



Research
England



RE-P-2020-03-Annex B

Leeds Beckett University

HEIF accountability statement

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

Return date: 21 May 2021

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Question 1 – Strategic objectives

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.

Our plans for the use of HEIF funding between 21/22 and 24/25 are framed by two key documents. Firstly, a new five-year University Strategic Plan (from 21/22) which is in the final stages of development. There are two key aims of relevance taken from the proposed new Strategic Plan which are:

- Through our Excellent Research and Innovation, we aim to be recognised globally as an outstanding university generating original, rigorous and significant research with far reaching positive impact; and
- We aim to be recognised globally for the positive difference we make as an inclusive anchor with the people, organisations and diverse communities of the Leeds City Region.

Secondly, our Knowledge Exchange (KE) Institutional Narrative provides a key driver of our HEIF plans. Salient points from that narrative are detailed below

- “At Leeds Beckett University, the exchange of knowledge between all aspects of university life and the individuals and organisations we work with, is woven into our institutional fabric.
- At the heart of our KE is a common aim: to ensure all communities, students, staff, businesses and organisations we touch, are better after our interaction than they were before.
- Our Knowledge Exchange (KE) strategy, led by our Deputy Vice-Chancellor for Research & Enterprise, focusses on: developing our regional engagement; supporting local skills and economies; growing our KTP portfolio; and enhancing our Health and Wellbeing, Culture and Sustainability knowledge strengths. Our HEIF funding is used to support and deliver this strategy which is governed through our R&E Sub-Committee of Academic Board.

Following on from the impending agreement of our new Strategic Plan we will develop a more specific research development plan which will also be of relevance to our HEIF plan and how this is framed in relation to our KE. Common strategic themes are expected to include:

- A requirement for all university schools to develop plans to build critical mass in areas of research excellence and to ensure these plans reflect the integration of research, impact and knowledge exchange
- A focus on collaboration to ensure research and KE plans consider interdisciplinary, cross school, and external relationships and through building global partnerships, deliver research & KE of global significance and impact.

The following Research and Knowledge Exchange Performance Indicators (by 2026) are expected to be agreed:

- 80% academic staff are independent researchers with significant responsibility for research.
- Annual research income £10m in 2026.
- Annual research and innovation income £30m in 2026 (as measured by the HE-BCI return).
- 100 PhD graduations per year.

Our recent Research Excellence Framework submission provided returns in 15 Units of Assessments. We plan to grow these based on the REF results and use our REF submission as a reference point for many of the themes highlighted below.

In distilling all the influencing factors and strategic direction of our research and knowledge exchange, our HEIF plan will deliver against the following 7 key strategic themes:

- 1) Supporting the Development of new Research and Innovation Contracts.
- 2) Building new Research & KE Partnerships.
- 3) Supporting the regional economy through knowledge exchange (link to Anchor).

- 4) Support our students to become successful entrepreneurs through our research and KE partnerships.
- 5) Invest in enhanced R&E Governance and Reporting.
- 6) Enhance Community & Public Engagement through our Research and KE.
- 7) Invest in the Development of our staff to deliver enhanced research, impact and KE.

The more specific investment plans are detailed in question 2 of this document.

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.

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 (R&D Roadmap) (IS Foundations) 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
1) Integrate Business Development and Research Development to provide more comprehensive and pro-active support to schools.	100% Funding of: AD for Research & Innovation. 4 Business Development Managers 3 x Research Development Managers; 2 R&I Coordinators	nurture a diverse culture where people with a wide range of experiences and insights are confident to lead, participate and engage. attract, retain and develop the talented, diverse people and teams that are essential to delivering R&D PEOPLE	Theme 1: Supports the Development of New R&I Contracts	2021/22
2) Build on new REF submission strengths and emerging areas of research to target contracted funding through a wide range of activity including UKRI funders, contacts for research and consultancy and commercial and public sector partners. This will deliver KE into business and statutory partners effectively commercialising our research strengths and increasing our KE income.	Using resources in 1) above	transformative research which has a high chance of failure but can produce the greatest long-term rewards, especially when combined with support for applied research, development, and implementation unlocking new discoveries and applying research to solving our most pressing problems in government, industry and across society IDEAS	Theme 1: Supports the Development of New R&I Contracts & Theme 2: Builds new Research and KE Partnerships	21/22 onwards
3) Create and invest in appropriate Research Institutes & Hubs (e.g. Obesity / Health & Wellbeing; Leeds Sustainability Institute, Public Health Hub etc.) to maximise opportunities for KE to include the securing of contracts to deliver services, CPD and Consultancy and transfer the research knowledge into impactful positive benefits to businesses, the economy and society.	1 x Senior Business Development Manager plus coordination and administrative resources	become world-class at securing the economic and social benefits from research stimulate private sector investment and support public services to get the most out of our excellent research base	Theme 1: Supports the Development of New R&I Contracts & Theme 2: Builds new Research and KE Partnerships	Ongoing now and throughout 21/22 onwards

		take greater account of place-based outcomes, ensuring that R&D systems make their fullest contribution to the levelling up agenda transformative research which has a high chance of failure but can produce the greatest long-term rewards, especially when combined with support for applied research, development, and implementation IDEAS		
4) Growing KTPs and mKTPs and associated activity. • Linking to productivity agenda and other related business school activity and research	1 X Head of Business Enterprise, 1 X Post Award Manager & KTPs 3 x SME Engagement Managers + associated Post-Award coordinators	stimulate private sector investment and support public services to get the most out of our excellent research base support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up attract, retain and develop the talented, diverse people and teams that are essential to delivering R&D take greater account of place-based outcomes, ensuring that R&D systems make their fullest contribution to the levelling up agenda PLACE	Theme 1: Supports the Development of New R&I Contracts & Theme 2: Builds new Research and KE Partnerships & Theme 3: Supporting the Regional Economy through KE	Ongoing now and throughout 21/22 onwards
5) Invest in activity to demonstrate Impact through KE activities – this involves the creation of pan-university systems and processes to capture and accurately record KE activities and attribute the source of knowledge (academic area of expertise) and quantify it's impact with both internal and external stakeholders.	0.25 x Head of Research Information and Governance, 0.5 x Information & Governance Project Manager 1 x Impact Officer, Plus cash investment in schools to support events, exhibitions, partnerships	become world-class at securing the economic and social benefits from research take greater account of place-based outcomes, ensuring that R&D systems make their fullest contribution to the levelling up agenda PEOPLE/PLACE/IDEAS Govt. accountability, assurance, VFM	Theme 1: Supports the Development of new R&I Contracts Theme 5: Invest in R&E Governance and Reporting Theme 6: Enhance Community and Public Engagement through Research & KE	2021/22 onwards

<p>6) Invest in up to 5 new match funded PhDs with businesses and other organisations to build our research, impact and business engagement. This will facilitate Knowledge Exchange between the doctoral student, the supervisory team and the sponsoring business. The new businesses benefiting from the match funded contribution will be engaged in wider KE activity through relationships with our business development team connecting them to contracted research, KTP and consultancy opportunities.</p>	<p>Use of resources in 1 above plus cash to fund PhD bursaries</p>	<p>unlocking new discoveries and applying research to solving our most pressing problems in government, industry and across society nurture a diverse culture where people with a wide range of experiences and insights are confident to lead, participate and engage attract, retain and develop the talented, diverse people and teams that are essential to delivering R&D Scale = 5 PhD students over 3 years PEOPLE/PLACE/IDEAS</p>	<p>Theme 2: Build new Research & KE Partnerships</p>	<p>2022/23 for three years</p>
<p>7) Develop existing and build new research and KE partnerships with collaborators by creating more inter-disciplinary networks and sharing of existing partnerships and matching to potential funders. (NB: These networks will include our established local authority partners, health authorities and commercial partners as well as our key academic experts). This is to explicitly target key funded government priorities for KE contracts to deliver contracted research, consultancy and CPD (e.g. health and wellbeing, economic recovery and transformation following pandemic, sustainability and transition to green policies etc.)</p>	<p>Use of resources in 1, 3 and 4 above</p>	<p>unlocking new discoveries and applying research to solving our most pressing problems in government, industry and across society transformative research which has a high chance of failure but can produce the greatest long-term rewards, especially when combined with support for applied research, development, and implementation be a partner of choice for world-leading research and innovation nations, as well as strengthening R&D partnerships with emerging and developing countries. IDEAS</p>	<p>Theme 2: Build new Research & KE Partnerships</p>	<p>2021/22 onwards</p>
<p>8) Work to develop account management of partnerships to increase value-add and aid sustainable business growth - including procurement / suppliers / employment of graduates.</p>	<p>Use of resources in 4 above plus 1 post-award manager and 1 coordinator plus investment in appropriate database / CRM system</p>	<p>stimulate private sector investment and support public services to get the most out of our excellent research base take greater account of place-based outcomes, ensuring that R&D systems make their fullest contribution to the levelling up agenda</p>	<p>Theme 3: Support the regional economy through KE</p>	<p>2021/22 onwards</p>

		PLACE		
9) Developing the community of business partnerships through our programmes of support for businesses based on LBS productivity and sustainable business research delivered and supported by our university and local authority partnership activity.	Use of resources in 4 above plus our staff working with businesses in HEI cold-spot areas (n=7)	nurture a diverse culture where people with a wide range of experiences and insights are confident to lead, participate and engage become world-class at securing the economic and social benefits from research stimulate private sector investment and support public services to get the most out of our excellent research base support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up attract, retain and develop the talented, diverse people and teams that are essential to delivering R&D take greater account of place-based outcomes, ensuring that R&D systems make their fullest contribution to the levelling up agenda PEOPLE/PLACE	Theme 3; Support the regional economy through KE Theme 2: Build new Research & KE partnerships	Ongoing and 21/22 onwards
10) Work with local stakeholders to identify skills demand and respond with an appropriate portfolio of university level CPD based on academic research and excellent teaching quality (includes Degree Apprenticeship Portfolio).	Use of resources in 1 & 4 above plus 1 x Head of Apprenticeships and 3 x Apprenticeship Administrators	attract, retain and develop the talented, diverse people and teams that are essential to delivering R&D take greater account of place-based outcomes, ensuring that R&D systems make their fullest contribution to the levelling up agenda Scale = Maintain minimum of 1000 Apprenticeship students studying programmes per annum. PEOPLE/PLACE/IDEAS	Theme 3: Support the regional economy through KE	21/22 onwards

<p>11) Build entrepreneurship programmes for students and graduates working with Leeds Business School, Employability & Careers Team & deliver through our Business Centre networks to strengthen KEF</p>	<p>Use of resources in 4 and 9 above and working with our Careers and Employability Team. Investment of cash for materials resources and 0.5fte start-up business advisor (match funded)</p>	<p>nurture a diverse culture where people with a wide range of experiences and insights are confident to lead, participate and engage stimulate private sector investment and support public services to get the most out of our excellent research base support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up attract, retain and develop the talented, diverse people and teams that are essential to delivering R&D take greater account of place-based outcomes, ensuring that R&D systems make their fullest contribution to the levelling up agenda Scale = minimum 200 students and graduates supported on-line & 30 in person per annum from 22/23 PEOPLE/PLACE/IDEAS</p>	<p>Theme 4: Support students to become successful entrepreneurs through research & KE Theme 3 supporting the regional economy through KE</p>	<p>2021/22 to build materials / programme With ongoing delivery afterwards</p>
<p>12) Build on successful centres to develop incubator hubs (e.g. Institute of Sport link to Clinical and Applied Sciences and Leeds School of the Arts).</p>	<p>The resources in 11 above will work with existing school-based centres of KE to develop incubator hubs.</p>	<p>become world-class at securing the economic and social benefits from research stimulate private sector investment and support public services to get the most out of our excellent research base support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up attract, retain and develop the talented, diverse people and teams that are essential to delivering R&D PEOPLE/PLACE/IDEAS</p>	<p>Theme 4: Support students to become successful entrepreneurs through research & KE Theme 2: Develop new Research and KE Partnerships</p>	<p>22/23 onwards following on from 11 above</p>

13) Ensuring compliance with R&E concordats (Research, KE, Public Engagement), enhanced R&E reporting and research compliance with funding regulations (both internal and funding body), KPI monitoring and HEIF accountability to help make better strategic decisions on future investment.	.75 x Head of Research Information and Governance, 0.5 x Information & Governance Project Manager 1 x Information & Systems Coordinator Plus investment in data systems and reporting tools	become world-class at securing the economic and social benefits from research nurture a diverse culture where people with a wide range of experiences and insights are confident to lead, participate and engage PEOPLE/PLACE/IDEAS Govt. accountability, assurance, VFM	Theme 5: Invest in enhanced R&E Governance and Reporting	21/22 and then ongoing
14) Develop a strategy for Knowledge Exchange public engagement with a wider embrace of all our academic research disciplines	0.25 of Director of R&E; 0.25 of AD for Enterprise & Operations plus engagement with university service Directors, Directors of Research, Deans of Schools and all leads of Research Centres and Institutes.	take greater account of place-based outcomes, ensuring that R&D systems make their fullest contribution to the levelling up agenda PEOPLE/PLACE	Theme 6: Enhance Community & Public Engagement through Research & KE	21/22 & 22/23
15) Build on existing and develop new research partnerships to generate additional impact through public and community engagement. (e.g. Events and Exhibitions)	Investment of cash to fund / sponsor / exhibit at events and conferences	take greater account of place-based outcomes, ensuring that R&D systems make their fullest contribution to the levelling up agenda become world-class at securing the economic and social benefits from research PEOPLE/PLACE/IDEAS	Theme 6: Enhance Community & Public Engagement through Research & KE Theme 2: Develop new Research and KE Partnerships	22/23 ongoing on a rolling cycle of events and investment decisions.
16) Support all the above activity through a comprehensive new R&KE Development Academy to equip and resource our academic staff and schools to engage in all appropriate aspects of R&KE	1 x R&KE Staff Training Coordinator plus cash for purchasing of training licenses, materials and experts for delivery. Investment in a blended learning package with on-line training materials as appropriate	attract, retain and develop the talented, diverse people and teams that are essential to delivering R&D nurture a diverse culture where people with a wide range of experiences and insights are confident to lead, participate and engage PEOPLE	Theme 7: Invest in the development of our staff to deliver enhanced research, impact and KE This training will support ALL other 6 themes by definition.	22/23 to develop and 23/24 onwards for delivery.

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.

I: Manage HEIF Spending

LBU's approach to monitoring success in this new HEIF plan is informed and enhanced by our experiences of monitoring HEIF spend and activity throughout previous HEIF funding rounds and plans.

The governance of our HEIF funding is led by our Deputy Vice-Chancellor (DVC) for Research & Enterprise. The DVC devolves the day to day planning and delivery of our HEIF funding to the University Research & Enterprise Service. We plan our detailed spend on HEIF in line with funding allocations on an annual basis which is agreed as part of the university's annual budget cycle with the Director of Finance & Resources. This detailed spend is in line with our agreed HEIF plan and strategy.

Delivery against this spend is reported quarterly to the University Research & Enterprise Committee (chaired by the DVC) which is a formal sub-committee of Academic Board (chaired by the Vice-Chancellor) which is accountable to our Board of Governors. The reporting related to this new HEIF plan will be set out against the themes and activities detailed in Q1 and Q2 of this submission.

We will continue to evidence our HEIF spending through the Annual Monitoring Statement. This activity is currently delivered by our Research & Enterprise Service through detailed

spending records (using university financial and accounting systems) and project activity monitoring for specific outputs.

Operationally, the majority of our HEIF funding is used to resource the University Research & Enterprise Service. Through their teams, the service supports the whole university to deliver the objectives detailed in this plan.

The Research & Enterprise Service teams include:

- 1- Pre-award support undertaken through our Business and Research Development Managers in our Research and Innovation team.
- 2- Post award support undertaken through our dedicated post award team supporting project delivery and reporting of research and enterprise contracts.
- 3- Operation management supporting the administrative, training, communication and events functions of Research and KE activity.
- 4- A new Research Information and Governance (RIG) team which will have oversight on project monitoring and performance at a programme and project level. This team will be responsible for reviewing current and future processes, policies and reporting and ensuring that they are fit for purpose with a view to continuous quality and process improvement.

The objectives of the new RIG Team of relevance to this HEIF plan include:

- Setting up Policies and Protocols for institutional Research and Enterprise practice to assist in achieving institutional Research and Knowledge Exchange KPIs and their quality assurance.
- Completing Annual Statutory returns relating to Research and Knowledge Exchange.
- Setting up agreed metrics, processes, monitoring and reporting for all relevant statutory returns

II: Measure Progress and III: evaluate outcomes

The RIG team will adopt both programme level and project management techniques (e.g. MSP, PRINCE 2 Agile) for oversight and these will be applied against an iterative framework for review of our HEIF funded activities at development, engagement, and completion. The framework is built around “Five P’s” - People, Place, Process, Practice and Policy which all feed into a virtuous circle as follows:

Development Stage:

1. People – Do we have the right people in place for the activities/interventions (skills evaluation), how are they performing?

2. Place – Is LBU engaging in projects where it can make a significant difference to a place? And will it be measurable or provide tangible evidence of step change?
3. Process – What processes will we use for monitoring performance, assurance, finance, and risk management.
4. Practice -What Knowledge exchange practices, knowledge base or knowledge exchange will this activity support and develop?
5. Policy – Does the activity support University and Government Policies? (Eg. Strategic Plan, Strategic KPIs, Government Roadmap)

Engagement and Completion Stages:

1. People – Measure the LBU impact on people supported through HEIF Project Interventions (external and internal)
2. Place – Measure the LBU impact on place supported through HEIF Project Interventions (external and internal)
3. Process – Continuous review and monitoring of our processes and their fitness for purpose (including quality assurance, financial monitoring, risk management and KPIs)
4. Practice – Continuous review of our knowledge exchange practices, training, incentivisation and new ideas and innovation emerging from that practice.
5. Policy -Continuous review, feedback and monitoring of our current institutional policies based on the outcomes and emerging themes from our activities. Review of Policies that need to be introduced or changed as a result of lessons learned.

This will support Leeds Beckett in assessing our benefits to the economy and society and enable a more agile approach compatible with fast paced societal changes including unprecedented events such as pandemics and changes to approach to working and living.

IV: Identify lessons learned

Through the above framework we will capture the lessons learned in a SMART way to provide continuous improvement and development around what, and how we do things funded by HEIF. LBU will share high level lessons learned with other HEPs through our networks such as the University Alliance in order to help inform meaningful change across the sector.

The Framework will also provide additional benefit in strengthening and developing our performance around KEF and Impact; and support and inform our planning cycle for the Research and Enterprise Services.

Our annual report to the Research & Enterprise Committee and Academic Board will also be informed by a consolidation of all our HEIF reporting against the 5 attributes of the framework and the 7 strategic themes of this proposed HEIF plan.