

RE-P-2020-03-Annex B

The Institute of Cancer Research

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.

The ICR's strategic objectives for knowledge exchange are contained within a number of documents:

1. The ICR's research strategy

<https://www.icr.ac.uk/about-us/our-mission/our-research-strategy>

In 2016, the ICR launched a, five-year joint research strategy with The Royal Marsden NHS Foundation Trust, which includes over-arching objectives for knowledge exchange under the 'Making it Count' theme. These include: working collaboratively across the UK and internationally (including in collaboration with industry) to build evidence of the effectiveness of new treatments and technologies; and carrying out assessments on the cost-effectiveness of treatments and technologies to support their adoption across the UK (for example, via our policy work).

The current strategy is now nearing the end of its five-year period. We have recently announced the appointment of a new CEO, Professor Kristian Helin, who will lead the development of our new strategy. Professor Helin is internationally known for his pioneering scientific discoveries in cancer epigenetics – including providing preclinical proof that targeting epigenetic regulation could be a promising approach to treating cancer; he also co-founded the biotech company EpiTherapeutics ApS which successfully discovered new prototype drugs targeted at the regulation of DNA transcription in cancer. We therefore expect that the new strategy will continue to include aims for translating our research and engaging with business and the community.

2. Our Knowledge Exchange and Commercial Strategy

This sets out our strategic priorities for knowledge exchange and commercial activities for the period 2020 - 2024. This is divided into 6 strands:

1. Open for Business

We will deepen our existing collaborations, and develop new relationships with business and industry, locally, nationally and globally.

2. Entrepreneurship & Innovation

We will foster and deepen the ICR's entrepreneurial culture and provide training and development opportunities for students and staff in innovation and entrepreneurship.

3. Policy and Practice

We will extend our influence on policy and practice maintaining our position as an innovator and advocate in the creation and translation of excellent research.

4. Responsibility

We will ensure that the ICR's statutory and contractual obligations are met, protecting the freedom of our academic staff to continue their work and publish the results.

5. Maximising income

We will identify and foster opportunities to maximise the income from knowledge exchange activities to plough back in to our research, whilst always prioritising patient benefit.

6. World-class service

We will provide professional expert advice to academic colleagues looking to engage with the business community and generate commercial impact from their research.

We recognise that income generation should not be a primary objective of knowledge exchange, but it is important that we receive a fair and reasonable return for our contribution to commercial endeavours and invention income makes a very important contribution to the ICR's overall income in a climate where income from other sources is decreasing.

3. Public Engagement Strategy

<https://www.icr.ac.uk/about-us/policy-and-engagement/public-engagement/public-engagement-strategy>

Our new public engagement strategy '*Be Part of It*', lays out our vision to engage with our local communities in Sutton and Chelsea, focus our outreach work on supporting students and young people from backgrounds underrepresented in science, and continue to create an environment where public engagement can thrive.

The strategy was developed in collaboration with the ICR's Public Engagement Forum and with input from across the organisation, to reflect the public engagement priorities of the organisation and its staff and students.

The strategy includes targets in four key areas:

1. Actively engaging with our local community to encourage a sense of ownership and participation in our research.
2. Inspiring future diversity in science by focusing our outreach work on students from backgrounds currently underrepresented in science and research careers – targeting specific schools and audiences.
3. Establishing and maintaining productive partnerships to engage with our target audiences in schools and the local community, and to reach new audiences.
4. Embedding engagement in the culture of the ICR by providing training, facilitating opportunities and organising events, and recognising and rewarding efforts to engage the public with our research.

The ICR's public engagement work also forms an important part of our wider communication strategy, *Telling our Story*. This document includes commitments to 'deliver an expanded programme of public engagement activities focusing on local communities in Sutton and Chelsea', and to 'develop innovative new ways to engage with audiences at public events, through collaborative projects or online'.

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 Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	HEIF support How HEIF will be used to support the project?	HEIF priorities How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Strategic objectives Which institutional strategic KE objective does this relate to?	Indication of timescales
<p>1. <u>Facilitation of contract and collaborative research with industry</u></p> <p>Identification of new industry partners, negotiation of new collaboration arrangements, management of existing collaborations. Support for iCASE studentships.</p> <p>This includes:</p> <p>Finance staff support to ensure rapid accurate costings are prepared for industrial collaborations</p> <p>Communications team support to produce communications materials for industry partners</p> <p>Target: to put in place 20 new industrial collaborations per year and generate £11m collaboration income per year.</p>	<p>9x FTE business development posts 100% supported by HEIF</p> <p>1x FTE support staff 100% supported by HEIF</p> <p>1x FTE comms staff 50% supported by HEIF</p> <p>[The above staff also carry out protection and exploitation of IP]</p> <p>2x FTE Finance staff 50% supported by HEIF</p> <p>Conferences, networking and events expenses</p> <p>Running costs</p>	<p>Supports “Innovation” pillar of “Build Back Better” and particularly theme of encouraging and diffusion of innovative ideas and technologies by ensuring ICR research is deployed by industry.</p> <p>Supports innovation application and deployment as set out in the UK R&D roadmap.</p>	<p>Knowledge Exchange and Commercial Strategy</p> <p>1 – Open for Business</p> <p>5 – Maximising income</p>	ongoing
<p>2. <u>Protection and exploitation of intellectual property and creation of new ventures</u></p> <p>Identification of new disclosures, protection and enforcement of IP, identification of licensing partners, contract review and negotiation, management and enforcement of licence arrangements; maintaining and expanding contacts network; establishment of spin-out companies,</p>	<p>Staff as above</p> <p>Patent prosecution costs</p> <p>Legal costs</p> <p>Business intelligence subscription costs</p>	<p>Supports “Innovation” pillar of “Build Back Better” and particularly theme of encouraging and diffusion of innovative ideas and technologies by establishing new enterprises and licences to</p>	<p>Knowledge Exchange and Commercial Strategy</p> <p>1 – Open for Business</p>	ongoing

<p>collection and distribution of licence income and managing the rewards to discoverers programme.</p> <p>Targets: to put in place 3 licence agreements (which may be in conjunction with a collaboration) and to achieve invention income of £6m per year; to establish 2 spin-outs over the 5-year period.</p>	<p>Access to specialist expertise Running costs</p>	<p>ensure use of ICR research. Supports innovation application and deployment as set out in the UK R&D roadmap.</p>	<p>2 – Entrepreneurship and innovation 5 – Maximising income</p>	
<p>3. Facilitation of industry supported clinical trials</p> <p>Negotiation of new industry supported clinical trial arrangements, management of existing collaborations, handling enquiries relating to IP and data access.</p> <p>Target: to complete agreements relating to 20 clinical trials per year</p>	<p>3x FTEs clinical trial contract staff 100% HEIF funded 1.2x FTE support staff 100% HEIF funded Running costs</p>	<p>Supports “Innovation” pillar of “Build Back Better” - encouraging and diffusion of innovative ideas and technologies by exposing industry partners to ICR led clinical trials. Ensures healthcare outcomes are advanced by trialling new clinical interventions - as set out in UK R&D roadmap.</p>	<p>ICR’s research strategy Objective – Making it Count Knowledge Exchange and Commercial Strategy 1 – Open for Business 4 - Responsibility</p>	ongoing
<p>4. Support for enabling contracts</p> <p>Supports exchanges of materials and data with industry as well as enabling academic consultancy, facilitating translational collaborations, promotion of translational funding opportunities and completion of translational funding applications.</p> <p>Target: to complete 150 material and/or data transfers and one translational funding application per year.</p>	<p>3.5x FTEs enabling contracts staff 100% funded by HEIF 0.75x FTE support staff 100% funded by HEIF Running costs</p>	<p>Supports “Innovation” pillar of “Build Back Better” - encouraging and diffusion of innovative ideas and technologies by making ICR materials and expertise available to industry and allowing industry materials to be tested.</p>	<p>Knowledge Exchange and Commercial Strategy 1 – Open for Business 4 – Responsibility 6 – World Class Service</p>	ongoing
<p>5. Industry communications</p> <p>Broad communications programme to increase awareness of the ICR as an excellent partner,</p>	<p>1x FTE communications post – 50% HEIF-funded Running costs</p>	<p>Supports engagement with users of research as set</p>	<p>Knowledge Exchange and</p>	<p>Ongoing Baseline metrics</p>

<p>through activities including industry-focused email newsletter, blogs, ICR Business Twitter account and targeted marketing materials to support business development.</p> <p>Targets: establish baseline level of brand awareness and propensity to collaborate via new industry survey; establish baseline metrics on direct industry engagement; produce industry newsletter 3 times per year.</p>		<p>out in the UK R&D roadmap.</p> <p>Will support the ICR's already world-leading innovative research, potentially supporting collaboration in areas including key Build Back Better priorities such as genomics-driven healthcare, pharmaceuticals, and AI.</p>	<p>Commercial Strategy</p> <p>1 – Open for Business</p>	<p>completed by July 2022</p>
<p>6. Business engagement events</p> <p>Run series of ICR business engagement “<i>Partnering to Defeat Cancer</i>” industry networking events.</p> <p>Target: 2 events per year.</p>	<p>0.5x FTE business development manager 100% supported by HEIF (plus communications staff as for “Industry communication”)</p> <p>Venue hire, hospitality and admin costs</p>	<p>Supports engagement with users of research as set out in the UK R&D roadmap.</p> <p>Supports Build Back Better's aim to “Support and incentivise the development of the creative ideas and technologies”.</p>	<p>Knowledge Exchange and Commercial Strategy</p> <p>1 – Open for Business</p>	<p>Ongoing</p>
<p>7. Policy work</p> <p>Continue ‘consensus’ series policy forums - engaging industry to enable policy change.</p> <p>Respond to policy statements and consultations.</p> <p>Seeking to strengthen our links with industry through our policy work in areas such as the discovery and development of drugs and biomarkers, and drug pricing and access.</p> <p>Target: one policy forum event per year.</p>	<p>3x FTEs</p> <p>Communications and policy staff each funded between 20 and 40% by HEIF</p> <p>Annual policy forum</p> <p>Running costs</p>	<p>Underpins better policy outcomes as set out in UK R&D roadmap by ensuring ICR scientists are engaged in policy generation and debate.</p>	<p>Telling our Story communication strategy.</p> <p>The first pillar - ‘Enhancing reputation and influence’, includes commitments to ‘promote the thought leadership</p>	<p>ongoing</p>

			of our researchers through commentary on ... policy'	
8. <u>Support for public engagement</u> Programme of engagement work with our local community, schools outreach work supporting students and young people from backgrounds underrepresented in science, and public engagement with our scientific work. Targets include launching a programme of events aimed at encouraging students from BAME backgrounds to pursue careers in science; at least one event/project targeted at 'hard-to-reach' community groups.	1x FTE Public engagement office 100% funded by HEIF 1x FTE Communications Manager 20% funded by HEIF Events and general running costs	Schools outreach work supports student employability as set out in HEIF policies and priorities – aim to engage with at least 200 students from our target schools each year and up to 2000 in total. Supports engagement with users of research and the wider public to inform research agendas (as set out in UK R&D roadmap).	ICR's Public Engagement Strategy	ongoing
9. <u>Access to ICR facilities</u> Work to develop process and charging models to allow business access to ICR facilities. Development of a database of equipment and reagents. Target: to produce a model for external access to facilities by December 2022.	1x FTE Head of Core Research Facilities 100% funded by HEIF Equipment and reagents databases Running costs	Supports "Innovation" pillar of "Build Back Better" by enabling particularly SMEs to access specialist equipment and facilities.	Knowledge Exchange and Commercial Strategy 1 – Open for Business	Model for external access to be completed by Dec 2022
10. <u>Entrepreneurial training</u> Continuation of our series of training events for staff and students on topics relating to knowledge engage, commercialisation and entrepreneurship ranging from short one hour tasters to longer multi-day events. Other events and internal	0.5x FTE Business development manager 100% supported by HEIF Training support costs	Supports both Innovation and Skills pillars of "Build Back Better" supporting individuals to reach their potential and attracting global talent.	Knowledge Exchange and Commercial Strategy	ongoing

<p>communication to engage our scientists in working with industry.</p> <p>Targets include running at least 3 training events per year.</p>		<p>Students are encouraged to participate in such training supporting OfS student skills agenda - we aim to reach about 30 students per year.</p>	<p>2 – Entrepreneurship and Innovation</p>	
<p>11. Entrepreneurial culture programme</p> <p>Further development of our entrepreneurial culture programme, including ramping up our Entrepreneur in Residence activities, identification and training of divisional innovation champions and re-initiating an industry exchange programme (subject to pandemic restrictions).</p> <p>Targets: identification and training of 4 innovation champions by 2023; 2 opportunities per year progressed via our Entrepreneur in residence programme; 5 industry exchanges completed by 2023.</p>	<p>[Staff as for “Entrepreneurial training “ and “Industry communications”]</p> <p>3x Entrepreneurs in residence supported 1 day per month by HEIF</p> <p>Industry exchange scheme expenses</p> <p>Training of innovation champions</p> <p>Expenses and running costs</p>	<p>Supports mobility of the research and innovation workforce between business and academic as set out in the UK R&D roadmap via the Industry Exchange Scheme.</p> <p>Supports Build Back Better’s aim to “Support and incentivise the development of the creative ideas and technologies” supporting individuals to reach their potential.</p>	<p>Knowledge Exchange and Commercial Strategy</p> <p>2 – Entrepreneurship and Innovation</p> <p>6 – World Class Service</p>	<p>Programme to be evaluated by end 2023</p>
<p>12. Support for development of the London Cancer Hub</p> <p>Aiming to identify and secure potential partners at The London Cancer Hub’s Innovation Gateway, a new incubator space in Sutton, South London.</p> <p>Complete and implement communication and marketing plan to boost business engagement</p> <p>Target: 5 companies on site by 2024 (preference for companies that will be collaborators or facilities users).</p>	<p>[Staff as for “Entrepreneurial training “ and “Industry communications”]</p> <p>Access to specialist advice</p> <p>Running costs</p>	<p>Supports the Government’s ‘levelling-up’ agenda (as set out in HEIF policies and priorities) including by providing high quality infrastructure, supporting economic growth and job creation in innovative science.</p>	<p>Knowledge Exchange and Commercial Strategy</p> <p>1 – Open for Business</p> <p>2 – Entrepreneurship and Innovation</p>	<p>Ongoing support – target to have 5 companies on site by 2024</p>

		Also supports the “Investing in Places” theme of “Build Back Better”.		
13. <u>Proof of concept funding</u> Proof of concept funding of up to £50,000 per project to fund up to 2 projects per year. Target: to provide proof of concept funding for up to 2 projects per year.	1x FTE business development manager 100% supported by HEIF (dedicating a % of his time to management of the fund) Funding up to 2 x £50k projects per year	Supports “Innovation” pillar of “Build Back Better” and particularly theme of encouraging and diffusion of innovative ideas and technologies.	Knowledge Exchange and Commercial Strategy 2 – Entrepreneurship and Innovation	ongoing
14. <u>Buy-out of academic time to engage in knowledge exchange</u> In recognition of the importance we place on knowledge exchange, our Team Leaders can ‘buy-out’ a portion of their time to concentrate on public and business engagement and commercialisation activities. This is estimated at 5% FTE for each Team Leader but can be increased as needed on a case-by-case basis.	Approx. 80 x FTEs research faculty, each approx. 5% funded by HEIF	Supports “Innovation” pillar of “Build Back Better” and particularly theme of encouraging and diffusion of innovative ideas and technologies by providing faculty with time to engage in knowledge exchange activities.	Knowledge Exchange and Commercial Strategy 2 – Entrepreneurship and Innovation 6 – World Class Service	ongoing
15. <u>Other initiatives including support for implementation of KE concordat action plan</u> Over the course of the 4-year HEIF funding period there will be new activities we will wish to trial. We will also be submitting our KE concordat action plan in summer 2021 and will wish to use HEIF to support implementation of the actions where appropriate.	To be determined	Supports development of KEF and KEC as set out in the HEIF policies and priorities document.	Knowledge Exchange and Commercial Strategy	Dependent on actions

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)

Management of HEIF spending

HEIF spending is managed in accordance with ICR's financial policies and procedures and the ICR's Standing Financial Instructions which detail sign off limits for expenditure, amongst other financial controls.

A detailed budget for expenditure against the HEIF allocation is drawn up in March each year for the following financial year. This is subject to scrutiny by the ICR's Executive Board before approval by the ICR Board of Trustees. In drawing up this budget, we assume a HEIF allocation the same as the previous year and adjust as required once the final HEIF allocation is announced.

The approved budget is allocated to those Directorates undertaking knowledge exchange work.

Spending against the HEIF allocation as a whole is monitored by the Director of Business and Innovation on a monthly basis enabled by statements produced by the Finance Directorate. Where new projects are proposed these are evaluated by the Director of Business and Innovation for eligibility for funding from HEIF.

Spending is balanced across the entire HEIF allocation with any overspends being balanced by reductions in other areas.

All financial transactions are subject to annual audit.

Measurement of Progress

Progress is formally managed through key performance indicators, which are reported quarterly.

In addition, annual reports are made to the Board of Trustees by each of the ICR's corporate Directorates reporting on progress within the year. Progress against strategic objectives (contained within the Strategy documents referred to in question 1) is also reported periodically.

Specific elements of the proposed KE programme also have their own metrics. The Business and Innovation Office tracks a range of metrics annually. These include (amongst others):

- Number of companies with whom agreements are concluded
- Number of new industrial collaborations
- Amount of collaboration income
- Number of clinical trial related agreements
- Number of material/data transfer agreements
- Amount of invention income

with the aim to maintain or increase numbers year on year.

Other Directorates responsible for knowledge exchange activities also have their own metrics. For example, the Communication and Policy Directorate is responsible for public engagement activities. Metrics for this include:

- Number of staff and students involved in public engagement
- Time contributed by staff and students to public engagement activities
- Number of staff and students who attend public engagement training
- Number of public engagement events/activities our staff and students are involved in

Once again the aim is to maintain or increase participation.

We also have metrics for our communications and marketing activities including:

- monitoring awareness of the ICR amongst target groups
- numbers of email newsletter subscribers and followers of our dedicated Twitter account
- traffic to “working with industry” section of our website, and effectiveness of social media in generating engagement with relevant content
- numbers of attendees at networking events

Results will be tracked over time and key gaps where further marketing activities could boost collaboration in specific areas will be identified.

Finally, many of the HEIF funded activities set out in question 2 have targets set against them. Objectives set out in the Knowledge Exchange and Commercialisation Strategy are monitored using a RAG rating.

Activities identified as significant projects and managed through the Project Management Office have their own procedures for measuring progress.

Evaluation of outcomes and identification of lessons learned

Uses of HEIF generally fall into two categories: ongoing routine activities and new projects or initiatives.

For new projects and initiatives, intended outcomes are defined at the outset of the project and reviews are scheduled to evaluate the extent to which outcomes are being achieved.

Activities that fall under this category include:

- Industry communications
- Business engagements events
- Access to ICR facilities
- Entrepreneurial culture programme

Project outcomes are initially evaluated by the project team. Information is also gathered from surveys where appropriate. These may then be further reviewed by a wider group, which may include the target audience of the project. If the project is to be continued, these reviews form the basis of the rationale/business case for continuing the project.

Where a “lessons learned” process is anticipated, a group will be brought together from across the project. The group will focus on answering the questions:

- What did we do well, that we want to celebrate?
- What should we maintain or continue?
- What should be avoided or done differently
- What questions do we still have?

This is done on the understanding that regardless of the outcome, we truly believe that everyone did the best job they could.

Outcomes from this exercise will be recorded and reviewed when similar projects are contemplated in future. Suggestions may also be gathered as to what existing or future projects they could be applied to.

Larger new projects and initiatives are managed by the Project Management Office and will include more formal outcomes and lesson learned processes. These are also recorded for use against future projects.

For ongoing activities, evaluation and lessons learned processes are only undertaken if outputs fall below expected levels or where issues arise. However, such activities are also subject to periodic internal audit.

Activities that fall into this category include:

- Facilitation of collaboration and contract research with industry
- Protection and exploitation of intellectual property and creation of new ventures
- Support for enabling contracts
- Facilitation of industry supported clinical trials

As part of our work on the Knowledge Exchange Concordat we will be reviewing whether a more formal evaluation of ongoing activities is desirable.

Public engagement activities have their own separate evaluation activities as set out in our Public Engagement strategy. Our policy work also has evaluation activities, described in the *Telling our Story* communication strategy.

Benchmarking of outcomes against other HEIs is carried out regularly using tools such as the Knowledge Exchange Framework and surveys such as the annual U-Multirank survey.

Where we are planning a new project and have not previously carried out something similar ourselves, we will seek to identify best practice from network groups such as PraxisAuril and AUTM so that we can apply any learning that others may already have on the proposed project.