



Research
England



RE-P-2020-03-Annex B

University of Liverpool-

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.

Summary of process to develop our strategy

Between December 2020 and April 2021 we undertook a strategy development process including

- understanding our performance as measured in KEF
- a SWOT analysis to understand internal context (strength and weaknesses) and external environment (opportunities and threats).
- A data “deep dive” to understand partnership activity and income trends
- Conversations with colleagues across the University, including through formal governance structures and informally with our KE Hotspot leaders (see below).

We were very pleased with the level of energy and engagement in the process, particularly given the overlap with REF submission deadline and more generally school closures / lockdown. This engagement indicated high levels of energy and engagement with the importance of KE.

What are our priorities for growing specific areas of KE

Utilising and analysing the inputs and information gathered in the strategy development process, our overall performance priorities are summarised as follows;

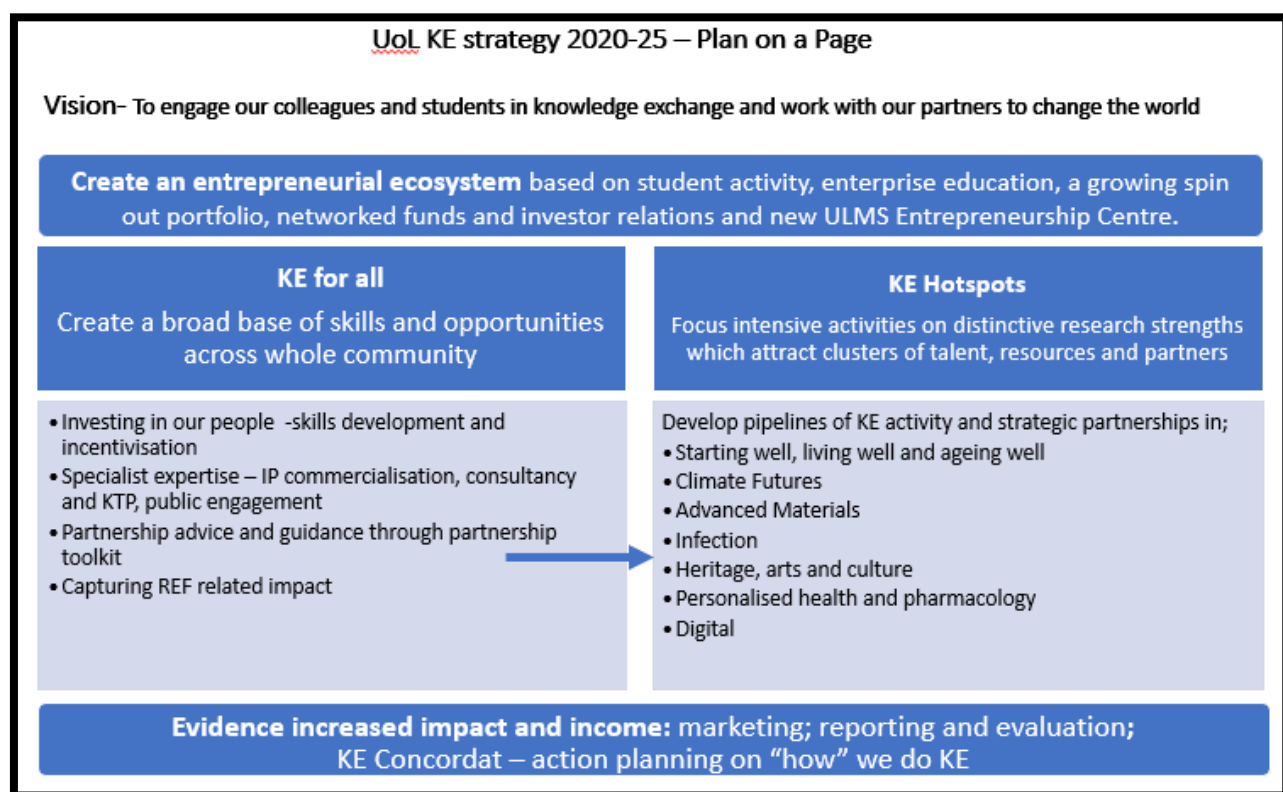
- **Continue to improve** performance in two crucial areas for the University and our “place”;
 - Student enterprise – to support employability and enterprise growth, particularly in the Liverpool City Region.
 - IP commercialisation – creating impact and economic growth

- **Maintain our performance** in public engagement, working with the public sector and business through a range of KE support mechanisms including professional support and development programmes led by the Academy.
- **Build on existing high performance** in research partnerships by creating a more structured approach to KE for our research themes to grow strategic partnerships, through alignment between our areas of expertise, those of our partners and funder opportunities.
- **Ensure we have the infrastructure** to market our achievements, meet funder requirements and report and review performance.

Priorities into objectives

Our focused KE objectives are to;

- 1) **Create an enterprise ecosystem**, linking student activity, enterprise education in the curriculum, academic enterprise development and new ULMS Entrepreneurship Centre.
- 2) **Achieve Inclusivity and Intensity** through a dual approach to KE –
 - a) **“KE for all” / inclusive KE** by creating a broad base of opportunities to enable colleagues at all career stages to develop skills and become involved in KE.
 - b) **Intensive KE through “KE hotspots”** by focussing activity where our distinctive research strengths attract greater clusters of talent, resources and priority partners.
- 3) **Evidence increased income and impact** through marketing, monitoring and reporting and KE Concordat¹ action planning.



¹ <https://www.keconcordat.ac.uk/>

We decided these areas would be a focus for institutional and HEIF investment.
We also agreed continue to undertake high quality CPD in a small number of specialist areas, for example our successful provision in dentistry, public health and acoustics, however this would not be a focus for HEIF investment.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

Planned areas of HEIF supported KE activity	HEIF support	HEIF priorities	Strategic objectives	Indication of timescales
Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	How HEIF will be used to support the project?	How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Which institutional strategic KE objective does this relate to?	
Objective 1 - Create an enterprise ecosystem, linking student activity, enterprise education in the curriculum, academic enterprise development				
<p>High quality student enterprise programme, connecting students and graduates to alumni, staff and industry expertise, including</p> <ul style="list-style-type: none"> • Start-up Fund to equip students to develop their business, or business idea, further. • ERDF Founders Project with LJMU – create 10 fast growth start-ups this year • Niche start up programmes e.g., Emerge • The Green Room online start up community • Digital Innovation Hub • Mindless Mag Internships 	<p>1 x Enterprise Educator Post; 1 x Enterprise Data and Evaluation Officer; Enterprise Education Budget (software, digital tools and subscriptions to assist enterprise curriculum design); Enterprise Challenge Activities (hackathons and competitions); Start Up Fund; Liverpool Promise Development Programme with SMEs 50 Mindless Mag Internships</p>	<p>UK R&D roadmap “<u>Inspiring and enabling talented people and teams</u> <u>Supporting OfS priority of students delivering KE and increasing graduate employability prospects.</u> Number of students and graduates engaged in HEIF supported activities 2021/2022 – 400 2022/2023 – 550 2023/2024 – 700 2024/2025 – 800</p>	Objective 1 - Create an enterprise ecosystem linking student activity, enterprise education in the curriculum, academic enterprise development	2020-21 onwards
Invest in a high quality, expert IP Commercialisation team to provide advice, guidance and professional	1 x Head of IP Commercialisation; 3 x Senior Business Managers; 2 x IP Manager; 1 x Legal and IP Associate; 0.3 Assistant Director	UK R&D roadmap <u>Driving up innovation and productivity</u>	Objective 1 - Create an enterprise ecosystem -	2021-22 onwards

support to academics and management of the IP portfolio.	1 x IP administrator; 1 x patent administrator	Levelling up R&D across the UK		
Invest in early stage opportunities to develop commercial impact from University research through an Enterprise Fund, overseen by UoL Enterprise Board.	£810k	UK R&D roadmap Driving up innovation and productivity Levelling up R&D across the UK	Objective 1 - Create an enterprise ecosystem -	2021-22 onwards
Invest in patent portfolio	£250k	UK R&D roadmap Driving up innovation and productivity Levelling up R&D across the UK	Objective 1 - Create an enterprise ecosystem -	2021-22 onwards
Objective 2a – “KE for All / Inclusive KE				
Investing in People –flagship “ Making an Impact ” development series.; creating focus and profile for KE across the academic and PS community.	Marketing costs, speaker fees, evaluation, and other programme costs	UK R&D roadmap “ Inspiring and enabling talented people and teams ”	Objective 2a - “KE for all” / inclusive KE.	2021-22 onwards
Investing in People -focus on supporting researchers for future careers within and outside HE through developing their KE practice (full plan to be developed in 2022)	1 x KE developer post (to be based within the Academy)	UK R&D roadmap “ Inspiring and enabling talented people and teams ”	Objective 2a - “KE for all” / inclusive KE.	2022-23 onwards
Investing in People – aligned to Principle 5 of the KE Concordat, investment in continuous development of KE staff at all levels of their career, including through	Costs for supporting participation in relevant training and conferences, for example Praxis Unico, and other relevant development activity	UK R&D roadmap “ Inspiring and enabling talented people and teams ”	Objective 2a - “KE for all” / inclusive KE	2021-22 onwards

formal training, engagement in relevant networks and communities				
<p>Specialist expertise – provision of high-quality responsive support to all consultancy projects, increasing volume/ value of work and maintaining consultancy approvals and management system CONSULT and “Consultancy for good” campaign</p> <p>Additional focus on professionalisation of support and growth in income from facilities and equipment services (Infrastructure)</p>	<p>Consultancy Team: 0.4 x Head of Consultancy/ IS; 1 x Senior Consultancy Business Manager; 1 x Consultancy Manager; 1 x Consultancy Contract Associate; 1 x Facilities and Equipment lead</p> <p>Marketing resources for Consultancy for Good campaign</p>	<p>UK R&D roadmap Driving up innovation and productivity Levelling up R&D across the UK</p>	<p>Objective 2a - “KE for all” / inclusive KE</p>	<p>2021-22 onwards</p>

Specialist expertise – provision of high quality, responsive offering for the development of Knowledge Transfer Partnerships	1 x KTP Impact and Business Development Manager. Marketing campaign to reach out to new businesses.	UK R&D roadmap Driving up innovation and productivity Levelling up R&D across the UK	Objective 2a - “KE for all” / inclusive KE	2021-22 onwards
Specialist expertise – support for delivering high quality public engagement, including multiple networks, update resources/toolkits/web presence and inform institutional training programmes, and engagement of staff, student and public representatives.	1 x Public Engagement Officer; 0.1 Research and Impact Strategy Manager; 0.1 Head of Research and Impact Strategy; associated costs for NCCPE watermark applications	UK R&D roadmap “Inspiring and enabling talented people and teams	Objective 2a - “KE for all” / inclusive KE	2021-22 onwards
Development of partnership toolkit to enable further development and maturity of research and impact partnerships. Will provide rapid access to resources to start partnership working including general tips, ethics, funding due diligence, building on “ University Partnership Playbook ” (Reed & Langford, LUP, March 2021)	0.2 Head of Research Development and Partnerships; 0.2 Research Partnerships Marketing Manager; marketing and web development resources	UK R&D roadmap Driving up innovation and productivity Levelling up R&D across the UK	Objective 2a - “KE for all” / inclusive KE	2021-22 onwards
Developing pipelines of KE activity and strategic partnerships across 7 “hotspot areas” - create the environment which enables our priority research areas to deliver academically exciting, real world impact through ambitious large scale KE projects. This includes partner engagement through our physical KE centres, for example the Digital Innovation Factory, and the wider Knowledge Quarter Liverpool activities.	0.5 Head of Research Development and Partnerships; 3 x Senior Impact and Business Development Managers; 2 x Impact and Business Development Managers; 0.4 Head of IS / Consultancy; 2 x Industrial Strategy Development Managers (job titles to be	UK R&D roadmap Driving up innovation and productivity Levelling up R&D across the UK	Objective 2b - Intensive KE through “KE hotspots”	2021-22 onwards

	<p>renamed); 2 Senior Strategic bid and partnership managers; 1 x European Business Manager; 1.5 Administrator; 3 x Faculty Impact Officers; 0.4 Director.</p> <p>Subscription to Knowledge Quarter Liverpool; Sci Tech Daresbury and associated support for SME engagement; 2 x Regional Funding Officer</p> <p>Pump priming allocation for each theme and University wide competitive pump priming funds evaluated by the KE steering group to enable new strategic projects with external organisations and support strategic partnerships</p>			
Objective 3 - Evidence increased income and impact through marketing, monitoring and reporting and KE Concordat ² action planning.				
Marketing - To develop and communicate a compelling market offer to: <ul style="list-style-type: none"> Increase university-industry collaboration for all KE service areas, 	0.8 x Marketing Manager; 2 x Communications officers; marketing costs – for	UK R&D roadmap Driving up innovation and productivity	Objective 3 - Evidence increased income and impact	2021-22 onwards

²<https://www.keconcordat.ac.uk/>

<p>with the aim of increasing private investment</p> <ul style="list-style-type: none"> • Position UoL KE Hotspots and potential to deliver against Government policy - locally, regionally and nationally. • Increase the profile of and engagement in KE with internal stakeholders. 	<p>example the Good Business Festival</p>	<p>Levelling up R&D across the UK</p>		
<p>Spend monitoring – ensuring budget is allocated in line with the strategy and that spend is fully monitored and auditable</p>	<p>1.5 x pre-award officer; 1.5 x post award officer; 0.2 x 2 Senior Research Support Office managers; 0.2 Assistant Director</p>	<p>UK R&D roadmap Driving up innovation and productivity Levelling up R&D across the UK</p>	<p>Objective 3 - Evidence increased income and impact</p>	<p>2021-22 onwards</p>
<p>Performance reporting - to develop and embed a monitoring and evaluation framework to track progress towards objectives, evaluate the impact and success of interventions and ensure lessons learned are fed into ongoing strategy development and investment decisions</p>	<p>1 x Monitoring and Evaluation Officer; 0.1 Director; 0.1 Head of Research and Impact Strategy</p>		<p>Objective 3 - Evidence increased income and impact</p>	<p>2021-22 onwards</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.

i. Managing HEIF spend

There is dedicated pre-award support to ensure that spend is allocated as per KE strategy. Individual cost centres are established for all activity linked to HEIF funding under an umbrella code so that all spend linked to HEIF can be identified and monitored.

There is also a dedicated post award support to review budget v actual spend on all HEIF cost centres. Each budget holder receives monthly statements which identify spend to date against allocated budget. Any potential under/overspends are identified and conversations with the budget holders are arranged to understand if activity remains on target to achieve originally planned outputs.

Variance analysis is reported to Management team quarterly and actions taken to address any changes which may impact upon achievement of strategic objectives.

ii. Measuring progress

Working with the relevant colleagues have undertaken a process to define what successful outcomes for each of our KE strategy objectives would look like over the plan period. Clear number and value targets have been identified alongside specific activity and output milestones, to support the tracking of progress towards the desired outcome. Defined timescales have been set for achievement of these targets. Each area has a key

named individual with overall responsibility for delivery of the objective and provision of the data and information by which we will monitor progress.

Appointment of a dedicated monitoring and evaluation officer (MEO) is underway to support the embedding of our monitoring and evaluation framework for KE. The MEO will be responsible for regularly collecting and recording data and information to track and measure progress against our KE strategy objectives. Regular progress updates will be reported through the governance structure to key institutional committees, including the KE Steering Group and Research and Impact Committee.

iii. Evaluating outcomes

An evaluation of outcomes against intended benefit will take place for each strand of our KE objectives. This will be in line with pre-agreed timescales and supported by the MEO. The impact/success of each intervention will be considered, informed by analysis of the data and information collated as part of the monitoring process, input from stakeholders, and an assessment of return on investment and value for money. Evaluation reports will be presented through the governance process outlined above to provide evidence to support future investment decisions and strategy development.

iv. Identifying lessons learned

The process to identify lessons learned will be built into the monitoring and evaluation framework, with findings that could potentially benefit future activities being explored and logged. The findings will be shared widely, including with stakeholders and through the governance structure, to ensure dissemination of key lessons learned and the embedding of good practice. Lessons learned will be documented and stored to provide a repository that is built up over time as a reference for future activities.

This approach of actively identifying and embedding lessons learned is already underway, with key findings from our support for the Research Excellence Framework being fed into our KE plans and activities. For example, lessons learned from systems development work to support tracking of key information for REF has fed into plans for development of systems and dashboards to support monitoring of progress towards our KE ambitions.