



Research
England



RE-P-2020-03-Annex B

Manchester Metropolitan University

HEIF accountability statement

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

Return date: 21 May 2021

Return as Microsoft Word file to: KEPolicy@re.ukri.org

Queries to: KEPolicy@re.ukri.org

Web: <http://re.ukri.org>

Twitter: [@ResEngland](https://twitter.com/ResEngland)

Email: [Subscribe to email alerts](#)



© Research England 2020

This publication is available under the Open Government Licence 3.0.

<http://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/>

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.

Manchester Metropolitan University is a great, modern university, in a great global city, making an impact regionally, nationally and internationally. Behind this is the driving ambition to discover and disseminate knowledge, and to make higher education accessible and beneficial to all those with the passion and ability to succeed.

Our Strategic Themes; “Place, Ambition, Partnership, Community and Sustainability” are the backdrop for our plans and strategies, setting the tone for our approach. Through them, we demonstrate the ambition, creativity and impact that characterise Manchester Metropolitan University. These strategic themes also underpin many of the aspirations in “Our People, Our Place”, the Greater Manchester Strategy.

We work closely with our city, with business, the community and our academic peers to be inventive and creative, generate great opportunities, and enable our students, colleagues and everyone whose lives we touch to make an impact. Learn how we’re shaping the world, [click here](#)

During 2019/20, the University began to shape a new business engagement and knowledge exchange strategy in support of the University’s [Research and Knowledge Exchange Strategy](#) and its overarching [Strategic Framework](#). This updates and builds upon our 2016 HEIF Strategy, taking into consideration the considerable developments within the University and current government priorities, the KE sector standards, industrial strategies and the post-COVID and post-Brexit landscape. This strategy sets out a series of priority objectives, which will be the key principles for KE activities.

The University’s HEIF allocation will be channelled towards supporting targeted lead generation activities (events, showcases, sandpits), innovation funding to pump-prime KE projects, enhancement of our Innovation Zone and Incubator, IP commercialisation, the creation of marketing materials and campaigns, and to support KE staff salaries and expenses. All expenditure of HEIF will be geared towards the achievement of four clear objectives;

1) To Drive the Growth, Quality and Ambition of our Business Engagement and Knowledge Exchange

- a. Achieve a reputation as “a great university to do business with” by working at pace to drive up quality, building a strong KE offer, and maximising our accessibility through effective business engagement approaches and communications.
- b. Focus activities, resources and HEIF expenditure towards clearly defined centres of research and KE expertise (University Centres for Research and Knowledge Exchange - UCRKE) to accelerate impacts.
- c. Create innovative new approaches for Knowledge Exchange in UCRKEs by trialling and evaluating pump priming and proof of concept schemes, supported by HEIF funding, to encourage projects with the potential to produce KE income and impactful outcomes.
- d. Increase the visibility of Knowledge Exchange by creating a HEIF-funded programme of activity and communications that showcases our KE success stories and capability to internal and external stakeholders with the goal of increasing engagement.
- e. Pursue KE that contributes to the RKE Strategy’s KPI of producing high-quality academic outputs and produces impact that can be included in future REF and KEF submissions
- f. Establish clear approaches for the development, use and commercialisation of our intellectual property and knowhow.
- g. Create KE capacity and widen the understanding of KE by continuing to offer clear support, training and development mechanisms for our researchers and students

aimed at increasing their engagement in KE activity as well as enriching their academic activities, education and employability.

- h. Seek opportunities for continuous improvement of our KE activities in accordance with the principles of the KE Concordat.

2) To Develop and Maintain Broad Productive Partnership with External Organisations

- a. Evolve from a transactional-based approach to one that aims to identify a handful of broad partnerships with organisations that align to University and Government strategic priorities and shared values.
- b. Maximise new and existing partnerships through a University-wide joined up approach to managing relationships with external clients, establishing a formal “partnerships management” plan and focus on collaborations in areas of academic strength, or in areas where we can benefit from co-produced knowledge with industry partners.
- c. Leverage productive relationships with stakeholders, industry networks, and multipliers - gateway organisations through which we can multiply our business engagement efforts.

3) To Be National Leaders in SME Growth and Innovation and Knowledge Transfer Partnerships (KTP)

- a. Seek to remain in the top 10 nationally for number of KTPs by continuing to grow our portfolio and striving to leverage new KTP funding streams and maximising opportunities for repeat business or signposting clients to other relevant University KE opportunities.
- b. Continue to develop the University Innovation Zone (UIZ), with the University’s incubator Innospace at its heart, as a platform for SME engagement and income-generating KE lead generation.
- c. Explore opportunities for the UIZ to play a role in post-COVID economic recovery and to become the University’s front-door to broader business engagement (including degree apprenticeships, careers and employability, and curriculum development, above and beyond research and knowledge exchange).
- d. Continue to support graduate entrepreneurship and business start-ups through the expansion of entrepreneurship programmes in collaboration with the Faculties and Careers and Employability colleagues.
- e. Package Manchester Met’s existing SME programmes and facilities with a new portfolio of growth and innovation support services, events and networking opportunities designed to encourage businesses to engage with academics on income-generating KE projects.

4) To Support Regional and National Economic Growth and Innovation Agendas

- a. Ensure KE activity alignment to UCRKE specialisms, national and regional industrial strategies, innovation agendas and initiatives related to business support and economic recovery.
- b. Structure our KE programmes to support the developing inclusivity and levelling up of prosperity agendas by proactively working with local authorities outside the more prosperous city centre locations.

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>Business engagement seed fund programme to stimulate business engagement activity between academic colleagues and business clients. Funding can be used for KE lead generation activity or can contribute towards the cost of KE projects that lead to income generation and/or an identified collaborative funding opportunity. Target a minimum of 4 seed fund awards per annum.</p>	<p>Academic colleagues can apply for of up to £5K of HEIF funding. HEIF funded business engagement staff support applications and delivery of activity.</p>	<p>Enables business growth, contributes to 2.4% of GDP on R&D, contributes to levelling-up agenda as we often support businesses outside urban locations, offers potential for student involvement in KE through links to jobs for students.</p>	<p>Objectives:</p> <p>1a: enhanced reputation</p> <p>1c: innovative KE approaches</p> <p>1g: create KE capacity</p> <p>2a: evolve from transactional to strategic partnerships</p> <p>4b: KE programmes that support inclusivity and levelling-up</p>	<p>Programme has been running several years, will continue to run 2020-21 onward.</p>
<p>Innovation and Industrial Engagement Fund programme to ‘pump-prime’ innovative Knowledge Exchange projects that address genuine industrial requirements, or new products and services and are highly likely to generate a sustainable income, Intellectual Property (IP) and future collaboration opportunities.</p>	<p>Academic / business partnerships can apply for of up to £30K of HEIF funding. HEIF funded business engagement staff support applications and delivery of activity.</p>	<p>Enables business growth, contributes to 2.4% of GDP on R&D, contributes to levelling-up agenda as we often support businesses outside urban locations, offers potential for student involvement in KE through links to jobs for students.</p>	<p>Objectives:</p> <p>1a: enhanced reputation</p> <p>1c: innovative KE approaches</p> <p>1g: create KE capacity</p> <p>2: develop broad productive partnerships</p> <p>4a: govt. priorities around business support and recovery.</p> <p>4b: KE programmes that support inclusivity and levelling-up</p>	<p>Programme has been running several years, will continue to run 2020-21 onward.</p>

<p>Enhancing our current incubation provision to develop a broader Innovation Zone that will serve as the University's front-door to SMEs and activity with business</p>	<p>HEIF-funded SME programmes and business engagement staff salaries, some furniture and minor equipment purchases for incubator set up</p>	<p>Enables business start-up and growth, contributes to 2.4% of GDP on R&D, contributes to levelling-up agenda as we work with non-city centre local authorities to drive businesses to our services, offers potential for student involvement in KE and employability. Encourages student enterprise and entrepreneurship. Offers a platform for delivery of economic recovery programmes.</p>	<p>Objectives: 1a: enhanced reputation 1c: innovative KE approaches 1g: create KE capacity 2: develop broad productive partnerships 3: national leaders in SME engagement and KTPs 4b: KE programmes that support inclusivity and levelling-up</p>	<p>Set up expenses of furniture and equipment only in 2020/21 and 21/22. Salaries from 21/22 onward</p>
<p>Programme of activity related to running our incubator and innovation zone aimed at creating opportunities for KE projects - innovation masterclasses, bootcamps, networking activity and innovation vouchers. This activity is not only for SMEs, but also supports and encourages graduate enterprise and entrepreneurship.</p>	<p>HEIF-funded SME programmes and business engagement staff salaries, HEIF-funded innovation masterclasses, bootcamps and networking events. HEIF-funded innovation vouchers.</p>	<p>Enables business start-up and growth, contributes to 2.4% of GDP on R&D, contributes to levelling-up agenda as we work with non-city centre local authorities to drive businesses to our services, offers potential for student involvement in KE and employability. Encourages student enterprise and entrepreneurship. Offers a platform for delivery of economic recovery programmes.</p>	<p>Objectives: 1a: enhanced reputation 1c: innovative KE approaches 1g: create KE capacity 2: develop broad productive partnerships 3: national leaders in SME engagement and KTPs 4b: KE programmes that support inclusivity and levelling-up</p>	<p>2020-21 onward</p>

<p>Joint business development and innovation programme with regional GC Business Growth Hub (BGH) that provides co-funded business development and innovation managers (BGH employees - currently x3 – x1 from 2021/22) that generate KE leads from BGH client roster. Target of 25 projects (Jan 22-Aug 23) min value £20K per project.</p>	<p>HEIF-funded SME programmes and business engagement staff salaries (MMU), plus contribution to co-funded BGH staff salaries and funding towards innovation vouchers.</p>	<p>Enables business growth, contributes to 2.4% of GDP on R&D, contributes to levelling-up agenda BGH clients outside city centre locations, offers potential for student involvement in KE and employability.</p>	<p>Objectives: 1a: enhanced reputation 1c: innovative KE approaches 1g: create KE capacity 2: develop broad productive partnerships 3: national leaders in SME engagement and KTPs 4b: KE programmes that support inclusivity and levelling-up</p>	<p>Programme has been running since 2015, will continue to run through Aug 2023</p>
<p>Programme of marketing and communications that showcases our KE success stories and capability to internal and external potential clients, stakeholders and multipliers (industry gateway organisations) with the goal of increasing engagement.</p>	<p>HEIF-funded business engagement team salaries, cost of development and distribution of marketing campaigns.</p>	<p>Promotes business innovation and growth, contributes to 2.4% of GDP on R&D, targets geographies to support levelling-up, promotes student employability to businesses, aligns specialisms we promote to national and regional industrial strategies.</p>	<p>Objectives: 1a: enhanced reputation 1b: focus activity to research centres 1d: increase visibility of KE 1e: pursue KE with high-quality outputs, impact, RKE KPIs 2: develop broad productive partnerships 3: national leaders in SME engagement and KTPs 4: Alignment to national and regional priorities</p>	<p>2020-21 onward</p>

<p>Programme of business engagement lead generation activity including events, conferences, showcases, sandpits, webinars, etc. Includes expenses related to delivery, travel and subsistence of this business development activity.</p>	<p>HEIF-funded business engagement team salaries, cost of development and delivery of activity.</p>	<p>Promotes business innovation and growth, targets 2.4% of GDP, targets geographies to support levelling-up, promotes student involvement in KE, employability, and enterprise, aligns to national and regional industrial strategies.</p>	<p>Objectives: 1a: enhanced reputation 1b: focus activity to research centres 1d: increase visibility of KE 1e: pursue KE with high-quality outputs, impact, RKE KPIs 2: develop broad productive partnerships 3: national leaders in SME engagement and KTPs 4: Alignment to national and regional priorities</p>	<p>2020-21 onward.</p>
<p>Programme of activity aimed at generating and commercialising Intellectual property.</p>	<p>HEIF funded expenses related to IP evaluation, protection and commercialisation</p>	<p>Supports the “ideas” foundation of the industrial strategy by contributing to the UK’s ambition to be the world’s most innovative economy and the “business environment” foundation by licensing our IP to businesses that may use it to grow and innovate. Co-creation of IP with industry contributes to the 2.4% of GDP on R&D objective.</p>	<p>Objectives: 1a: enhanced reputation 1b: focus activity to research centres 1f: clear approaches to development use and commercialisation of IP 2: develop broad productive partnerships 4: Alignment to national and regional priorities</p>	<p>2020-21 onward.</p>

<p>Programme to offer clear support, training and development mechanisms for our researchers, postgraduate and undergraduate students aimed at increasing their engagement in KE activity as well as enriching their academic activities, education and employability.</p>	<p>HEIF-funded salaries of staff that contribute to the development and delivery of these programmes. HEIF funding pots (above) that support activity post-training.</p>	<p>Promotes business innovation and growth, targets 2.4% of GDP in R&D, promotes working with businesses in geographies to support levelling-up, promotes student involvement in KE, employability, and enterprise, aligns to national and regional industrial strategies.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> 1b: focus activity to research centres 1c: innovative KE approaches t 1e: pursue KE with high-quality outputs, impact, RKE KPIs 1g: create KE capacity 2: develop broad productive partnerships 3: national leaders in SME engagement and KTPs 4: Alignment to national and regional priorities 	<p>2020-21 onward.</p>
<p>Training and development for KE staff</p>	<p>HEIF-funded salaries of staff that contribute to the development and delivery of these programmes. HEIF funding used to support externally delivered courses, membership to Praxis Auril, professional conferences and events.</p>	<p>Upskills staff to be able to support and promote business start-up, innovation and growth, activity that contributes to 2.4% of GDP in R&D, student involvement in KE, employability, and enterprise, and alignment to national and regional industrial strategies, the R&D roadmap and government priorities around levelling up, and economic recovery.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> 1b: focus activity to research centres 1c: innovative KE approaches 1e: pursue KE with high-quality outputs, impact, RKE KPIs 1g: create KE capacity 2: develop broad productive partnerships 3: national leaders in SME engagement and KTPs 4: Alignment to national and regional priorities 	<p>2020-21 onward.</p>

<p>Programme of engagement with organisations that support KE lead generation, industry networking, and professional development.</p>	<p>HEIF-funded membership fees, Business Engagement staff time to develop and manage relationships with organisations and support resulting KE activity</p>	<p>Promotes business innovation and growth, targets 2.4% of GDP in R&D, promotes working with businesses in geographies to support levelling-up, promotes student involvement in KE, employability, and enterprise, aligns to national and regional industrial strategies.</p>	<p>Objectives: 1a: enhanced reputation 1c: innovative KE approaches 1e: pursue KE with high-quality outputs, impact, RKE KPIs 2: develop broad productive partnerships 3: national leaders in SME engagement and KTPs 4: Alignment to national and regional priorities</p>	<p>2020-21 onward.</p>
---------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------

Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.

Managing HEIF spending

On a yearly basis, a detailed HEIF budget is agreed between the Director of Research and Knowledge Exchange (RKE) and colleagues in University Finance. The PVC of Research and Knowledge Exchange (PVC RKE) has ultimate strategic responsibility for and oversight of this budget, which reflects the expenditure needed to deliver each priority and activity stream. Activity and spend is then managed in line with the agreed budget, leaving a certain level of flexibility in the budget to be able to respond to new and emerging strategic opportunities.

The RKE Business Engagement team works in close collaboration with colleagues in Finance to review and monitor expenditure against budget on a monthly basis to avoid underspends by the end of the financial year. They then work together to report HEIF spend through the Annual Monitoring Statement, which is reviewed and approved by the PVC RKE and the Director of RKE.

Measuring progress

The RKE Head of Business Engagement works closely with team managers for KTP, SME Programmes, Business Development and Partnerships Management to capture HEIF-funded activity, spend and results on a monthly basis. This information is reviewed against the stated objectives and priorities and reported to senior leadership through the

Director of RKE with approval from the PVC RKE. This information is also collated for use in KEF narrative statements.

Our pre and post-award management system (Worktribe) is the tool used to manage all externally funded projects and capture KE income resulting from HEIF-funded activity. This system generates data the University then uses to submit HE-BCI survey returns as well as to track and measure progress against income and award goals.

Evaluating outcomes

The effectiveness of our HEIF expenditure is evaluated both quantitatively and qualitatively. Manchester Met has RKE financial award targets for each University Centre for Research and Knowledge Exchange (UCRKE). Knowledge Exchange awards contribute to these targets, so the outcomes of HEIF-funded activity and expenditure are quantitatively evaluated on the basis of their ability to contribute to UCRKE targets. This can be in the form of financial awards, but also in strength of the pipeline of future projects.

In order to reach award targets, it is critical to ensure some of our non-financial priorities around visibility, quality, impact, capacity, and alignment to government priorities are also being supported by HEIF expenditure. Therefore, we also evaluate continuous improvement of our business engagement activity, in line with the KE concordat principles.

Identifying lessons learned

When working with external partners and creatively using HEIF to pump-prime activity, no two projects are ever the same, so identifying lessons learned is critical to continuous improvement. Resources such as the University's intranet, SharePoint, and Microsoft Teams are used to share information on best practice and lessons learned, first within the Business Engagement department and wider RKE Directorate, but also with relevant academic and professional services colleagues in other departments who can benefit from this information.

Training sessions are offered both to RKE Directorate staff and researchers seeking to engage with business in order to ensure consistency and create capacity. Lessons learned and case studies are continuously included in these training sessions and workshops.