



Research
England



RE-P-2020-03-Annex B

Royal Holloway, University of 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.

Following on from the impacts of the COVID-19 pandemic, Royal Holloway will launch a new three-year plan in the autumn of 2021. This plan builds on our strengths but recognises the need to adapt and develop to the changing needs of our society and Government policy. We will continue to ambitiously cultivate an inclusive environment supporting excellence in teaching, research and student experience. Our growing success in both research and teaching is evidenced by our place in the UK top 20 universities. Central to our dual excellence in research and teaching is our investigator-led research and our provision of a supportive community for students. We are ambitious to turn these strengths to the opportunity to apply our research for socio-economic and community benefit and to respond to the increased opportunities provided by a growing demand for innovation and insight derived from research. We will draw on the strength provided by the breadth of our current disciplines, and we will grow into new areas to meet the needs of a more diverse student body. While the excellence of our researcher-led discoveries remain key to our success, we will also bring together teams in new configurations to enable new outcomes. We are committed to driving a knowledge exchange agenda that supports the College's strategy and matches the quality of our research outputs.

Our KE focus will build directly on a successful sector facing approach that we have been strategically growing during the last HEIF period, organising our business development around key sectors supporting our priority challenge led areas in line with national and regional KE priorities. Our ongoing strategy is to develop significant strengths which can catalyse a College wide strength in challenge led research, leading to very significant Knowledge Exchange derived from research advances. We will

drive a new strategic partnering endeavour and launch a new programme around skills, enterprise and entrepreneurialism. Key areas around which we will focus future HEIF spend are outlined below.

Objective 1: increase strength in challenge-led Research and KE addressing national and global challenges

We will achieve this by introducing new priority areas (Catalysts) focused on Challenged-Led research, monitoring of research activities, enhancing funder and partner engagement to align activity to external demand, refocusing professional Research and Innovation support to priority areas and develop policies on promotion, sabbaticals and recruitment to encourage higher levels of engagement. Four themes have been chosen as initial priorities to catalyse KE activity.

Catalyst	Exploring challenge led questions in partnership with industry and the third sector
Digital Futures in the Creative and Cultural Sectors (Story Futures)	How can immersive and next generation technologies be used to develop new content and storytelling experiences for audiences, fuelling creative and cultural industries innovation and growth?
Living sustainably	How can we address key challenges of living sustainably in an era characterised by climate change, threats to biodiversity, food and energy security, infectious disease, growing inequalities, political polarization and ongoing resource consumption?
Advanced Quantum Science and Technologies	How can we advance the second quantum revolution of our information processing and sensing capabilities, drive Quantum Technology Science to support high-tech driven economic recovery and aid future security?
Transformative Digital Technologies, Security and Society	How can we address the opportunities emerging from the digital revolution, exploring the transformative impact of digital technologies on a rapidly changing world, supporting economic growth as well as social wellbeing and equality, and addressing cybersecurity and societal risks?

Each of the themes, led by a Director, will curate communities of leading researchers and external partners to develop shared understanding of challenge-led questions, and co-produce solutions through a range of collaborative projects and KE activities.

We will grow our engagement with industry as well as public and third sector partners by focusing on collaborative activities around core partners and providing enhanced professional customer relationship management support for strategic partners.

Objective 2 - Grow Employability Skills, Enterprise and Entrepreneurialism

We will achieve this through a providing enhanced enterprise opportunities for students as part of a skills 4.0 newly aligned curriculum. In addition, we will provide opportunities for students, staff and local industry through a new Enterprise Hub located the College Library at the Centre of campus (opening 2021). This will deliver a range of programmes, including: Entrepreneur, Student Entrepreneur and Founder Programmes; a Legal Advice and Business Clinic; Alumni Mentoring Network and link with, for example, EM3 Growth Hub. We will also link with local incubation and accelerator facilities (e.g. Spelthorne Incubator, Longcross) to support a pipeline of business growth.

Objective 3 – Increase IP development and commercialisation through partnership

We view research commercialisation as a critical route for delivering socio-economic and health benefits from our research. We take a broad view of the value of the activity, considering income to the College (license and royalty), commercial benefit to a company, and benefits to individuals receiving a good or service. Building on our existing 22 patent family portfolio we will be taking forward a new Commercial Partnering strategy to scale up IP exploitation which will enable third parties to

commercialise our IP. Our projected gross licencing income by 2024 is currently £1.3m. We aim to grow our licencing by 50% p.a. over the next three years.

Objective 4 - Support local growth and regeneration through new partnerships

We will achieve this through driving new forms of partnership and placemaking linking with civic authorities building on our position within Surrey and growing a particular focus on Slough and the West London region in support of the College Strategy. We have already benefitted from EM3 funding for local regeneration and are members of, and engaging with, the Thames Valley Business Alliance. We are also now delivery partners of the Slough Future Skills Hub (interactive engagement with Schools through study skills and attainment raising activity) and Slough Innovation Space (supporting SME commercializing new products and services). This will enable consolidation of existing engagements, such as the [Innovation South virtual campus](#), and support new initiatives such as our Enterprise Hub and accessing opportunities through the Community Renewal Fund and future schemes such as the Shared Prosperity fund for the benefit of our region.

Objective 5 - Build on Public and Community Engagement Strengths

The College greatly values engagement opportunities and delivers a range of activities across the Institution including [events](#), science and heritage festivals, public focused research such as the [Centre for Public History and Heritage](#) and the [Citizen's Project](#). One of the five pillars of our Queen's Anniversary Prize award winning [voluntary service](#), we will continue to drive the [Community Research Hub](#). Matching students with charities and local organisations, the Hub will enable access to research and expertise (surveys, analysis, reports, desk-based and ethnographic research) to help address their specific challenges.

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><i>Example response – delete from your completed return</i></p> <p><i>Programme to support SMEs in our region to boost their productivity through access to consultancy equipment and students. Target to engage 200 over 3 years.</i></p>	<p><i>e.g. x1 business development post 50% HEIF funded</i></p>	<p><i>e.g. “supports ‘ideas’ pillar of IS, by enabling SME business growth” and “RE/OfS objective for students to benefit, anticipate circa 200 students will be directly involved”...</i></p>	<p><i>e.g. “Objective 3: work with regional business to boost productivity and prosperity in our region”.</i></p> <p><i>Objective 4: graduate employability</i></p>	<p><i>e.g....</i></p> <p><i>2019-20 onwards</i></p>
<p>Support for Research and KE Catalysts areas, growing collaborative research and knowledge activity in key sectors leading to new funded research and innovation collaborations, promoting and exploiting outcomes.</p> <p>Innovate UK proposal support including KTPs. Target to increase applications and income supporting industry partner R&D through Innovate UK funding success.</p> <p>Increase collaborative R&D through targeting KE related funding streams.</p> <p>Programme of strategic partnership development activity to create opportunities for new collaborative R&D and to develop productive/sustainable</p>	<p><i>HEIF funded professional services</i></p> <p>0.25 FTE Head of Knowledge Exchange and Enterprise</p> <p>2.8 FTE Knowledge Exchange Managers (Physical Sciences; Social Innovation; Digital Technologies; Sustainability)</p> <p>1 FTE Collaborative Research Development Manager</p>	<p>Increase challenge-led research working in collaboration with industry and third sector partners. We expect to grow funding by 25% and, specifically, increase industry funding by 50%. We will grow 8 strategic partnerships developed in Catalyst related fields, supported by a professional customer relationship managers. We will also support supporting local and regional priority industry sectors (e.g. creative industries, digital, cyber and information security, AI, green economy, quantum, life sciences).</p>	<p>Strategic Objective 1: increase strength in challenge-led Research and KE addressing national and global challenges</p> <p>Strategic Objective 5 - Support local growth and regeneration through new partnerships</p>	<p>2021/22 onwards</p>

<p>partnerships and grow socio-economic impact</p> <p>Targeted support for major collaborative proposals, supporting industry partner teams in the formation and delivery of R&D applications.</p>	<p>0.6 FTE KE Communications role facilitating communications and partner engagement</p> <p>1.6 FTE Specialist IP and Contracting support</p>	<p>(1) UK Government Roadmap – Increasing investment in research through increased industry funding.</p> <p>(2) Government Industrial Strategy (a) ‘Place’ agenda – supporting local industrial strategies. (b) Grand Challenges – AI/Big Data, Clean Growth, mobility, ageing society (c) Creative Industries</p> <p>(3) Knowledge Exchange Framework</p> <p>(4) EM3 Local Industrial Strategy</p> <p>(5) Innovation South – driving digital enabling technologies</p> <p>(6) Thames Valley Recovery and Renewal Plan (inclusivity, productivity)</p> <p>(7) National Strategy for Quantum Technologies</p> <p>(8) UK Sustainability Plan</p>		
<p>Establishing RH Innovation to deliver new streams of activity. This to and grow a new Enterprise Hub offering a range of enterprise skills, start-up support and incubation for students, staff and local industry.</p>	<p><i>HEIF funded professional services:</i></p> <p>1 FTE Enterprise Manager</p> <p>0.4 FTE Head of Knowledge Exchange and Enterprise</p> <p>0.3 FT KE Manager</p> <p>Student and industry enterprise support fund</p>	<p>This will support a range of local and national HEIF priorities (listed below) by increasing numbers of student benefitting from opportunities to develop enterprise skills, explore self-employment options and/or start their own companies. This will also form part of the College’s strategic support for graduate outcomes. 2021 pilot</p>	<p>Strategic Objective 2 Grow Employability Skills, Enterprise and Entrepreneurialism</p> <p>Strategic Objective 3 Support local growth and regeneration through new partnerships</p>	<p>2021/22 onwards</p> <p>Hub Launch and pilot programmes 2021</p> <p>Enterprise Manager recruitment 2021</p>

		<p>programme to engage 30 students and entrepreneurs, expected growth to enable 150 students and entrepreneurs engaged through cohort programmes. We will link with regional facilities, helping to drive new pipeline for partner facilities (e.g. Spelthorne Incubator, Longcross). Developing new pipeline for regional innovation and business growth (e.g. Slough Innovation Space and Skills Hub). We will also be exploring opportunities to implement and grow CPD/short course provision.</p> <p>(1) OFS Objective 3 Graduates and postgraduates leave with the knowledge and skills that will contribute to their national and local economies and communities, and drive productivity.</p> <p>(2) Enterprise M3 Revive and Renew Plan (Jobs creation and skills for employment). We expect 40 jobs created and 20 companies to be directly supported</p> <p>(3) EM3 Local Industrial Strategy and Thames Valley LEP Recovery and Renewal Plan supporting innovation led business growth, enterprise skills and start-ups.</p>		Scale up 2022 onwards
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		<p>(4) UK Government R&D Roadmap support entrepreneurs and start-ups enabling scale up.</p> <p>(5) Government Industrial Strategy (a) 'Place' agenda – supporting local industrial strategies.</p>		
Leveraging IP to generate research collaborations and future income streams. Commercial partnering strategy embedded for increased IP licensing pipeline achieving a doubling of IP licenses signed.	<p><i>HEIF funded professional services:</i></p> <ul style="list-style-type: none"> - 0.2 FTE Head of Knowledge Exchange and Enterprise - 1 FTE Technology Transfer manager - 0.4 FTE business Development and partnering support from Knowledge Exchange Managers - 0.65 FTE Specialist IP and Contracting support - 0.5 FTE IP Administrator <p>IP support fund for patent and commercialisation related costs</p>	<p>We expect to deliver a minimum of £1.3m gross licencing income, but to double licencing activity to grow innovation output from our research and associated commercial income and business growth and we expect to grow licencing by 50%. We expect to deliver £300k gross consultancy income and aim to grow this through facilitated access to academic expertise.</p> <p>(1) EM3 Local Industrial Strategy</p> <p>(2) UK Government R&D Roadmap driving up innovation and productivity</p> <p>(3) Knowledge Exchange Framework</p> <p>(4) Government Industrial Strategy 'ideas ' agendas, helping to take research outputs into commercial products and services .</p>	<p>Objective 3 – Increase IP development and commercialisation through partnership</p> <p>Objective 4 - Support local growth and regeneration through new partnerships</p>	2021/22 onwards
Identifying and taking forward opportunities to progress existing research to the next TRL/SRL through appropriate funding mechanisms				
Providing specialist IP management advice and guidance to academics and industry partners.				
Providing consultancy to local and industry partners				
	<p><i>HEIF funded professional services:</i></p> <p>0.1 FTE Head of Knowledge Exchange and Enterprise</p> <p>0.5 FTE Research Consultancy Administrator</p>			

<p>Growth of community engagement through the Community Research Hub</p> <p>New data capture system embedded to facilitate growth of PCE activity, sharing of good practice and cross College activity.</p>	<p><i>HEIF funded professional services:</i></p> <p>0.05 Head of Knowledge Exchange and Enterprise</p> <p>0.4 FTE Community Research Hub Manager</p>	<p>We expect to deliver a programme to a range of local organisations, engaging 150 students.</p> <p>(1) Knowledge Exchange Framework</p> <p>(2) OFS Objective 3 Graduates and postgraduates leave with the knowledge and skills that will contribute to their national and local economies and communities, and drive productivity.</p>	<p>Objective 4 - Support local growth and regeneration through new partnerships</p> <p>Objective 5 - Build on Public and Community Engagement Strengths</p>	<p>2021/22 onwards</p>
<p>Research Facilities</p>	<p>0.5 FTE Knowledge Exchange Manager</p> <p>0.1 FTE Head of Knowledge Exchange and Enterprise</p>	<p>Since opening our world-class university cleanroom Superfab 18 months ago, we have driven new research through the UK Centre for Superconducting and Hybrid Quantum Systems and created new opportunities for facilitates access and collaboration generating £175k. Building on established framework agreements, we will increase access and associated income. We will also develop a plan to maximise our provision of facilities and services, building on capabilities in Biological Sciences and Earth Sciences.</p> <p>(1) National Strategy for Quantum Technologies</p>	<p>Objective 1: increase strength in challenge-led Research and KE addressing national and global challenges</p>	<p>2021/22 onwards</p> <p>Growth plan launch for new facilities access 2022 onwards</p>

		<p>(2) Government Industrial Strategy 'ideas' agendas, helping to take research outputs into commercial products and services .</p> <p>(3) <u>Innovation South</u> – supporting the Quantum Supply chain (Superfab)</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.

1. Managing HEIF spending

The HEIF budget is held by the **Director, Research and Innovation** who oversees and approves staff and non-staff spend in-line with the College's HEIF spending plan and the College strategy. The **Finance Department** monitors spend and completes the annual HEIF financial accounting report.

2. Measuring Progress

Institutional Research and KE activity is overseen by the College's **Research and Knowledge Exchange (RKE) Committee**, Chaired by the Senior Vice-Principal (Academic Strategy and Research). The Committee reports into the College's **Academic Board**. The Committee oversees the College's work in:

- building research excellence
- increasing challenge-led research
- developing and disseminating research impact
- developing relationships with outside bodies and agencies, such as Research Councils, and other major research and impact stakeholders and partners in the public, private and third sectors.
- ensuring the College has an outstanding and vibrant postgraduate research community.

Each of the six academic schools have a **Research and Knowledge Exchange Committee** (reporting into the College RKE Committee) responsible for developing, implementing and monitoring the School RKE strategy in line with overarching College strategy, supporting and encouraging high quality research by staff and students. The Committees are chaired by the Schools' Directors of Research and Knowledge Exchange.

In addition, a **Research Advisory Group**, also Chaired by the Senior Vice-Principal (Academic Strategy and Research), plays a key role in coordinating activity across the College's six Schools and professional services for delivery of the College's strategic plan, considering progress against objectives, and formulates ideas for new initiatives and activities including creating ambitious collaborative opportunities with external partners. This group meets fortnightly and provides an institutional level forum for in-depth consideration of key issues and opportunities.

A **Commercial Partnering Panel**, Chaired by the Director, Research and Innovation, meets monthly with relevant academics to review (i) patent family and licence performance; (ii) commercial partnering arrangements and opportunities. This ensures effective oversight. It also enables sharing of experience and agreement of actions to maximise commercial impact from research and support commercial partnerships. The Panel reports into the RKE Committee with investment recommendations being made to the College Finance Committee and Council.

Progress is measured through a series of metrics. These include:

- Funding applications and awards – quarterly reporting, annual reporting and evaluation
- Numbers of Licenses, Spinouts, Start-ups and Commercial income
- Income by funder and scheme type
- Annual activity reports from delivery units – Catalyst Directors, School Research Strategies, Research Centres and Institutes.
- Numbers of individuals and organisations benefitting from interventions (including Community Research Hub, RH Innovation and Enterprise Hub, public engagement)
- Higher Education Business Community Interaction Survey return and benchmarking
- HR Innovation – numbers of students, business and third parties engaged, numbers of new companies launched and self-employed starters, external funding generated.

3. Evaluate Outcomes and Lessons Learned

As we move into a new 3-year plan for the College, we will be taking forward new methodologies for evaluation and lessons learned. We are engaging with the KEF concordat development year and are undertaking a self-evaluation of our KE activity using a maturity model to help us identify our strengths and weaknesses. We will use this to consider the full range of our activity and identify priority areas we wish to optimise to maximise quality and productivity. The outcome of this assessment will inform an action plan for 21/22 that will help us to drive forward specific activities in support of the College 3-year plan, and as part of our commitment to the KE Concordat. Quarterly monitoring of key metrics as well as annual review and planning processes will enable us to evaluate progress, celebrating successes and identifying areas for change/development. In-depth qualitative review of activity is undertaken by the Research Advisory Group. This is particularly important for sharing cross institution learnings and opportunities.

Projects are evaluated at local levels, reporting into School and College governance structures. Examples include:

- Commissioned report for the development of the Community Research Hub with recommendations for operational and strategic development.
- Annual reporting against School research and KE strategies and research unit plans.