

RE-P-2020-03-Annex B

Oxford Brookes 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](#)

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.

CORE STRATEGIC OBJECTIVES FOR KNOWLEDGE EXCHANGE

The University's strategy is set out in [Oxford Brookes University Strategy 2035](#), which was launched in 2020. In brief, the strategy comprises a Vision for 2035 supported by four pillars: Education and Enterprise, Research and Innovation, People and Culture, and Partnerships and Place. Each of the pillars provides a contribution to the vision for 2035, a 5-year Strategic Plan and an Operational Plan for immediate strategic priorities in the period 2020-22. Institutional strategic support for knowledge exchange is dispersed throughout the University Strategy 2035, and the Strategic and Operational Plans for each of the pillars. Each of strategic objectives for knowledge exchange listed below is augmented by one or more focus areas for delivery.

STRATEGIC OBJECTIVE [SO1] - Enhance benefits to students from knowledge exchange

- i. Develop student entrepreneurs
- ii. Support student enterprise formation

<ul style="list-style-type: none"> iii. Develop employability skills through projects, placements and internships iv. Encourage student participation in live KE projects
<p>STRATEGIC OBJECTIVE [SO2] - Enhance societal benefits in our local community and more widely, nationally and internationally</p> <ul style="list-style-type: none"> i. Increase Public & Community Engagement ii. Facilitate cultural enrichment iii. Facilitate public understanding of research iv. Support health and well-being in the community v. Participate in the civic life of the community
<p>STRATEGIC OBJECTIVE [SO3] - Support economic development and recovery in our local community, in the Covid and post-Covid era</p> <ul style="list-style-type: none"> i. Support skills development in local businesses ii. Deliver business support initiatives to meet local needs iii. Provide premises, facilities and support to early-stage high-growth businesses iv. Make available enterprise programmes and initiatives to local entrepreneurs
<p>STRATEGIC OBJECTIVE [SO4] - Develop engagement and partnerships with business, the public sector and the third sector</p> <ul style="list-style-type: none"> i. Enhance stakeholder-informed research and teaching ii. Develop partnerships for collaborative and contract research, including KTPs iii. Provide training, consultancy and other services to meet stakeholder needs iv. Disseminate and deploy expertise and research outcomes through partnerships for economic and societal impact
<p>STRATEGIC OBJECTIVE [SO5] - Foster innovation and technology adoption</p> <ul style="list-style-type: none"> i. Support the development and application of new technologies and practices which contribute to innovation ii. Support the development of spinout companies and start-ups based on university expertise and technology iii. Promote the use of university expertise and technology by partners
<p>STRATEGIC OBJECTIVE [SO6] - Address complex challenges affecting the life of society</p> <ul style="list-style-type: none"> i. Support multi-disciplinary networks to engage with stakeholders to research complex societal challenges, to inform policy-makers and to contribute to initiatives which address these challenges

CROSS-CUTTING OBJECTIVES RELATING TO KNOWLEDGE EXCHANGE

The cross-cutting objectives are drawn from University's Strategy, its Guiding Principles and Strategic Enablers

STRATEGIC OBJECTIVE – CROSS-CUTTING [SO-CC7] - Zero carbon and sustainability

- i. Incorporate local, national and international objectives and initiatives to achieve Net Zero Carbon, improve sustainability and mitigate the effects of climate change in knowledge exchange programmes

STRATEGIC OBJECTIVE – CROSS-CUTTING [SO-CC8] - Inclusivity and levelling-up

- i. Ensure that the benefits to students and the community from knowledge exchange are available to all and engage with under-represented groups to encourage participation
- ii. Ensure that individual and businesses in all locations in the local community can benefit from knowledge exchange and that, where feasible, individuals and businesses in less prosperous areas outside the local community can also benefit

STRATEGIC OBJECTIVE – CROSS-CUTTING [SO-CC9] - Human capital development and capacity building

- i. Provide opportunities for students, academic staff and professional services staff to develop their knowledge, skills and practice in knowledge exchange through essential core training and development and elective options
- ii. Provide opportunities for academic and professional services staff to develop their career through knowledge exchange
- iii. Foster a culture which values the contribution of knowledge exchange to the work of the university and to society at large

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 activity	HEIF support	HEIF priorities (RE and OfS)	Strategic objectives	Indication of timescale
ENTERPRISE SUPPORT				
Programme to support student awareness of enterprise and develop entrepreneurship skills	2 x Programme Coordinators, 2 x Programme Assistants (HEIF 100%), promotion and delivery expenses, including speaker fees	HEIF policies and priorities: student benefits - enhanced employability. UK R&D Roadmap: inspire and enable diverse talented entrepreneurs.	[SO1] Enhance benefits to students – develop student entrepreneurs.	Ongoing
Programme to develop female student entrepreneurship	Promotion and delivery expenses, including speaker fees	HEIF policies and priorities: student benefits - enhanced employability. UK R&D Roadmap: inspire and enable diverse talented ... entrepreneurs.	[SO1] Enhance benefits to students – develop student entrepreneurs. [SO-CC8] Inclusivity and levelling-up	Ongoing
Programme to develop BAME student entrepreneurship	Promotion and delivery expenses, including speaker fees	HEIF policies and priorities: student benefits - enhanced employability. UK R&D Roadmap: inspire and enable diverse talented entrepreneurs.	[SO1] Enhance benefits to students – develop student entrepreneurs. [SO-CC8] Inclusivity and levelling-up	Ongoing
Programme to develop commercial awareness and entrepreneurship skills in research students and early career researchers	Promotion and delivery expenses, including speaker fees	HEIF policies and priorities: student benefits - enhanced employability. UK R&D Roadmap: inspire and enable diverse talented entrepreneurs, support early career researchers and innovators into the next stage of their careers.	[SO1] Enhance benefits to students – develop student entrepreneurs. [SO-CC9] Human capital development and capacity building	New for 2020-21, then ongoing
Programme to develop and support student ventures	Enterprise and Innovation Consultant (100% HEIF), promotion and delivery expenses, including external mentoring	HEIF policies and priorities: student benefits - enhanced employability, student participation in KE, make place-based contributions to economic recovery.	[SO1] Enhance benefits to students – support student enterprise formation.	Ongoing

		UK R&D Roadmap: inspire and enable diverse talented ... entrepreneurs.		
Programme to develop start-up and early-stage businesses in the AI and Data sector	Programme coordination and promotion, jointly with UEZ incubator.	HEIF policies and priorities: student benefits - enhanced employability, make place-based contributions to economic recovery. Build Back Better: sectoral focus on digital technologies. UK R&D Roadmap: inspire and enable diverse talented ... entrepreneurs, sectoral focus on digital technologies.	[SO1] Enhance benefits to students – support student enterprise formation. [SO3] Support economic development and recovery - support early-stage companies and make available enterprise programmes.	Ongoing
Annual festival of enterprise and entrepreneurship (THRIVE)	Promotion and delivery expenses, including speaker fees	HEIF policies and priorities: student benefits - enhanced employability, make place-based contributions to economic recovery. UK R&D Roadmap: inspire and enable diverse talented ... entrepreneurs.	[SO1] Enhance benefits to students – develop student entrepreneurs.	Ongoing
Annual festival of enterprise in digital technology (OxTechFest)	Promotion and delivery expenses, including speaker fees	HEIF policies and priorities: student benefits - enhanced employability, make place-based contributions to economic recovery. Build Back Better: sectoral focus on digital technologies. UK R&D Roadmap: inspire and enable diverse talented ... entrepreneurs, sectoral focus on digital technologies.	[SO1] Enhance benefits to students – develop student entrepreneurs. [SO5] Foster innovation and technology adoption	New for 2021-22, then ongoing
Programme to support intending applicants for the UKVI Start-Up visa scheme	Promotion and delivery expenses, including external consultancy	UK R&D Roadmap: Attract and retain diverse talented ... entrepreneurs	[SO3] Support economic development and recovery - support	Ongoing

			early-stage companies and make available enterprise programmes.	
Partnership scheme to engage with external businesses to support enterprise and entrepreneurship	Enterprise Partnerships Manager (HEIF 100%, initially)	HEIF policies and priorities: student participation in KE UK R&D Roadmap: Partnerships to support place-based initiatives	[SO4] Develop engagement and partnerships. [SO1] Enhance benefits to students – student participation in KE	In development, ongoing from 2021-22
Promotion of academic engagement with enterprise	Academic Enterprise Champion (0.4FTE, HEIF 100%)	HEIF policies and priorities: student benefits - enhanced employability. UK R&D Roadmap: inspire and enable diverse talented ... entrepreneurs.	[SO1] Enhance benefits to students – develop student entrepreneurs. [SO-CC9] Human capital development and capacity building – foster KE culture	Ongoing
Overall management and coordination	Director of Enterprise Support (HEIF 100%)	HEIF policies and priorities: student benefits from and student participation in KE, make place-based contributions to economic recovery. UK R&D Roadmap: inspire and enable diverse talented ... entrepreneurs.	All the above	Ongoing
ENTERPRISE CENTRE				
Enterprise Centre providing offices and laboratories for start-ups and high-growth early-stage companies, and facilitating business engagement with students. Capital costs co-financed by the Local Growth Fund and the University	Centre Manager (HEIF 100% initially), Sales & Marketing Manager (HEIF 100% initially), Laboratory Technical Support (HEIF 100%), IT Technical Support (HEIF 50%), promotion and marketing expenses	HEIF policies and priorities: student benefits - enhanced employability, student participation in KE, make place-based contributions to economic recovery. Build Back Better: drive economic growth through the adoption and diffusion of new ideas, products and processes. BEIS guidance: make an effective contribution to the economy and	[SO3] Support economic development and recovery – provide premises, facilities and support to early-stage high-growth businesses. [SO4] Develop engagement and partnerships – for collaborative research. [SO5] Foster innovation and technology adoption – support the development of spinouts and start-ups.	In development, facility to be launched in January 2022. HEIF support required in full in 2021-22 and 2022-23, and is then planned to taper away

		<p>society in the recovery and beyond ... through place-based contributions.</p> <p>UK R&D Roadmap: strengthen interactions between research, innovation, commercialisation and deployment.</p>	<p>[SO1] Enhance benefits to students – provide opportunities for projects, placement and KE participation.</p>	
COMMERCIALISATION				
Commercialisation programme to identify and protect university IP and develop routes to exploitation	IP & Commercialisation Manager (HEIF 100%)	<p>Build Back Better: drive economic growth through the adoption and diffusion of new ideas, products and processes.</p> <p>UK R&D Roadmap: capture the economic and societal benefits from research through innovation, KE and scale-up.</p>	<p>[SO5] Foster innovation and technology adoption</p>	Ongoing
Support for spinouts and start-ups based on university IP and expertise	Specialist legal services and consultancy	<p>Build Back Better: drive economic growth through the adoption and diffusion of new ideas, products and processes.</p> <p>BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.</p> <p>UK R&D Roadmap: capture the economic and societal benefits from research through innovation, KE and scale-up</p>	<p>[SO5] Foster innovation and technology adoption – support for spinouts and start-ups</p>	As required, based on intermittent pipeline of demand
Promotion and support for Knowledge Transfer Partnerships	KTP Manager (external consultant), 0.4FTE equivalent (HEIF 100%)	<p>Build Back Better: drive economic growth through the adoption and diffusion of new ideas, products and processes.</p> <p>UK R&D Roadmap: strengthen interactions between research,</p>	<p>[SO4] Develop engagement and partnerships – for collaborative research including KTPs.</p> <p>[SO5] Foster innovation and technology adoption – development</p>	Ongoing

		innovation, commercialisation and deployment.	and application of new technologies and practices	
Support for future commercialisation projects	Funding pot for proof of concept and market research, to be allocated by competition	Build Back Better: drive economic growth through the adoption and diffusion of new ideas, products and processes. UK R&D Roadmap: capture the economic and societal benefits from research through innovation, KE and scale-up	[SO5] Foster innovation and technology adoption – development and application of new technologies and practices	Ongoing, variable budget allocation subject to demand and quality of proposals
PROMOTION AND DEVELOPMENT OF KNOWLEDGE EXCHANGE ACTIVITIES				
Promotion and coordination of knowledge exchange in Faculties	Knowledge Exchange lead, Academic buy-out 0.2FTE (HEIF 100%)	UK R&D Roadmap: capture the economic and societal benefits from research through innovation, KE and scale-up.	[SO4] Develop engagement and partnerships. [SO5] Foster innovation and technology adoption [SO-CC9] Human capital development and capacity building – foster KE culture	Ongoing, may be extended from 2022-23 onwards
Support for business engagement and collaborative bid development	2 x Business Development Managers (HEIF 100%), subscriptions to bidding and tendering platforms	HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery. Build Back Better: drive economic growth through the adoption and diffusion of new ideas, products and processes. BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.	[SO4] Develop engagement and partnerships. [SO5] Foster innovation and technology adoption. [SO6] Address complex challenges [SO-CC7] Zero Carbon and sustainability	Ongoing

		UK R&D Roadmap: capture the economic and societal benefits from research through innovation, KE and scale-up.	[SO-CC9] Human capital development and capacity building – provide training and foster KE culture.	
Support for Research, Innovation & Knowledge Exchange Networks to engage with external partners, funders and the community	Network Support Officer (HEIF 100%)	UK R&D Roadmap: strengthen interactions between research, innovation, commercialisation and deployment.	[SO4] Develop engagement and partnerships. [SO6] Address complex challenges. [SO2] Enhance societal benefits.	New for 2020-21, ongoing from 2021-22
Support for Public & Community Engagement	Contribution to promotion, administration and marketing	KEF: Public & Community Engagement perspective BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.	[SO2] Enhance societal benefits.	New for 2020-21, ongoing from 2021-22
Support for KE practitioner networks, training and conference attendance	Budget allocation for training and development in KE, including subscriptions to practitioner networks and conference attendance	KE Concordat: Capacity Building principle	[SO-CC9] Human capital development and capacity building	Ongoing
Marketing of the university's knowledge exchange activities and offerings to business and other stakeholders	Business Marketing Officer FTE 0.6 (HEIF 100%), promotional events (in-house and external), marketing expenses	HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery. BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.	[SO5] Foster innovation and technology adoption – promote use of university expertise and technology. [SO2] Enhance societal benefits.	Ongoing
ENGAGEMENT WITH LOCAL AND REGIONAL STAKEHOLDERS				

Engagement with Oxfordshire Local Enterprise Partnership and local authorities	Regional Projects Manager, co-funded by the LEP (HEIF 50%)	HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery, such as place and civic contributions.	[SO3] Support economic development and recovery – engage with local authorities and other stakeholders. [SO-CC8] Inclusivity and levelling-up.	Piloted 2019-21, to be redeveloped in 2021-22. Subject to continued availability of co-funding.
Participation in the Oxford-Cambridge Arc Universities Group	Membership subscription	HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery, such as place and civic contributions. UK R&D Roadmap: support collaboration between local and regional institutions on research and innovation.	[SO3] Support economic development – engage with local authorities and other stakeholders. [SO-CC8] Inclusivity and levelling-up.	Ongoing
Engagement with business representative organisations	Membership subscriptions	HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery, such as place and civic contributions.	[SO3] Support economic development and recovery – engage with local authorities and other stakeholders. [SO-CC8] Inclusivity and levelling-up	Ongoing
Participation in multi-stakeholder collaborative initiatives	Contributions to consultant reports and facilitation of task groups on economic development	HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery, such as place and civic contributions. UK R&D Roadmap: support collaboration between local and regional institutions on research and innovation.	[SO3] Support economic development and recovery – engage with local authorities and other stakeholders. [SO-CC7] Zero Carbon and sustainability [SO-CC8] Inclusivity and levelling-up.	Portfolio of activities, varies from year to year

RESOURCING OF KNOWLEDGE EXCHANGE UNITS				
Development of the Healthcare CPD and Training Unit in the Faculty of Health & Life Sciences	Head of CPD & Training Unit (HEIF 100%)	<p>HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery.</p> <p>BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.</p>	<p>[SO2] Enhance societal benefits - support health and well-being in the community</p> <p>[SO4] Develop engagement and partnerships with business, the public sector and third sector – develop partnerships for training, deploy expertise for economic and societal impact.</p>	Committed for 2021-22, then review
Development of Centre for Nutrition and Health providing research, consultancy and testing services to the food industry	Centre Manager (HEIF 100%)	<p>BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.</p> <p>UK R&D Roadmap: strengthen interactions between research, innovation, commercialisation and deployment.</p>	<p>[SO2] Enhance societal benefits - support health and well-being in the community</p> <p>[SO4] Develop engagement and partnerships – develop partnerships for collaborative research and consultancy, deploy expertise for economic and societal impact.</p>	Committed for 2021-22, then review
Expansion of Business Support programmes in Oxford Brookes Business School to build on the award of the Small Business Charter	Head of Business & External Engagement (HEIF 100%)	<p>HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery.</p> <p>BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.</p>	<p>[SO3] Support economic development and recovery – through skills development and business support initiatives.</p> <p>[SO4] Develop engagement and partnerships with business, the public sector and third sector – develop partnerships for training, deploy expertise for economic and societal impact.</p>	Committed for 2021-22, then review

PROJECTS				
UEZ AI & Data Analysis virtual incubator and expert resource for ethical deployment of AI	Co-funding of UEZ AIDA project team	<p>Build Back Better: drive economic growth through the adoption and diffusion of new ideas, products and processes, sectoral focus on digital technologies.</p> <p>UK R&D Roadmap: strengthen interactions between research, innovation, commercialisation and deployment.</p>	<p>[SO3] Support economic development and recovery – provide support to early-stage high-growth businesses.</p> <p>[SO4] Develop engagement and partnerships – develop partnerships for collaborative research, training and consultancy, deploy expertise for economic and societal impact.</p> <p>[SO5] Foster innovation and technology adoption</p>	Committed for 2021-22 only
Think Human! festival, public engagement with Art, Culture and the Humanities	Funding for marketing support and promotional expenses	<p>KEF: Public & Community Engagement perspective</p> <p>BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.</p>	[SO2] Enhance societal benefits.	Committed for 2021-22, then biennially, subject to review
Capability and capacity building in Healthcare knowledge exchange	Research Fellow, 18 months to develop coordinated programme (HEIF 50%)	<p>HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery.</p> <p>BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.</p>	<p>[SO6] Address complex challenges</p> <p>[SO2] Enhance societal benefits - support health and well-being in the community</p>	Committed for 2021-22 only
Dissemination of support tool for disaster recovery	Project Manager to work with NGOs to deploy support tool	UK R&D Roadmap: capture the economic and societal benefits from research through innovation, KE and scale-up.	<p>[SO4] Develop engagement and partnerships – develop partnerships to deploy expertise for economic and societal impact.</p> <p>[SO6] Address complex challenges</p>	Committed for 2021-22 only

			[SO2] Enhance societal benefits - support health and well-being in the community	
Support for future PCE activities	Funding pot for PCE projects, to be allocated by competition (co-funded, HEIF 50%)	KEF: Public & Community Engagement perspective BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond.	[SO2] Enhance societal benefits.	Planned for 2022-23 onwards
Support for future business engagement and economic development projects	Funding pot for business engagement and economic development projects, to be allocated by competition	HEIF policies and priorities: support all important aspects of the contribution of universities to the Covid crisis and recovery, such as place and civic contributions. Build Back Better: drive economic growth through the adoption and diffusion of new ideas, products and processes. BEIS guidance: make an effective contribution to the economy and society in the recovery and beyond. UK R&D Roadmap: capture the economic and societal benefits from research through innovation, KE and scale-up.	[SO3] Support economic development and recovery. [SO4] Develop engagement and partnerships. [SO6] Address complex challenges	Ongoing, variable budget allocation subject to demand and quality of proposals
MANAGEMENT AND ADMINISTRATIVE SUPPORT				
Policy, planning, coordination and management of knowledge exchange	Commercial and Knowledge Exchange Director (HEIF 100%)	HEIF policies and priorities: deliver student benefits including enhanced employability and student participation in KE, support all important aspects of the contribution of universities to the Covid crisis and	All the above	Ongoing

		recovery, such as place and civic contributions.		
Administrative and executive support	Administrator - Finance and HR (HEIF 0.5FTE), Assistant to the Director, 0.6FTE (HEIF 100%)			Ongoing

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.

Management of HEIF spending

The HEIF funding allocation is managed by the Commercial & Knowledge Exchange Director in accordance with the University's Financial Regulations and strategy for Knowledge Exchange, under the supervision of the Director of Finance & Legal Services and the Pro Vice-Chancellor for Research & Global Partnerships, who are both members of the University's senior leadership team, the Vice-Chancellor's Group.

The annual budget is reviewed and approved by the PVC Research & Global Partnerships, who has overall leadership responsibilities for Research, Innovation and Knowledge Exchange. Expenditure against the annual budget is reported monthly and re-forecast quarterly. A five-year forecast is produced for the annual planning round in Spring each year.

Expenditure is divided between establishment costs to maintain a team of dedicated knowledge exchange staff, costs associated with the core team such as subscriptions to commercialisation support tools, and project costs. HEIF funding for projects is allocated from a projects budget and may be managed by project leaders in faculties with the support of the core team or may be managed by the core team directly.

As agreed by the Knowledge Exchange Steering Group (KESG), funding for small projects under £10,000 may be allocated by the Commercial & Knowledge Exchange Director. Funding for larger projects up to a value of £50,000 are allocated by agreement

between the Commercial & Knowledge Exchange Director and the PVC Research & Global Partnerships. Projects with a budget request of over £50,000 are referred to a working party of the KESG (see below) for decision.

The Enterprise Support team is part of the core team that manages expenditure on delivery of the entrepreneurship development and enterprise support programmes, including external mentors and speakers, under the supervision of the Commercial & Knowledge Exchange Director.

Governance and oversight

The KESG is a supervisory body that oversees and advises on knowledge exchange activities across the university, including the use of HEIF funding in accordance with the University's strategies for knowledge exchange. The Steering Group has reviewed and commented on the Institutional Strategic Objectives for knowledge exchange submitted as part of narrative return in the HEIF Accountability Statement. Its Terms of Reference were revised in April 2021 and confirm its role in the use of HEIF funding as follow:

To oversee the allocation of funding and resources provided by the Higher Education Innovation Fund (HEIF) having regard to the University's strategies for knowledge exchange, the government's priorities as advised by Research England and the objectives for HEIF funding set by Research England and the Office for Students.

The Terms of Reference also include the review of performance against the University's own Key Performance Indicators for knowledge exchange and the Knowledge Exchange Framework, and the implementation of the Knowledge Exchange Concordat.

The membership comprises Associate Deans for Research & Knowledge Exchange and/or Associate Deans for Strategy & Development from each of the four faculties, the Commercial & Knowledge Exchange Director, the Director of Enterprise Support, the Research Impact Officer, the Chairs of the Public & Community Engagement and Enterprise Steering Groups, the Deputy Director of Finance and two external expert advisors. The Steering Group is chaired by the PVC Research & Global Partnerships and meets at least four times each year.

The KESG is subsidiary to the University's Research and Knowledge Exchange Committee which is part of the University's formal governance structure and which receives regular reports on knowledge exchange according to a forward plan and minutes from KESG meeting.

The KESG receives reports from subsidiary committees focussed on Public & Community Engagement and on Enterprise.

The Commercial & Knowledge Exchange Director also submits an annual report on commercialisation and knowledge exchange to the Vice Chancellor's Group and Finance & Resources Committee of the Board of Governors.

Monitoring of progress and project outcomes

The KESG receives reports on knowledge exchange performance and indicators for review, including the Knowledge Exchange Framework and associated benchmarking studies, and the institutional submission to the Higher Education Business & Community Interaction Survey (HEBCI). The HEBCI report includes a longitudinal study of performance over ten years and a variance report comparing the current year with the prior year. Trends in performance and relevant indicators are identified and discussed, and recommendations made on measures for improvement and strategic alignment where required.

The KESG also receives progress reports on projects of strategic significance or where substantial investment has been made and a summary of HEIF allocations and expenditure for all projects with a RAG assessment of status for each project.

Operational reports on each project are collected by the core knowledge exchange team that show progress towards milestones and financial targets. Final reports on completion each project are also required. Members of the core team each have a portfolio of projects for which they are responsible, and they maintain engagement with and provide support to project leaders.

The Enterprise Support team produces an annual impact report that reports on a comprehensive range of performance indicators ranging from student engagement with entrepreneurship programmes through social media to validated student start-ups.

Evaluation and identification of lessons learned

Evaluation of HEIF-funded projects, programmes and core functions has been informal in the past and has not aimed to give a systematic appraisal. However, the approach has been refreshed each year with reference to the successes and challenges of previous years leading to revised allocations between core staff, knowledge exchange projects and enterprise support programmes.

Significant changes have been implemented over a two-to-three-year timescale, given the lengthy periods required for recruitment of staff and their development towards full

effectiveness, and the time required for major projects to complete and develop impact. A review is currently in progress to evaluate all major projects undertaken since 2008, when six flagship projects were funded under the HEIF4 programme. It is apparent that a long period is required for the impact and benefits of some HEIF investments to be recognised. The University's highly successful antibody licensing programme, which has worldwide benefits for reproductive health and results in income in excess of £4m annually is based on research carried to in the 1990s and 2000s and is only now reaching commercial maturity. Accordingly, it is planned to conduct an extensive long-term evaluation every two years.

In addition, there will be an annual review of current or recently completed HEIF-funded activities, projects and initiatives, which will be reported to the KESG to identify lessons learned and the potential improvements to be targeted from a revised approach.