge Exchange (KE), enterprise, and innovation activities remain a core and essential component of the CUG operation (as defined in the Coventry University 2021 Corporate Strategy and the Coventry University Group 2030 Strategy). The current KE Strategy (and HEIF allocation) has significantly enhanced the reputation of Coventry University with strategic business partners and local and national government departments - creating multiple opportunities for staff, students, partners and communities. The University has been successful in expanding its KE operation and there has been a substantial increase in this activity across a wide range of areas. This is reflected in the figures returned as part of the HE-BCI Survey which has seen a rise in overall income generation by the Group - from **£29.4m** (2009/10), to **£49.1m** (2015/16), and **£68.3m** (2019/20).

As an active participant of the KEF 2018/19 Pilot, CUG has also continued to develop best practice in line with the confirmed KEF metrics and the proposed KE Concordat. Working with Research England, the University has also continued to promote understanding of the KEF through joint podcasts, engaged in national discussions on in-kind collaboration metrics (published by Research England in February 2021), and joined the KE Concordat Development Year with submission of a 2021 Action Plan.

With publication of the KEF results in March 2021, CUG delivered strongly against all seven KEF perspectives and were ranked in the top 10% of English Higher Education Institutions for public and community engagement and IP commercialisation, in the top 20% for skills, enterprise and entrepreneurship, and top 30% for local growth and regeneration. The KEF outcomes clearly demonstrate the CUG reach and engagement with business and society. The results also reflect the outstanding quality and range of projects and support programmes Coventry University Group delivers to local businesses and organisations across its Coventry, London and Scarborough campuses.

In order to measure progress at an institutional level, evaluate outcomes, and identify lessons learned in delivering against the specific aims of the enterprise & innovation theme, CUG will continue to make use of existing (robust and transparent) monitoring and evaluation systems. A bespoke Business Intelligence Database (developed by the Coventry University Strategic Planning & Analytics Office) will continue to be used to collate all metrics and Key Performance Indicators (KPIs) relating to the CUG 2030 Strategy. All activity relating to education and the student experience, research and impact, enterprise and innovation,

and globalisation will be recorded. The Strategic Planning & Analytics Office use a visual dashboard function to illustrate progress against all metrics/KPIs, with data captured on a quarterly basis. Summarised from the response to Q2 above, the capture and evaluation of Coventry University Group KE metrics will therefore follow this same pattern, focusing on the following:-

- Enterprise Income
- SME Interactions
- Collaborative Research Income
- Contract Research Income
- CPD Income
- Consultancy
- Industry Research Studentships
- Knowledge Transfer Partnerships
- Facilities & Equipment Income
- New Patents
- New Licenses
- New Start-Up/Spin-Out Businesses
- Active Spin-Outs (Turnover)
- External Spin-Out Investment (Average)
- IP Income (% of Research Income)

All of the above KE metrics will be formally reviewed by the [Commercial Advisory Committee](#) (CAC) and [Board of Governors](#) (BoG) on a quarterly basis as above. The CAC is responsible for reviewing and supporting commercial activities across Coventry University Group, and providing assurance to the BoG that the activities support the enterprise and innovation theme of the Group 2030 Strategy. The diverse membership of the CAC is drawn from the BoG, Non-Executive and Executive representatives, who bring significant experience across multiple sectors, and both public and private sector backgrounds. The subsidiary companies within the remit of the CAC are determined by the BoG, and currently includes CU Services Limited, FutureLets Limited, PeoplesFuture Limited (trading as FutureWorks) and Coventry University Enterprises Limited.

The HEIF budget will continue to be reviewed on a monthly basis by the Enterprise & Innovation Organisation (EIO) Senior Management Team, with revised financial forecasts produced on a quarterly basis – based on historical activity, and predicted spend. This approach (combined with the quarterly review of KE metrics), will allow the Enterprise & Innovation Organisation (EIO) to rapidly identify any areas of the 2030 Group Strategy which require refocusing of resources to tackle any forecasted shortfall in performance.

Having joined the **KE Concordat** Development Year and agreed the submission of a 2021 Action Plan, Coventry University will update and improve existing monitoring policies, processes, and procedures to address each of the eight principles of the KE Concordat. The work will be undertaken against a backdrop of continuous improvement to demonstrate the success of all KE activities. This will include updating policies and processes to increase clarity and visibility (both internally and externally), a commitment to transparency, inclusivity and equality, and appropriate reward and recognition for staff and students. Capacity building, effective client/partner engagement, and sharing best practice with peers will also be key areas of focus. Subject to final institutional approval, specific actions may include development of updated IP policies and associated processes, a new strategy for sales & account management, creation of a new feedback and development process (at portfolio level), development of an updated product strategy, and investment in a wider marketing and external engagement recognition programme for KE.

CUG have established a standardised approach that all large-scale delivery programmes or commercial activities are underpinned with a dedicated monitoring, evaluation and reporting framework. The approach

to evaluation is typically a mixed method, combining qualitative and quantitative evidence. For longer-term activities, CUG employ a combination of process (formative) and impact (summative) evaluation. In addition, CUG design and deliver programmes or interventions according to a theory of change logic model, enabled thorough review and assessment of activities, inputs, outputs, outcomes and impacts.

All of this activity will support the fundamental KE Concordat principle of “evaluating success” through regular monitoring and review of KE performance (as described in the sections above). This approach will enable clearer evaluation and assessment of outcomes, identification of good practice and lessons learned, and application of this learning back into standard operating practices.