

RE-P-2020-03-Annex B

The University of Northampton

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.

The University of Northampton (UON) plays a major role in training the workforce of the future; thought leadership; research; and as a major employer in our town and region. Our mission is [Transforming Lives and Inspiring Change](#), achieved through a commitment to creating social, economic, cultural and environmental value, we call this Social Impact.

UON is internationally recognised for creating Social Impact, winning multiple awards for this work, and accredited by the [Social Enterprise Gold Mark](#). We are proud to be the first university in the UK designated a [Changemaker Campus](#) recognising our [learning and teaching model as an international exemplar](#) in the way it embeds social impact at the core of everything we do.

This HEIF Accountability Statement sets out UON's ambition to build on previous investment and secure a step change in our social impact. We will invest in developing the infrastructure and culture to deliver high-quality research, innovation and knowledge exchange; delivering significant benefits for society, the environment, and the local economy. This will be achieved by applying our expertise in social entrepreneurship and innovation and utilising our anchor institution status to bridge our global networks to local communities.

The strategic environment in which we operate directs UON to focus its work into priority themes and commitments that underpin our HEIF statement. Our commitment comprises four interrelated [Changemaker Commitments](#) which, when taken together, form the overarching objective of this HEIF strategy and are: -

- enable all young people to flourish and learn
- promote positive health and wellbeing
- foster the sustainability of environment, culture and heritage
- support entrepreneurial activity to create and grow businesses

These commitments align with the priorities for the county and region, particularly skills and economic development as well as priority sectors and in understanding alignment with University strengths.

These commitments underpin our HEIF statement for research innovation, enterprise, and knowledge exchange. They demonstrate how we deliver key priorities in the R&D Roadmap, Build Back Better and Levelling Up Agendas. They align to the Knowledge Exchange Framework and are delivered in line with the Knowledge Exchange Concordat principles.

HEIF Priorities

Strategically, these commitments have shaped our Knowledge Exchange Strategy and defined the priorities for this statement. These priorities are: -

- 1. To enhance the University’s culture, resources and capacity to deliver and measure impactful knowledge exchange**
- 2. To maximise the opportunities for research, innovation, and enterprise through the development of partnerships, the commercialisation of intellectual property, and collaborative research opportunities**
- 3. Increase support enterprise and social entrepreneurship across students, staff, and joint ventures with commercial and community stakeholders.**
- 4. Improve access to Knowledge Exchange for all stakeholders.**
- 5. Deliver meaningful public and policy engagement through ‘Flagships’ providing thought leadership, research, and practical support to tackle social, environmental, and economic issues.**

To support the ambition outlined above the University will embed KE into the institutional -wide research plan, enterprise plan, KE plan, Faculty and Institute plans in a clear and systematic way that facilitates meaningful measurement and monitoring of activity and identified areas for targeted support. This statement has been formulated based on:

- A bench-marking exercise to capture the breadth of our KE activities and assessment of our current systems for capturing and sharing this knowledge across the University and externally.
- A review of our current infrastructure
- Community and employer consultation
- Engagement with experts in policy-related research and impact (recent training events for the researcher development programme)

HEIF investment into these priorities will ensure that the foundations laid in previous statements can be built upon and that we can maximise our impact, build the capability of our staff and students to engaged in knowledge exchange, and build organisational capacity to make the step change we wish to see in our work.

Commitment to working in partnership

Our HEIF priorities maximise the opportunities to develop new partnerships, build on existing relationships, and leverage external resources to achieve shared goals. Whilst UON will continue to build on our position within the South-East Midlands through the South East-Midlands Universities group (SEMU), SEMLEP and the SEMLEP Growth Hub, and the Oxford and Cambridge ARC we will continue to reach out and work with other LEP’s and University Partners Nationally and Internationally. UON is an active member of the ARC Universities Group, and a Partner in the development of the ARC as a world leading economic area and contributing to the achievement of the ARC strategic priorities. We are committed to working with government, business and other partners, to maximise the potential in this region of economic significance for sustainable and green growth, by supporting, and working in collaboration with key strategic partners across the ARC.

UON works in partnership to deliver high-impact positive change, guided in our commitment to contribute to the UN Sustainable Development Goals (UNSDGs). UON's full KE strategy can be found [here](#)

Question 2 – Use of HEIF

HOW DO YOU INTEND TO USE YOUR 2021-22 TO 24-25 HEIF ALLOCATIONS?

Question 2: Use of HEIF

Planned areas of HEIF supported KE activity	HEIF support	HEIF priorities	Strategic objectives	Indication of timescales
<p>Greater opportunities for students and staff to engage and deliver KE activities:</p> <p>Launch a single point of access for KE support & development of academic and professional and student services team by 2022</p> <p>Increase engagement with KE CPD training and support by 50%</p> <p>30% of students engaged in KE activities including work placements, business development, volunteering/outreach and consultancy per annum by 2025,</p> <p>Increase Research and Innovation income by 75% in line with the Research Plan by 2025.</p> <p>Increase Enterprise income in line with UON Strategic plan to £7million per annum by 2025.</p> <p>Implement HEIF Impact Matrix to include metrics against which</p>	<p>1 x KE Role – 50% HEIF Funded 1 x RIFS Manager – 50% HEIF Funded</p> <p>100% HEIF Funded development and delivery of KE CPD training</p> <p>1 x Social Entrepreneur in residence post 25% funded 1 x Changemaker Engagement Role – 25% HEIF Funded</p> <p>1 x Research & Innovation role 50% HEIF Funded</p> <p>1x Commercialisation Role – 50% HEIF funded</p>	<p>Road Map Objectives:</p> <ul style="list-style-type: none"> • Strengthen our research infrastructure and institutions in support of our vision • Ensure R&D plays its fullest role in levelling up all over the UK • Ensure the scale and models of training meet the requirements of our R&D workforce • Support early career researchers and innovators into the next stage careers. • Support research and innovation teams of all sizes to be vibrant, impactful, ambitious and diverse • Raise the recognition and reward of research technical professionals, addressing skills gaps and retention challenges • Capture the economic and social benefit from research through improvements to innovation, knowledge exchange and scale-up • Provide tailored support for less R&D-intensive regions including Northamptonshire as part of the East Midlands to develop new capability • Invest in a step change in capability that research and innovation infrastructure enables to promote economic growth, ensuring UK is partner of choice for international collaboration. 	<p>Priority 1. To enhance the University's culture, resources and capacity to deliver and measure impactful knowledge exchange</p>	<p>21/22 Onwards</p>

<p>progress will be evaluated (2022)</p> <p>Introduce KE Award/Recognition scheme. Introduce Early Career Researcher KE CPD programme by 2022</p> <p>Increase the number of Associate Professors in the Learning and Teaching and Enterprise strands by 25% by 2025</p>	<p>Development and implementation of HEIF impact matrix – 100% HEIF Funded</p> <p>Introduce KE Award/Recognition scheme 10% funded by HEIF</p> <p>100% HEIF Funded development and delivery of online training for ECR</p> <p>10% HEIF Funded (academic staff time)</p>	<p>Levelling Up Outcomes:</p> <ul style="list-style-type: none"> Developing the physical infrastructure that connects people and places to opportunity. <p>Build Back Better Outcomes</p> <ul style="list-style-type: none"> Address regional economic disparities. Economic, social, and cultural regeneration of struggling towns Skills- Providing individuals affected by the crisis with the opportunity to build the skills they need to boost job prospects 		
<p>Establish a stronger user-focussed approach to university research collaborations that help to position as a partner of choice for industry, third sector, cultural and public service providers</p> <p>Double IP portfolio and increase IP income to £40k per annum by 2025</p> <p>Increase attendance at CPD for IP & Commercialisation (2025)</p>	<p>100% HEIF Funded review of IP policy 1 x KE Role – 50% HEIF Funded</p> <p>100% HEIF Funded development and delivery of online training for IP & Commercialisation</p>	<p>Road Map Outcomes</p> <ul style="list-style-type: none"> Provide effective forms of funding & management for researchers, research organisations, incentivising work of the highest quality Effectively support applied research that can help tackle the most complex and pressing challenges of government, industry and wider society strengthen and grow our collaborations with overseas governments and international funders through strategic bilateral co-operation and renewed leadership of multilateral research and innovation organisations and networks Support UK’s soft power, and mutual economic growth and prosperity 	<p>Priority 2. To maximise the opportunities for research, innovation, and enterprise through the development of partnerships, the commercialisation of intellectual property, and collaborative research opportunities</p>	<p>21/22 onwards</p>

<p>Increase income from business 2 business relationships to £500,000 per annum by 2024.</p> <p>Increase the number of Joint and Spinout ventures to 8 by 2025</p> <p>Double the KTP portfolio by 2025.</p> <p>Increase KTP follow up projects to 5 per annum by 2025</p> <p>Increase the number of successful private sector and third sector collaborative funding bids to 10 per annum by 2025</p> <p>Increase the number of businesses supported to overcome process /product/competitiveness/ growth issues to 150 per annum by 2025.</p>	<p>1x Commercialisation Role – 50% HEIF funded 1 x Social Entrepreneur in residence 25% HEIF Funded</p> <p>100% HEIF funded development & launch of UON's enterprise accelerator and incubator.</p> <p>1 x Key Sector Role & KTP Role - 50% HEIF Funded</p> <p>1 x Research & Innovation role 50% HEIF Funded</p> <p>Development and Delivery of 100% HEIF funded Knowledge Exchange & Innovation Voucher schemes</p>	<ul style="list-style-type: none"> Balance strong international collaboration with effective protection for UK intellectual property, sensitive research, personal information, academic values <p>Levelling Up Outcomes</p> <ul style="list-style-type: none"> Closing the divide in technology access, skills, opportunities and infrastructure <p>Build Back Better Outcomes:</p> <ul style="list-style-type: none"> Address regional economic disparities. Innovation is key to economic growth, firms that consistently invest in R&D are more productive than those which don't. Skills- Providing individuals affected by the crisis with the opportunity to build the skills they need to boost their job prospects. 		
<p>Increase the commercialisation of our intellectual assets, knowledge and expertise through</p>		<p>Road Map Outcomes</p> <ul style="list-style-type: none"> Invest in priority cross-cutting technologies to harness potential to transform the way we do business and 	<p>Priority 3. Increase support enterprise and social entrepreneurship</p>	<p>2021/22 - Ongoing</p>

<p>training, mentoring and resource allocation.</p> <p>Increase the number of business engagements through Support2Business to 500 per annum by 2025</p> <p>Increase number of Joint ventures to 3 per annum by 2025 and new product/service designs through the accelerator/incubator to 30 per annum by 2025</p> <p>Increase the number of graduate and student start -ups through the incubator with 1,000 students supported per annum by 2025 – with 350 start ups supported per annum by 2024.</p> <p>Launch a portfolio of micro credentialed short courses as CPD (2023)</p> <p>Increase income from CPD by 25% by 2025. Launch Net Zero professional network (2023).</p> <p>Increase membership of the UON entrepreneurs mentoring scheme to 150 per annum by</p>	<p>1 x Business Support role – 25% funded 1 x Key Sector Role & KTP Role – 50% HEIF Funded</p> <p>1 x Social Entrepreneur in residence 25% HEIF Funded 1x Commercialisation Role – 50% HEIF funded</p> <p>100% HEIF funded development & launch of UON's enterprise accelerator and incubator.</p> <p>1 x Business Support role – 25% funded</p> <p>1 x Social Entrepreneur in residence 25% HEIF Funded 1x Commercialisation Role – 50% HEIF funded</p>	<p>live our lives, and to support security and prosperity goals</p> <ul style="list-style-type: none"> Increasing investment to explore the questions that will yield the transformational changes of tomorrow and keep the research base vibrant and sustainable Support greater mobility of the research and innovation workforce between business and academia, research and development, between industrial sectors, and between the UK and other countries Use new funding approaches, to rapidly seize emerging opportunities, better respond to emerging threats <p>Levelling Up Outcomes:</p> <ul style="list-style-type: none"> Careers and professions open to people of all backgrounds through transparent, accessible and open recruitment practices Extending private and social enterprise and entrepreneurship to all people and communities Ensure that the energy transition is fair and creates opportunities across the UK. <p>Build Back Better Outcomes:</p> <ul style="list-style-type: none"> Ensure people can access opportunities. 	<p>across students, staff, and joint ventures with commercial and community stakeholders.</p>	
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<p>2025 (alumni and business professionals)</p>		<ul style="list-style-type: none"> • Address regional economic disparities. • Skills- Providing individuals affected by the crisis with the opportunity to build the skills they need to boost job prospects • Net zero- Building on our current net zero strengths will encourage new industries to emerge, growing demand for low carbon goods and services • High-growth firms are disproportionately responsible for economic growth 		
<p>Stimulate and capture a wider understanding of academic research and enterprise and opportunities to engage with the wider public.</p> <p>Launch single point of access for external organisations for KE activities.</p> <p>Increase community and third sector business engagements by 25% by 2025</p> <p>Increase SME and employer engagement in KE activities including consultancy, research, CPD and student placements and internships by 25% per annum by 2024</p>	<p>1 x Business Support role – 25% HEIF funded</p> <p>1 x Supporter Engagement Role – 25% HEIF funded</p> <p>1 x Key Sector Role & KTP Role – 50% HEIF Funded</p> <p>1 x KE Role – 50% HEIF Funded</p> <p>1 x KE Role – 50% HEIF Funded</p> <p>1 x Changemaker Engagement Role – 25% HEIF Funded</p>	<p>Road Map Outcomes</p> <ul style="list-style-type: none"> • Engage with people and in places across the county, to strengthen and improve our research and innovation system and inform our priorities and choices to enable us to build a better future after the COVID-19 crisis • increasing investment to build and strengthen collaborations with scientists, researchers, engineers, innovators and entrepreneurs • Engaging with users of research and with the wider public, including those it may impact on, to inform research agendas. • Engage with the public on potential applications and incentivise the institutions funded to do the same • Achieve greater demand for innovation through the right mix of incentives and policies, including the role of social research in understanding how and when society wants to use innovation 	<p>Priority 4</p> <p>Improve access to Knowledge Exchange for all stakeholders.</p>	<p>2021/22 - Ongoing</p>

<p>Increase UON staff involvement in community by 25% per annum by 2025.</p> <p>Embed KE and HEIF activities within UON CRM system. (2022)</p> <p>Enhance the Functionality of PURE to capture and report KE and HEIF activity (2022)</p>	<p>100% HEIF funded KE capture training module on CRM</p> <p>Enable all staff to access and record on PURE – 100% HEIF funded</p>	<ul style="list-style-type: none"> • Incorporate strong pro-innovation voices from around the world and from all parts of the UK in innovation policy-making to implement systemic change • build on existing and emerging strengths, irrespective of scale, ensuring that we can maximise the benefit <p>Levelling Up Outcomes:</p> <ul style="list-style-type: none"> • Careers and professions open to people of all backgrounds through transparent, accessible and open recruitment practices • Improving mental and physical health at all ages to boost overall well-being to allow people to fulfil their potential • Access to the right advice and experiences at the right time to unlock opportunity throughout a person’s life <p>Build Back Better Outcomes:</p> <ul style="list-style-type: none"> • Ensure people can access opportunities. • Address regional economic disparities. • Skills- Providing individuals affected by the crisis with the opportunity to build the skills they need to boost job prospects 		
<p>Flagships as centres of excellence of multi-disciplinary KE, research learning and teaching, thought leadership and impact</p>	<p>Academic and professional staff time engaged in developing and</p>	<p>Road Map Outcomes</p> <ul style="list-style-type: none"> • Take ‘bigger bets’ on a small number of ambitious programmes and institutes in genuinely transformational areas of science and research • Be more prepared to take risks to achieve potentially greater gains from 	<p>Priority 5. Deliver meaningful public and policy engagement through ‘Flagships’ providing thought leadership,</p>	<p>2021/22 - Ongoing</p>

<p>Development and launch of 4 Flagships (2025)</p> <p>Introduce success metric for Flagships (2022).</p> <p>Increase the number of collaborative research papers by 55% 2025 in line with the Research Plan</p> <p>Increase the number of collaborative conferences by 25% by 2025</p> <p>Increase the number of thought pieces, blogs, and green papers (2025)</p> <p>Increase public engagement in research (2025)</p>	<p>running flagships – 25% funded by HEIF</p> <p>Development of success metric for flagships – 100%HEIF funded</p> <p>1 x KE Role – 50% HEIF Funded</p> <p>Academic and professional staff time engaged in developing and running flagships – 25% funded by HEIF</p>	<p>research, and adopt long-term approaches to investing in research</p> <ul style="list-style-type: none"> Remove barriers to interdisciplinary research Embed horizon-scanning to identify early and prepare to exploit strengths Enable international collaboration of UK R&D and strengthen collaboration mechanisms Support increased collaboration between local, regional and devolved institutions on science, research and innovation, and ensure a strong role for local civic and business leaders in defining and delivering on local opportunities Make the most of our capabilities to ensure they truly become a national asset Make the most of our institutions, to use research to improve both UK and devolved policy outcomes and to measure and refine programme performance Encourage innovation and ensure it is used to greatest effect. <p>Build Back Better Outcomes:</p> <ul style="list-style-type: none"> Every young person and adult to have the choice of a high-quality route in education, employment or training. <p>Levelling Up Outcomes:</p> <ul style="list-style-type: none"> Ensure people can access opportunities. Address regional economic disparities. 	<p>research, and practical support to tackle social, environmental, and economic issues.</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?

UON adopts an institution wide approach to HEIF monitoring and evaluation is integrated into management, monitoring and evaluation structures. The impact of HEIF will be established within the broader context of its role in building capacity and supporting effective knowledge exchange across all priorities and research, innovation, and enterprise activities.

There is an established governance structure, and support in place, with leadership from board of Governors and the University Management Team that encourages greater engagement and support for staff and students.

1. Manage HEIF spending

HEIF investment will be managed through UONs existing financial procedures and wider policy framework. HEIF will be ringfenced within the accounting system against which eligible spend and an audit trail will be created.

A cross institutional KE committee has been formed through which HEIF investment will be coordinated and operationalised. This committee is constituted with representatives across all faculties and relevant departments to ensure reach into all areas of UON activity and maximisation of engagement.

Leadership will be provided by the director for enterprise and innovation with support from the KE team within their department and coordinated with the dean of research and innovation. The director will be the direct link between the operational committee and the University Management Team.

The KE team will be responsible for delivering the actions agreed by the KE committee and will ensure effective monitoring, data capture, and evaluation is undertaken. They will be responsible for the AMS and keeping the public facing presence of KE and HEIF up to date and relevant. They will ensure that financial processes are met and will report progress to the director and committees of the university.

Important committees for HEIF that will receive monitoring reports include the Faculty Executives, Research and Enterprise Committee, the University Management Team, Senate, and Board of Governors.

All activities related to HEIF and UON's wider KE activities will be captured in the PURE system and reported against KEF parameters and strategic alignment. This system provides an auditable mechanism to verify activities.

HEIF will be included within the internal audit cycle and annual updates produced to the board of governors.

2. Measuring progress

We want to capture our longer-term progression and impact on strategy. To achieve this, UON has developed a theories of change for each of the HEIF priorities. These are published on the UON website and demonstrate the success measures for our KE strategy and HEIF investment, and will provide the framework against which, over time, our progress against each priority will be captured.

Each theory of change states the objectives for each priority, the actions funded by HEIF to achieve these objectives, and identifies KPIs/outputs that will be monitored to indicate a successful direction of travel. They also identify the relevant Research Road Map, Levelling-up, and Build Back Better objectives/outcomes we will evaluate out longer term contribution to strategy against. Finally, each outcome is aligned to the SDG framework to show how HEIF contributes to the UON impact ranking. Our contribution to the SDGs is publicly available through the UON website.

These theories of change will be embedded in faculty and departmental plans and are integral to the research and innovation plan and enterprise activities of the university.

UON's PURE system will capture all activities undertaken with HEIF investment with reports produced to identify contribution to the KEF and the strategies to which this HEIF statement is aligned. Progress will be measured against deliverables and improvement against baseline metrics. The progress made will be captured and reported as part of UON's impact measurement protocols and captured in the university's sustainability leadership scorecard.

3. Evaluating outcomes and identifying lessons learned.

Alongside measuring progress, our HEIF funded KE activity will be evaluated against the metrics developed for the UK Knowledge Exchange Framework. UON is a signatory to the Knowledge Exchange Concordat and the evaluation will also include the introduction of a HEIF Impact Matrix which will evaluate the impact of the theories of change. Our HEIF statement is both action and outcome focused, and the evaluation will assess the impact of actions and the relevance of output and outcome measures. This way UON will be able to identify what is working and demonstrated the longitudinal impact of the HEIF investment. Our HEIF evaluation will integrate with other KE activities and both draw from and contribute to the following:

- UK Knowledge Exchange Framework
- Knowledge Exchange Concordat
- Perceptions of University of Northampton Survey
- Higher Education Business and Community Interaction Survey
- Civic University Pledge
- Social Mobility Pledge
- Social Enterprise Gold Mark assessment
- Impact Rankings submission and the SDG Accord.

Our proposed HEIF Impact Matrix will incorporate indicators that contribute across these areas of work and will enable a holistic assessment of all our KE, research and innovation, and enterprise work. HEIF will not be standalone but will integral to our strategy to maximise our impact. An annual report will be produced and made publicly available and shared with internal and external stakeholders.

The HEIF Impact Matrix combines 'triple-bottom line' indicators, milestones, and targets in business models of social enterprise, economic, social, and environmental service delivery. The triple-bottom therefore includes economic, social and environmental impacts that align to Build Back Better, Levelling up, and Road Map, and local indicators. One of our HEIF priorities is to develop this matrix with identified areas of impact for the investment. Once these impacts have been defined UON will then identify appropriate outputs, outcomes as milestones and targets for the investment.

Indicators will be embedded into Faculty and departmental plans Progress against milestones will be evaluated by the UON Institute for Social Impact and Innovation (ISII) with regular updates provided to the Research and Enterprise Committee, the University Management Team, and Senate. The dean of research and the director for enterprise and employability will coordinate the enabling of future development and the instigation of continuous improvement. In addition, we will identify best practice from across the institution and will produce case studies, news items, and through the proposed recognition scheme.

Each faculty has appointed a R & E lead with KE responsibility for promotion, engagement, and delivery. These individuals will work with the central team to coordinate, support, and engage staff and students in HEIF activity.

Our KE Strategy is not static and will be reviewed annually to ensure best fit with UON strategy and alignment with Government objectives, the Road Map, and local priorities and will be informed by what works and is impactful.