

RE-P-2020-03-Annex B

De Montfort University (DMU)

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.

(max 2 pages of A4)

De Montfort University Leicester (DMU) is committed to producing knowledge exchange which delivers public benefits. The Strategic Plan for 2018-23 outlines the university's commitment to local growth and regeneration, to creating new knowledge, and to supporting transformation initiatives in line with the [Government's R&D Roadmap](#), and regional challenges identified by partners such as the [Leicester and Leicestershire Economic Partnership \(LLEP\)](#).

The key thematic areas for knowledge exchange that guide DMU's HEIF plans are:

- Regional focus on working with businesses
- Local growth and regeneration
- Public and community engagement
- Skills, enterprise and entrepreneurship
- Innovation and research partnerships

Theme 1: Regional focus on working with businesses

DMU aims to be the partner of choice for local organisations and communities to address local and regional economic and societal issues. We are an active member of industry forums such as the LLEP, IoD, East Midlands Chamber, CBI, FSB and local business networks, developed the city's [MIT-Reap programme](#) and have strategic relationships

with Leicester City Council, Leicestershire County Council the Midlands Engine and Enterprising Universities. Our priorities and strategy are therefore informed by this engagement and underpinned by data. We know our region has lower productivity levels than the national average, and that employers report a lack of candidates with higher technical skills, managerial training and digital skills. Further, the [Midlands has the lowest R&D spend in the country](#). Our collaborative solution is to work with partners and use our specialisms in fields such as design, leadership and management, AI, and cyber security to address these challenges. We regularly consult regional businesses to ensure that our research, training and support meets the needs of industry in line with the aims of the [Government's R&D Roadmap](#) to unlock new discoveries and apply research and innovation to solve our most pressing problems in government, industry and across society.

Over the next five years we aim to deepen our existing regional business connections and make new ones as we improve our capacity for knowledge exchange. Our new infrastructure of KE roles will enable us to maximise opportunities with businesses on a local, regional and national level and our cross-discipline approach will drive regional growth and collaboration with external organisations. We will improve internal processes to ensure that it is easy for businesses to find the help they need from DMU and enhance opportunities for effective KE activities.

Theme 2: Local growth and regeneration

DMU is a civic university and anchor institution that champions the economic and social development of the city and county of Leicester and Leicestershire, tackling challenges laid out in the [Government's levelling up agenda](#). We also play a key role in the Midlands as one of seven entrepreneurial universities that form Midlands Enterprise Universities, supporting the Midlands Engine for Growth and driving economic development. As outlined in Theme 1, DMU ensures its activities are aligned with local priorities, such as the [LLEP's Economic Recovery Plan](#) produced to support economic recovery from the effects of the Covid-19 pandemic.

We aim to provide relevant and expert regional strategic input by engaging and educating the local business community through courses, consultancy, CPD, KTPs and other KE activities, such as improved market intelligence of local business needs and Covid-19 recovery planning.

Over the next five years we will increase our capacity to support growth and regeneration by securing new collaborative regional opportunities working with employers and civic partners. This in turn will enable us to develop projects specifically tailored to business and community needs. An example of this is our role as digital partner of the East Midlands Chamber's [Upscaler programme](#) to support the digital transformation of ambitious SMEs in the region.

Theme 3: Public and community engagement

DMU's KE activities support the dissemination of knowledge and impact to the benefit of public engagement, and it is important that we maintain a way to bring research back into the community. Leicester has one of the youngest populations in the UK, with 26% aged 16-29 years old, and one of the most diverse, with more than 100 languages spoken. We believe we have a key role to play by sharing university expertise with as wide an audience as possible.

We aim to build on the success of large-scale online knowledge exchange events such as TEDx, Demo at De Montfort and the annual Entrepreneurship Day which are open to the public. HEIF funding will also support **Local+**, a joint venture with Leicester City

Council that sees academics work on community projects to improve the lives of thousands. This ground-breaking programme sees academics work within the council to solve societal and economic challenges.

Theme 4: Skills, enterprise and entrepreneurship

DMU drives up skills through a wide range of CPD courses and is a leading provider of apprenticeship programmes, co-created with employers and industry bodies in line with the [Government's Build Back Better](#) plans to deliver 'skills' as a core pillar for growth, and identified as a particular issue for our region. Our KE team works with key partners and businesses to create pathways and links, identifying skills needs and helping to address regional skills gaps in order to create skills progression pathways that enable high levels of staff retention and build a highly skilled workforce. We are part of [programme to increase graduation retention](#) in Leicester working with Leicester City Council. We are also leading work to address a lack of [diversity in businesses](#) in the city, county and region by supporting employers to adopt different hiring practices.

We will aim to create a regional entrepreneurial ecosystem that drives innovation and economic impact by working with key stakeholders, and feeding results back to enrich its learning, teaching and research. We intend to develop and drive forward our entrepreneurial activities with dedicated space and programmes to support both student and local start-up businesses supporting RE-OfS student benefits in KE. Central to this is DMU Works Enterprise, which runs enterprise events, start-up bootcamps and modules for students and alumni, and The Crucible programme which offers up to two years' support to start-up businesses run by final year students, alumni and graduates.

Theme 5: Innovation and Research partnerships

Innovation is a core pillar for growth as identified in the [Government's Build Back Better](#) plan, which finds the UK has fewer 'innovating' firms than other advanced economies. We intend to address this by working with partners to develop and deliver innovation sprint programmes to support local businesses in their quest for innovation post-Covid. Additionally we will increase the numbers of academic and research staff engaging with regional businesses to unleash innovation, and will support that academic/business collaboration with HEIF funding to specific projects that meet strategic KE objectives. We will provide support targeted at women entrepreneurs and BAME owned businesses. Our dedicated KE support will provide the right knowledge and expertise for appropriate IP and commercialisation opportunities, and HEIF funds will support this process by nurturing early-stage commercialisation of research by capacity building, which in turn we hope will enable larger interdisciplinary bids to secure additional grants.

DMU's [Community Response Fund](#) developed in response to the Covid-19 pandemic saw academics work with businesses and community groups on innovative solutions-based research to benefit the city. More than 30 recommendations were adopted by Leicester City Council, and we aim to develop and grow that approach in coming months and years. We will also aim to leverage funding with partners to create innovation and regional impact. Our research strengths in design, artificial intelligence, digital health and cyber security are aligned to [The Grand Challenges](#) outlined by the Government as essential to generating innovation and improving the national economy.

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>Appointment of four Faculty Enterprise Leads to drive, co-ordinate and monitor on faculty and cross-disciplinary KE activity.</p> <p>Target: Increased number of businesses engaged and number of academic consultancy projects</p>	<p>4 x members of staff 50% academic buyout funded by HEIF allocation</p>	<p>Supports 'Innovation' pillar of Government Build Back Better plans.</p> <p>Supports the Government R&D Roadmap by securing economic and social benefits from research.</p>	<p>Theme 1: Regional focus on working with businesses</p> <p>Theme 2: Local growth and regeneration</p> <p>Theme 5: Innovation and Research partnerships</p>	<p>2021- 2025</p>
<p>Capacity building with specific individual projects to deliver commercial application of academic expertise.</p> <p>Target: Increase new innovations, IP and commercialisation projects</p>	<p>Seed-funding allocated via competitive application process of projects aligned to strategic goals</p>	<p>Supports 'Innovation' pillar of Government Build Back Better plans.</p> <p>Supports the Government R&D Roadmap by securing economic and social benefits from research.</p> <p>Supports the priority action in the LLEP Economic Recovery Plan for innovation.</p>	<p>Theme 1: Regional focus on working with businesses</p> <p>Theme 5: Innovation and Research partnerships</p>	<p>2021-2025</p>
<p>Dedicated KE business support team to increase number of KE initiatives and support partnership funding opportunities, and full engagement in regional business events and forums to boost knowledge exchange and innovation. E.g. Leicester Business Festival</p>	<p>2 x members of staff 100% HEIF funded dedicated to KE activity</p>	<p>Supports 'Innovation' pillar of Government Build Back Better plans.</p> <p>Supports the Government R&D Roadmap by applying</p>	<p>Theme 1: Regional focus on working with businesses</p>	<p>2021-2025</p>

<p>Target: Increased events statistics and increase in number of collaborative funded projects</p>	<p>1 FTE to be added in 2022</p>	<p>research to solve our most pressing problems.</p> <p>Supports the priority action in the LLEP Economic Recovery Plan for business support.</p>	<p>Theme 5: Innovation and Research partnerships</p>	
<p>Digital partner for East Midlands Chamber's Digital Upscaler project. This will allow SMEs to access digital transformation training with DMU to build skills, improve productivity and drive growth.</p> <p>Target: Increase number of businesses/individuals benefitted and regional skills data showing improvement</p>	<p>HEIF funding to support the programme</p>	<p>Supports 'skills' pillar of Government Build Back Better plans.</p> <p>Supports the priority action in the LLEP Economic Recovery Plan for people, employment and skills.</p>	<p>Theme 1: Regional focus on working with businesses</p> <p>Theme 2: Local growth and regeneration</p> <p>Theme 4: Skills, enterprise and entrepreneurship</p>	<p>2021-2023</p>
<p>Employing a business development manager to work on a regional level exploring opportunities for collaborative work with industry and business organisations</p> <p>Target: Increase in regional and regeneration focused collaborative funded projects</p>	<p>1 x role 100% HEIF funded</p>	<p>Supporting the Government's upcoming R&D place-based strategy as identified in the roadmap.</p> <p>Supports the priority action in the LLEP Economic Recovery Plan for business support.</p>	<p>Theme 1: Regional focus on working with businesses</p> <p>Theme 2: Local growth and regeneration</p>	<p>2022-2025</p>
<p>Creation of the East Midlands Top 500 Regional Business Index. Developed by DMU and involving university partners in Derby and Nottingham, this builds market intelligence, supports funding bids and is used by policymakers in their decision making and provides a regional picture of strengths in the East Midlands.</p>	<p>Seed-funding allocated via competitive application process of projects aligned to strategic goals</p>	<p>Supporting the Government's upcoming R&D place-based strategy as identified in the roadmap.</p>	<p>Theme 1: Regional focus on working with businesses</p> <p>Theme 2: Local growth and regeneration</p>	<p>2021-2025</p>

Continuation of Local+, a project in partnership with Leicester City Council to use academic expertise to support community development and regeneration.	Funding for the £100,000 project is split 50/50 between DMU and Leicester City Council. It is used to buy out academic time to work on the projects.	Supports the Government's R&D roadmap by applying research to solving our most pressing problems in government, industry and across society.	Theme 3: Public and community engagement	2021-2025
Expanding The Crucible, DMU's dedicated support programme to enable more businesses to go through the programme Target: Increased number of graduate start-ups	Funding for admin post to support development of The Crucible (50% HEIF funded)	Supporting RE-OfS student benefits in KE priorities. Supporting the Government's R&D Roadmap to support entrepreneurs and start-ups.	Theme 4: Skills, enterprise and entrepreneurship	2022-2025
Comprehensive programme of student enterprise initiatives to support entrepreneurial skills and start-ups. Activities include start-up bootcamps, online TEDx events, 1-2-1 support Target: Increased number of graduate start-ups and increase in event statistics	HEIF funding for staff and events	Supporting RE-OfS student benefits in KE priorities. Supporting the Government's R&D Roadmap to support entrepreneurs and start-ups.	Theme 4: Skills, enterprise and entrepreneurship	2021-2025
Innovation Centre provision of start-up initiatives and co-working café for Leicester businesses; co-ordinating and hosting regular events for the city's business community. Launch of Innovation Support Programmes to support mid-size businesses to test products and ideas.	HEIF funding for events and programmes	Supporting the Government's R&D Roadmap to support entrepreneurs and start-ups. Supports the priority action in the LLEP Economic Recovery Plan for business support.	Theme 1: Regional focus on working with businesses Theme 3: Public and community engagement	2022-2025-

Target: Increased in number of businesses supported by the centre, increase in event statistics.			Theme 4: Skills, enterprise and entrepreneurship	
Continuation of capacity building to support apprenticeship programme development and delivery. Target: Increased number of programmes, increased number of apprentices, increased number of employers engaged.	HEIF funding for employer engagement work and to encourage more SMEs to consider apprenticeships	Supports the priority action in the LLEP Economic Recovery Plan for people, employment and skills. Supports skills pillar of Government Build Back Better plans.	Theme 2: Local growth and regeneration Theme 4: Skills, enterprise and entrepreneurship	2021-2025

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.

(Max 4 pages of A4)

All KE activity is coordinated by a central team, the Enterprise and Business Services (EBS) Directorate, which reports to the PVC Research and Enterprise who also oversees the Research Services Directorate, to ensure priorities and activity are closely aligned and complementary.

Regular reviews of government strategy and priorities alongside local economic, social and community initiatives ensure DMU KE progress is united in direction.

Within the EBS directorate, there are roles specifically dedicated to KE activities that sit within each of our four faculties to enable embedded processes and streamlined channels of communication to ensure progress and monitoring of KE priorities.

We monitor KE within our pipeline of commercial income via SAP that tracks funded projects, and uses underpinned data checking processes to ensure accurate reporting. This is the primary source of quantitative data used to measure our performance in KE, however we also use other robust data capture methods to enable specific reporting needs as required.

HEIF funds are managed by the EBS Directorate which allocates this according to the themes and activities as outlined in Q1 and Q2. We undertake internal consultation and feedback on HEIF priorities and spend, and request reports on progress of projects that have specific funding allocated to enable us to identify qualitative impact and outcomes with a focus on informing our KE funding priorities going forward in line with national and regional priorities.

The Knowledge Exchange Framework (KEF) result will become a key measure of our success through HE-BCIS outputs delivered from projects and initiatives directly influenced or funded by HEIF. Our strategic themes as outlined in Q1 are directly mapped to KEF priorities and measures.

We are also actively engaged in the Knowledge Exchange Concordat, an industry recognised framework for good practice and a commitment to developing our KE activity to help drive economic, social, cultural activity and growth. The concordat will enable us to create an ongoing cycle of analysis and self-evaluation for action planning and measuring progress towards our KE objectives, and monitoring success.

Since the previous HEIF strategy was developed, the university has created a new governance structure for KE which includes representation from across the institution and the spectrum of KE activity. The newly formed University Enterprise Committee (UEC) oversees all KE activity and reports to the university's Senior Leadership Group (SLG).

UEC meets every month to review and analyse regular reporting on KE targets, activity, partnerships, and finances to ensure progress towards our strategic KE themes.

We have a Higher Education Business and Community Interaction (HE-BCI) Survey Steering Group which also reports to UEC. This steering group oversees the coordination and submission of our KE data for HE-BCIS, and measures performance and success against previous years and opportunities for development are identified.

An annual report on KE activity is provided to the senior leadership team, and in addition, each faculty has its own commercial activity committee which meets quarterly to monitor progress against KPIs and commercial targets which include HEIF spend on specific academic projects that deliver against strategic priorities. Academics in receipt of funding are asked to prepare a report within three months of the project finishing to identify outputs, outcomes and also share learning points with peers and senior managers to help inform and improve future events and projects.

In summary, monitoring the success of our KE activities is evidenced through established reporting mechanisms internally such as the reporting structures and committees above mentioned, but also our HE-BCIS performance, KEF results and forthcoming KE Concordat action plan.

Qualitative information gathering is also key to monitoring the success of our activities towards the strategic objectives in Q1. Many activities will return outputs, benefits and impacts outside of the quantitative reporting systems outlined above. To capture this qualitative measurement of success, we initiate an information capture process from across the institution to support our KE narrative, and encourage all staff to complete this to showcase their KE activities.