



Research
England

Office for
Students



RE-P-2020-03-Annex B

King's College London

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.



[King's strategic Vision 2029](#) sets out the university's ambitions, where listening and responding to our local, national and global communities is a key feature of what we do and how we do it.

A commitment to **knowledge exchange** reaches across our priorities – through **innovation** in research and education, through our **service** strategy and by embracing both our civic role at the heart of **London** and our commitment to **partner internationally** and to develop culturally-competent people to serve the world.

King's has established and developed several partnerships to advance knowledge exchange and bring our researchers closer to communities. Some of the key initiatives and planned outcomes of these partnerships are outlined in Question 2. In summary, these institutes and partnerships are:

[King's Policy Institute](#): working to solve society's challenges with evidence and expertise.

[King's Cultural Community](#): bringing together artists, and cultural partners with staff, students and alumni to enhance research and drive innovation through engagement with arts and culture

The [Arts & Humanities Research Institute \(AHRI\)](#) acts as a platform to mobilise impactful and socially justice-oriented research and education collaborations with civil society organisations.

[King's Entrepreneurship Institute](#): supporting entrepreneurial thinking, skills and action among King's students, staff and alumni.

Our distinctive [London strategy](#), comprising both a capital-wide and hyperlocal focus on King's local boroughs, as framed by [King's Civic Charter](#) and [#KingsLocal](#), our approach to partnerships with our local home borough councils, local charities and civic organisations to help address key thematic societal challenges.

Partnerships with Government including the [Strand Group](#), [Global Institute for Women's Leadership](#) and Policy Institute (above) to drive societal change.

[King's Health Partners](#): King's is the academic partner in this NIHR–NHS England/Improvement – accredited Academic Health Science Centre (2020-2025). This includes two joint NIHR Biomedical Research Centres (£130m over 5 years), and a new joint venture with Guy's & St Thomas' hospital for med tech commercialisation.

[King's Global Health Partnerships](#): in-country teams of staff and volunteers work alongside our partners to build strong and resilient health systems in Sierra Leone, DRC and Somaliland.

Our commitment to knowledge exchange across London includes hosting of [MedCity](#) (connecting industry and universities across London), leadership of the Research England "Connecting Capabilities" partnership [London Advanced Therapies](#) (includes dedicated funding for SME engagement), and leadership of the Innovate UK [London AI Centre for Value-Based Healthcare](#) (£40m of public and industry funding across 4 universities, 11 NHS Trusts, 6 industry partners and 11 SMEs).

We believe in the value and importance of "clusters", bringing together the university, industry and other partners, including the NHS, to enhance knowledge exchange. Working with local

authorities and investors, we have defined hubs for MedTech (St Thomas'), Biomedical Science (Guy's), and Neuroscience & Mental Health (Denmark Hill), which incorporate industry partnerships with Siemens Healthineers, Medtronic, Nvidia, GSK, UCB, Unilever, and SMEs in cell therapy, MedTech/AI, and more.

King's [Institutional five-year Knowledge Exchange strategy](#) set out five key priority objectives for Knowledge Exchange which stand true today and continue to inform Knowledge Exchange activities at King's, as detailed in Question 2 below:

1. **Supporting our people** – Innovation occurs because of our staff and students. Ensuring their success requires us to enable, support and reward them
2. **Institutional growth** – with an emphasis on Science and Engineering these areas of growth for King's need KE at their heart to ensure relevance and impact
3. **London** – to realise our ambition in KE we need to look more at maximising our location and neighbours
4. **Strategic Partnerships** – to ensure the long-term impact of our partnerships we need to move from the transactional to the strategic
5. **Continued effort** – Culture, Policy, Health Commercialisation will remain foci over the next 5 years to ensure their long-term sustainability

(max 2 pages of A4)

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
Embedding of the newly restructured and expanded IP & Licensing Team into a single operational unit. Increased resource and budgets for marketing and patenting	Budgets have enabled the increase in number of FTE IP & L Manager roles as well as an increase in the size of the budget available for funding patent applications.	<i>Build Back Better:</i> Supporting start-ups. Safeguarding Intellectual Property. Commercialisation of new ideas and technologies to market <i>R&D Roadmap:</i> Securing the economic benefits from research.	Objective 2: Institutional Growth	2020 onwards
Establishment of a team to develop and manage strategic industry partnerships across the University (2 in post so far)	Budgets have enabled the recruitment of 2.0fte (KCL Grade 8) industry partnership managers. Plans to recruit an industry partnership Director, and a further 2.0fte to build the team focussing on industry partnership development	<i>Build Back Better:</i> Pursue public-private partnership. <i>R&D Roadmap:</i> Engaging with businesses to understand emerging priorities. Working with industry. <i>Research Culture:</i> Supporting greater mobility of the research and innovation workforce between business and academia, between	Objective 4: Strategic partnerships	2020 onwards

		industrial sectors, and between the UK and other countries.		
Partnership with Francis Crick Institute – next phase of work will focus on maximising the benefits to Crick of the university experimental medicine research capabilities, supporting translation/impact of Crick-based King's research. Early stages of expanding partnership to bring in Rosalind Franklin Institute	Budget will enable recruitment of 1.0fte (KCL Grade 6) partnership manager	<p><i>Industry strategy:</i> Supporting growth of UK's research infrastructure.</p> <p><i>Innovation strategy:</i> Making the UK a global science superpower. Pillar 3: Institutions & Place</p> <p><i>R&D Roadmap:</i> Increased collaboration between local, regional and devolved institutions on science, research and innovation, and ensure a strong role for local civic and business leaders in defining and delivering on local opportunities.</p>	Objective 4: Strategic partnerships	2020 onwards
Entrepreneurship Institute activities 21/22 will include delivery of programmes relating to entrepreneurial skills for student and programmes, including the King's 20 Accelerator, to support start-ups.	Budgets support the delivery of masterclasses, videos, podcasts, competitions, and one-to-ones. Also, they support the accelerator, investor relations, knowledge exchange and scaling.	<p><i>Industry strategy:</i> People (good jobs and earning power for all).</p> <p><i>Build Back Better:</i> Pillar 2, People-make the UK the most exciting place for innovation talent. Commercialisation of ideas from the UK's world leading research base.</p>	Objective 1: Supporting our people	2021/22 onwards

	<p>The Entrepreneurship Institute has a community of around 30,000 – an increase of 18% compared to 19/20. Annually, the Institute attracts 4,000 people to events and activities related to skills.</p>	<p><i>R&D Roadmap:</i> Support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up.</p> <p><i>R&D People and Culture Strategy:</i> Increase the attractiveness and sustainability of careers throughout the R&D workforce – not just for researchers, but also for technicians, innovators, entrepreneurs and practitioners.</p> <p><i>OfS Strategy:</i> Objective 1: Participation, Objective 2: Experience, Objective 3: Outcomes</p> <p><i>Student benefits for the academic year 20/21:</i> > 500 students increased their entrepreneurial skills. The King's 20 Accelerator supported 20 start-ups, the Idea Factory supported 10 start-ups and the Start-up Visa programme supported 18 start-ups</p>		
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Expansion of Transcampus (post review) is being expanded to cover additional disciplines, with enhanced investment from both partners	Funding of seed joint seed funding call with TU Dresden to seed research projects in several areas. Each proposal received £25k, four projects currently active.	<i>R&D Roadmap:</i> Global Collaboration. Ensure that institutional funding and international collaboration can support our ambitions. Be a partner of choice for other world-leading research and innovation nations. Build and strengthen collaborations with scientists, researchers, engineers, innovators and entrepreneurs across the world.	Objective 4: Strategic partnerships	Progress reports are due in January 2022 (mid-year) and at completion (summer 2022)
<p>Skills and human capital development</p> <p>King's Culture will provide an innovative Co-/Extra-Curricular offer to students that:</p> <ul style="list-style-type: none"> -is developed in partnership with academics, students and cultural sector partners -develops critical skills to enhance core studies, improve career prospects both within and beyond the cultural and creative industries, -and provides unique opportunities for distinctive hands-on teaching and co-production in King's flagship spaces. 	<p>HEIF funding contributes to the overall budget for King's Culture.</p> <p>Budgets support the pay costs of the specialist King's Culture (15fte) and Science Gallery London (9 fte) teams and costs associated with the delivery of</p>	<p><i>Industry strategy:</i> People (Good jobs and greater earning power for all).</p> <p><i>Innovation strategy:</i> Pillar 2: People – We will make the UK the most exciting place for innovation talent.</p> <p><i>R&D People and Culture Strategy:</i> Attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision.</p>	<p>Objective 1: Supporting our people</p> <p>Objective 3: London</p> <p>Objective 4: Strategic partnerships</p> <p>Objective 5: Continued effort, Culture</p>	2020 onwards

	the range of activities detailed above.	<p><i>OfS Strategy:</i> Objective 1: Participation, Objective 2: Experience, Objective 3: Outcomes</p> <p><i>Student benefits:</i> 2,417 students took part in student engagement activities including 'Creative Digital skills' and 'Inside Art & Science' in the academic year 20/21.</p>		
<p>-Facilitating the research exploitation process (non-technology transfer)</p> <p>-Supporting the community & public engagement</p> <p>-Knowledge sharing and diffusion</p> <p>-Exploiting the physical assets of the HEI</p> <p>King's Culture supports research and innovation through:</p> <p>-providing flexible platforms and spaces for academic-cultural sector research collaborations and public engagement activity including physical exhibition spaces, public realm and digital platforms including the Bush House Arcade, Strand-Aldwych Pedestrianised Zone and Science Gallery London.</p> <p>-a range of initiatives that build capacity amongst researchers at all career levels to use different</p>		<p><i>Innovation strategy:</i> Interdisciplinary innovators have breadth across disciplines and thrive both in academia and in business.</p> <p><i>R&D People and Culture Strategy:</i> Help researchers acquire skills and knowledge beyond their own discipline. Flexible, cross-sector training programmes, which will encourage more movement and collaboration between academia, industry, government and the third sector.</p> <p><i>R&D Roadmap:</i> Maximise the economic, environmental and</p>	<p>Objective 1: Supporting our people</p> <p>Objective 3: London</p> <p>Objective 4: Strategic partnerships</p> <p>Objective 5: Continued effort, Culture</p>	2020 onwards

<p>modes of arts & cultural engagement across their research & innovation.</p> <p>-targeted initiatives that support researchers to develop their practice through close collaboration with cultural partners.</p>		<p>societal impact of research through effective application of new knowledge. Encourage innovation and ensure it is used to greatest effect, right across the economy and throughout our public services. Engaging with the users of research and with the wider public, including those it may impact on, to inform our research agendas.</p>		
<p>-Supporting the community/public engagement</p> <p>-Exploiting the physical assets of the HEI</p> <p>King's Culture supports:</p> <p>-connecting with the cultural sector, facilitating mutually beneficial partnerships and collaborations with King's students & staff that serve wider society.</p> <p>-serving local communities, connecting residents, businesses and visitors with King's through engagement with culture, including the Strand-Aldwych pedestrianisation zone and Science Gallery London</p> <p>-placemaking in both physical and digital realms, providing platforms for King's ambitions with</p>		<p><i>Industry Strategy:</i> Places (Prosperous communities across the UK). Pillar 3: Institutions & Places (Ensure our research, development and innovation institutions serve the needs of businesses and places across the UK).</p> <p><i>R&D Roadmap:</i> Place-based outcomes in how we make decisions on R&D. Engaging with the users of research and with the wider public, including those it may impact on, to inform our research agendas. Engage with the public on potential applications and incentivise the</p>	<p>Objective 1: Supporting our people</p> <p>Objective 3: London</p> <p>Objective 4: Strategic partnerships</p> <p>Objective 5: Continued effort, Culture</p>	<p>2020 onwards</p>

research, innovation and social impact, including SC1 Innovation cluster.		<p>institutions we fund to do the same. Capture the economic and social benefit from research through improvements to innovation, knowledge exchange and scale-up.</p> <p><i>OfS Strategy:</i> Objective 2: Experience</p>		
Policy Institute activities from 21/22 will be the implementation of our new strategy, which includes an increased emphasis on strategic communications (our media coverage has increased tenfold in the last 3 years, and we will continue to build on that) and new layers of skills, particularly in evaluation and deliberative methods, to ensure academic research has impact in solving societies most pressing problems. This is achieved through a range of high impact partnerships and initiatives, such as the establishment of our new Evaluation and Incubation Team (EDIT) and the recruitment of a Director of Engagement. We will leverage our increased technical skills and greatly expanded policy and media network to support KE of academic colleagues' research as well as initiatives developed with internal and external partners (such as the establishment of further What	Budget supports the recruitment of core staff in the Policy Institute responsible for delivering the analysis, communications, and administrative support for all of these activities, as well as the production of innovative outputs, events and student engagement activities.	<p><i>Build Back Better:</i> Pursue public-private partnership. Be a partner of choice for other world-leading research and innovation nations. Benefit from the opportunities of international scientific partnerships. Maximise the economic, environmental and societal impact of research through effective application of new knowledge. Most effectively and safely collaborate with partners and networks around the globe. Opportunities for partnership with researchers and innovators around the world. Role of students in delivering knowledge exchange in pursuit of these priorities. Students themselves may benefit through, for</p>	<p>Objective 2: Institutional growth</p> <p>Objective 4: Strategic partnerships</p> <p>Objective 5: Continued effort</p>	2021 onwards

<p>Works Centres, following our successfully spin-out of the OfS funded What Works Centre, TASO). We will also continue to support the policy impact of key university-wide external partnerships, such as with the Universite de Paris, through annual research and policy events with the Mayoralities and embassies, and the Australia-UK Leadership Forum biannually. We will also be supporting the expanded remit of the APPG on Responsible Tax, which now incorporates a policy focus on Corruption. We will continue to leverage the influence of our Visiting faculty to produce timely policy analysis, reports and events, such as with Jo Johnson on HE's relationship with China and David Willetts on "The Road to 2.4%." We will continue to engage students in our "Policy Idol" competition and Policy Network, and continue with our recently established mentoring programme, where c25 of our Visiting faculty drawn from senior levels of politics and policy mentor students each year.</p>		<p>example, enhanced employability prospects.</p> <p><i>OfS Strategy:</i> Objective 1: Participation, Objective 2: Experience, Objective 3: Outcomes</p> <p><i>Student benefits:</i> Due to the pandemic a much-reduced mentoring programme was offered by our Visiting faculty and only 10 students were mentored. 100 students participated in this year's online Policy Idol competition.</p>		
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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.

College Impact Committee (the Innovation Committee as detailed in the 2016/17 strategy document no longer exists)

The College Impact Committee reports to the College Research Committee and it chaired by the Dean of Research Impact. It brings together the expertise of academic and professional services staff across the College to support the development of research impact activities and to share best practice for impact development and evaluation in all research carried out at the College.

Annual Planning

January 2017 saw the launch of our Vision 2029 framework, and to correspond there is a new framework for the annual planning process to ensure effective co-ordination of our strategies, goals and resources in pursuit of that vision. This planning is undertaken by each faculty, professional services function and Innovation Institute. Vision 2029 has KE at its heart and this planning process ensures that each part of King's will be required to plan and report against KE in the years to come. Each plan is owned by faculty, professional services function or Institute but is assessed by a committee chaired by the Principal, thus ensuring oversight for KE is held not only at a local but also at the highest level of authority.

HEBCIS Submission and evaluation

Annually this submission is collated and when published the results are analysed and compared and contrasted with institutions of a similar size and strength as ourselves. This Survey is an excellent mechanism of assessing the more traditional outputs of KE such as Collaborative Research, start-up/spin out information and consultancy income. It captures less of the information regarding outputs from collaborations that might garner societal impacts, collaborative teaching or non-income generating KE which is an area that King's has always excelled at. Therefore planning and assessment of KE through all three of the mechanisms outlined here is important so the full spectrum of KE can be monitored.

Max 4 pages of A4)