Birmingham City University

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.

Our HEIF plans are built around the following strategic research, innovation and enterprise goals:

GOAL 1 – TO BE RECOGNISED AS THE UNIVERSITY FOR BIRMINGHAM THROUGH OUR ROLE AND IMPACT:

- We will build an effective Plan to implement and embed our Public and Community Engagement Strategy, such that BCU is a recognised, proactive partner in social, cultural and economic development;
- We will prioritise a voice for all and build trust to bring about change that addresses identified social need, working closely with all parts of our city and region;
- We will establish appropriate governance and review our impact, monitoring our results.

GOAL 2 – TO FACILITATE GLOBAL REACH, DRIVING HORIZONTAL WORKING TO FACILITATE DISRUPTIVE INNOVATION:

- We will encourage, support and grow global STEAM practice for all our communities to enhance our student experience, knowledge exchange and knowledge generation, cementing our distinct position with evidence;
- We will maximise the benefits of STEAM multi-disciplinary working to realise new international market opportunities that will deliver value for Teaching and Learning, Research, Innovation and Enterprise.

GOAL 3 – TO DRIVE THE GROWTH, QUALITY AND AMBITION OF KNOWLEDGE EXCHANGE, EMBEDDED ACROSS ALL SCHOOLS:

- We will support, engage and inspire our academic community to deliver the best outcomes for our students, our research and our impact on the local economy, providing a clear roadmap of opportunity, leveraging partnerships and insight to support action;
- We will ensure that our staff and students are developed and trained appropriately to understand and undertake their roles and responsibilities in the delivery of successful knowledge exchange;
- We will recognise and reward the achievements of staff and students who perform high quality knowledge exchange activities;
- We will drive continuous improvement, securing accreditation for our work and facilitate the sharing of best practice with our peers to ensure we always strive for quality.

GOAL 4 –TO FOSTER EMPLOYMENT OUTCOMES AND INSPIRE STUDENT ENTERPRISE ENCOURAGING OUR STUDENT COMMUNITY TO ENGAGE WITH ENTERPRISE AND ENTREPRENEURSHIP:

- We will provide high quality, accessible, services to all students and graduates to facilitate entry into highly skilled employment and positive destinations;
- We will actively drive and shape the skills agenda contributing to award winning new approaches to address employer needs;
- We actively engage with partners to drive innovation through our students, encouraging Entrepreneurship as a key employment outcome; and by cementing BCU as a leading Institution for engaging with employers and partners to meet their organisational needs through tailored and easy access support infrastructure, and by securing innovative funding routes to drive reform and impact.

GOAL 5 – TO SUPPORT REGIONAL ECONOMIC GROWTH DRIVING COMPELLING VALUABLE PARTNERSHIPS WITH AN INTEGRATED COMMUNICATIONS AND ACCOUNT MANAGEMENT APPROACH

- We will develop, maintain, and broaden partnerships through BCU Advantage and STEAMhouse platforms, and infrastructure;
- We will support Corporates and SMEs to access new talent, expertise, facilities and enhanced networks, using our expertise and assets to create robust cases of success, and a clear roadmap of impact with a specific focus on Digital, Creativity, Health/ Wellbeing, Life Sciences and Environment;

- We will provide clear access points and clear engagement mechanisms which suit the needs of our stakeholders, partners and business.

GOAL 6 – TO INSPIRE COMMERCIALISATION AND START UPS:
- We will grow sustainable and generative funding which diversifies our income streams and facilitates Knowledge Exchange and Knowledge Generation;
- We will create a framework which inspires a new generation of KE outcomes, rolling out BCU's commercialisation policies, training and infrastructure (space) to support more students and entrepreneurs to set up and establish their own businesses;
- We will create the infrastructure to drive a robust revenue stream realised from the academic community, connecting with business to drive new knowledge through IP, consultancy and contract research, supported by the STEAMhouse Phase 2 building and staffing.

Benefit	Outcomes and Impacts
Business (public and third) sector benefits	▪ Improved engagement with industry, in both breadth and depth, with a clear customer journey map. ▪ Delivering international benefits through commercial partnerships. ▪ New products and services supported via STEAMhouse Phase 2. ▪ Direct support for small businesses with tailored programmes of work, with access to skills, networks and business support. ▪ Addressing capacity to innovate, growing /addressing business survival. ▪ Improved levels of regional innovation, around Digital (including Advanced Manufacturing), Creative, Health and Life Sciences/ Environmental clusters. ▪ Improved access to skilled talent to support economic productivity.
Social and community group benefits	▪ Implementation of BCU's Public and Community Engagement (PCE) Strategy through a new PCE Plan. ▪ Improved student experience and employability prospects, working with partners to address youth unemployment. ▪ Enhanced opportunities for enterprise participation through BCU's STEAM programme, Incubator and STEAMhouse. ▪ Alignment with the Birmingham City Council, GBSLEP and WMCA revised Plan for Growth post-COVID.
Economic and social benefits	▪ Delivery of programmes to address the higher level skills needs of region. ▪ Driving start-ups. ▪ New products and services designed driving Economic output. ▪ Improved inward investment. ▪ Increased reach and impact through BCU Advantage and Partnership team brokering knowledge exchange to support industrial priorities including Health Wellbeing/ Life Sciences, Environment and Advanced Manufacturing.
Institutional	▪ Delivery of Institutional income targets, with improved diversification of income specifically driving consultancy, IP, collaborative and contract research, whilst maintaining regeneration and skills. ▪ Delivery of strong employer engagement to drive Graduate Outcomes. ▪ To drive regional innovation through STEAM and be known for it. ▪ To drive regional skills agenda, facilitating wider partnerships. ▪ Addressing the shift in funding following Brexit / COVID. ▪ Improved partnerships and student start-ups to impact on the employment outcomes of our students. ▪ Improved stakeholder understanding of the role BCU plays economically, building on our Socio-economic Impact Study. ▪ Support our academic community to upskill them for commercialisation. ▪ Improved process and benchmarking to drive continuous improvement. ▪ Improved KEF performance – specifically around Regeneration, Skills and Enterprise, working with business and PCE.

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.

Planned areas of HEIF supported KE activity Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	HEIF support How HEIF will be used to support the project?	HEIF priorities How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Strategic objectives Which institutional strategic KE objective does this relate to?	Indication of timescales
Programme to implement and embed our Public and Community Engagement Strategy, such that BCU is a recognised, proactive partner in social, cultural and economic development driving 10,000 hours of staff voluntary activity, and supporting over the lifetime of the award 100 new case studies of impact.	Funding for: Economic impact research to review actions and assess impact. 50% funding Volunteering Officer. 80% 2 *PCE officers to drive PCE strategy forward with a review to grow where impact is found/leverage outcomes.	➢ **BEIS Guidance on RE Operation:** Pg.2: Supporting the need to ensure that HEIF addresses all the important aspects to the contribution of universities to COVID-19 crisis and recovery, such as place and civic contributions. ➢ **HEIF Policies and Priorities:** Pg.6: Supports key foundations of Industrial Strategy, around "Ideas", "People" and their role in supporting "Place".	**GOAL 1 – TO BE RECOGNISED AS THE UNIVERSITY FOR BIRMINGHAM THROUGH OUR ROLE AND IMPACT.**	2021 onwards
Programme to support new approaches to Horizontal working through STEAM to drive new ideas, partnerships and new commercial ventures to drive £1m of new revenue by year 4; establish a new STEAM India collaborative venture and build	Funding for: Fellows Grant programme – 4 Academics per year to grow new research/ engagement with industry.	➢ **Build Back Better:** Pg.75: Support for strong, enduring partnerships with businesses and city leaders to deliver	**GOAL 2 – TO FACILITATE GLOBAL REACH, DRIVING HORIZONTAL WORKING TO FACILITATE**	2021 onwards

the UKs international reputation as a leader in STEAM-based innovation to support commercial, public and third sector product and service innovation to drive applied research and innovation, commercialisation and deployment.	International engagement, profile and inward investment. 50% of 1 Senior Partnerships Manager to lead international collaboration in India to drive inward investment. 50% funding for one STEAM knowledge development manager to drive the generation of new tools and techniques and facilitate open innovation outcomes – IP/grants/ collaborations – national and international. 50% funding of 2 staff to support New Product and Service Development and £4k *4 to support Knowledge Exchange Technicians to develop new innovative practice across teaching, research and enterprise to facilitate new ideas for small and medium sized businesses. 50% funding for product development to support new skills, through market research, prototype to launch to facilitate innovative practice. 50% funding for marketing outreach and case study –	globally competitive regional cities, pulling up prosperity in the wider region. ➢ **UK Research and Development Roadmap:** Pg.7: Support for strengthening R&D partnerships with emerging and developing countries.	**DISRUPTIVE INNOVATION.**

	marketing manager to share good practice. Funding to run programmes and workshops to support regional engagement through STEAM specifically around challenges to support economic recovery drive R&D investment and innovation shifting towards future product development post 2022.			
Programme to drive regional productivity, skills and regeneration through skills, applied research and innovation, commercialisation and deployment through effective brokerage of academics and industry/ third sector to drive strategic partnerships to deliver economic impact of the University to the region.	50% funding for 4 Senior Development Managers to drive knowledge exchange to support innovation and productivity. Funding for 4 Innovation Support Officers based in schools to facilitate new skills and new innovative approaches by supporting project investigators. Funding to develop CPD to meet need for first 2 years, and then to build infrastructure to widen client base and engagement thereafter.	➢ **BEIS Guidance on RE Operation:** Pg.3: Supporting innovation and productivity growth through a focus on Place. ➢ **Build Back Better:** Pg.12: Supporting productivity growth through high-quality skills and training.	**GOAL 3 – TO DRIVE THE GROWTH, QUALITY AND AMBITION OF KNOWLEDGE EXCHANGE, EMBEDDED ACROSS ALL SCHOOLS.**	2021 onwards
Programme to retain talent, and support levelling up through effective employer engagement Mentoring/ EE – facilitating 50 start-up businesses and mentoring 400 students per annum.	50% Funding for 1 Enterprise Manager to drive new student enterprise outcomes and facilitate new start-ups. 50% Funding for 1 Mentoring officer to drive employment	➢ **BEIS Guidance on RE Operation:** Pg.3: Support for increased attention to the levelling up agenda and the development	**GOAL 4 –TO FOSTER EMPLOYMENT OUTCOMES AND INSPIRE STUDENT ENTERPRISE ENCOURAGING OUR STUDENT COMMUNITY**	2021 onwards

	outcomes and facilitate employer engagement at all levels through the curriculum. Funding to support a new STEAM Hatchery pre incubation summer school to 2023 with a view to embedding the model into curriculum thereafter.	of university research and knowledge exchange. ➢ **Build Back Better:** Pg.43: Support to improve skills as a central component of the levelling up opportunity. ➢ **UK Research and Development Roadmap:** Pg.30 Support for commercial and entrepreneurial skills and a mind-set of enterprise and innovation across academic disciplines.	**TO ENGAGE WITH ENTERPRISE AND ENTREPRENEURSHIP.**	
Programme to develop, maintain, and broaden partnerships supporting in excess of 1,000 businesses annually and engaging 12,000 connections to promote Knowledge Exchange through BCU Advantage and STEAMhouse platforms promoting KE services to Corporates and SMEs to access new talent, expertise, facilities and enhanced networks, using our expertise and assets over the lifetime of the award.	Funding to develop, enhance and maintain BCU Advantage. Funding to support updated CRM system and licences for first year, and then funding to support developmental activity to support wider and deeper engagement with business from year 3. 50% funding for 3 members of staff to run and maintain BCU Advantage. 50% funding for 4 Business Engagement Managers to facilitate partnership and	➢ **UK Research and Development Roadmap:** Pg.36: Support for impact-focused activities such as SME outreach. ➢ **Build Back Better:** Pg.12: Support for small and medium-sized enterprises (SMEs) to grow.	**GOAL 5 – TO SUPPORT REGIONAL ECONOMIC GROWTH DRIVING COMPELLING VALUABLE PARTNERSHIPS WITH AN INTEGRATED COMMUNICATIONS AND ACCOUNT MANAGEMENT APPROACH.**	2021 onwards

	brokerage of services driving KE services.

50% funding to support one member of staff to support legal contracts from partnerships. | | | |
| Programme to facilitate a growth in revenue around IP, Contract and Collaborative Research, Equipment Hire facilitating commercialisation, driving start-ups, growing entrepreneurship and improving start up and commercialisation skills for students academics and the region generating £1m in new revenue streams by year 3, to contribute to a vibrant innovation and start up ecosystem. | 50% funding for 2 Commercialisation Officers.

50% funding for 1 IP and Commercialisation Manager

50% funding for one Head of Commercialisation

50% Growth Manager supporting incubation and start-ups, supported by 50% of one Officer.

Funding for year one to support proof of concept development and then to support spin out, IP development and commercial activity thereafter.

Development of capacity and knowledge to drive new innovation champions to support wider and robust innovation delivery in years 1 and 2. | ➢ **UK Research and Development Roadmap:** Pg.30 Support for commercial and entrepreneurial skills and a mind-set of enterprise and innovation across academic disciplines.
➢ **Build Back Better:** Pg.51: Supporting the commitment to accommodate new processes, products and business models, and provide a supportive environment to dynamic entrepreneurial business. | **GOAL 6 – TO INSPIRE COMMERCIALISATION AND START UPS.** | 2021 onwards |

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.

(Max 4 pages of A4)

   i)   *Managing HEIF Spending*

BCU has 3 governance structures of significance to HEIF Spending.

1) HEIF spending is reviewed quarterly as part of the Institution's quarterly performance reviews – the reviews check:
   - Progress against Key Performance Indicators;
   - Progress against projects;
   - Financial management and alignment with budget forecasts.

2) HEIF activity is reviewed bi-monthly as part of the institutional External Funding Committee. The Committee's TOR reviews:
   - The funding portfolio and the impact on HE-BCI;
   - Any compliance requirements to ensure funder needs are met and complied with;
   - Polices and process needed to support effective outcomes in relation to Knowledge Exchange;
   - Reporting on progress against key performance indicators set with faculties to drive performance targets, highlighting good practice, challenges and areas for review;
   - Update on national benchmarking, policy and process;
   - Review funding opportunities and guidance;

- Have strategic oversight for KEF.

3) HEIF data and returns and overseen by performance and planning as part of statutory governance. The process requires:
   - Review of performance of HE-BCI;
   - Review of HEIF expenditure and impact.

   The Senior Responsible officer for HEIF is Professor Julian Beer, Deputy Vice-Chancellor (Research, Innovation, Enterprise), with leadership and management from the Director for Innovation Enterprise and Employability Jo Birch.

ii)   *Measuring Progress*

The HEIF Accountability Statement forms a bedrock to the Research Innovation and Enterprise Operating Plan which aligns to the University's 5 year Strategic Plan, and 3 year Research Innovation and Enterprise Strategy. The Plan's Priority Objectives are largely set over 3 years with the Strategic Actions reviewed annually. Each strategic action includes specific objectives which are attached to individual line managers with associated quantitative targets.

The RIEE plan contains all the programmes included in the HEIF accountability statement. The Plan is reviewed quarterly as part of the institutional review process highlighted above. All funded individuals have named objectives within the Plan and progress is discussed monthly and reviewed 6 monthly through a documented Individual Performance Review (IPR) process. Any deviations from the Plan as a result of internal or external factors are reviewed.

The RIEE Plan is led by the Senior Leadership Team of the Research Innovation Enterprise and Employability Directorate. The leadership team meet monthly to review changes to plans, resource issues and new opportunities. The leadership team review the Plan at six month intervals to consider any additional resource requirements, review shifts in focus and make amendments to ensure that key targets can be met.

The RIEE team has a specific intelligence function, which produces a monthly report on progress to the University Executive Team. It supports the gathering of evidence for the quarterly performance reviews, and provides a summative assessment of progress at the end of the year.

The intelligence function also gathers external intelligence to identify:

- Changes in the external environment – policy shifts and guidance which might impact on the Plan;
- Changes to the internal environment specifically looking at the impact of work through the collation of case studies and award submissions;

- Monitoring of performance against peer institutions reviewing HEIDI, HESA, HE-BCI, and KEF data metrics;
- Monitoring long term impact of our work – BCU commissioned a [Socio-economic Impact](#) assessment of our work in 2019 (Published Jun-20);
- Finally, it produces specific market research to evaluate competitor areas of work and review best practice to inform any shifts in execution.

The RIEE team have specific financial support:

- Monthly budget reports are given to Senior Leaders to review expenditure;
- Quarterly budget reviews are undertaken to ensure spend is on schedule.

Through the institutional quarterly review any amendments are agreed and signed off with any ensuing impact on funding understood.

iii)   Reviewing Outcomes

Outcomes are reviewed through the performance appraisal process at quarterly, half yearly and end of year. All HEIF planned areas are attached to individuals funded via HEIF through the performance appraisal.

The RIEE team has invested in systems to monitor performance including:

- A dedicated analytics tool to review web and social media performance – so we can monitor reach;
- A dedicated CRM tool to review the depth and breadth of relationships – so we can monitor the depth and breadth of our interaction and impact;
- A Target Connect tool to monitor employer engagement and employment outcomes so we can quickly assimilate reach and impact;
- A tailored bid review tool to evaluate the volume of bids submitted commercially and through funders, providing data on value, success rates and performance against contracted outcomes and values so we can understand impact in respect of our commercial contracts, regeneration, contract and collaborative research.

These systems are invaluable in tracking through the year and end of year if we are delivering the inputs needed to drive the necessary outcomes, and allow us to monitor the impact of work over time on required objectives.

BCU has an agreed performance management process through its ERP system, where managers are also assessed against objectives on a six monthly basis.

As part of more recent work BCU is looking for additional accreditation so the quality of our process and systems can withstand critical appraisal. The evaluation systems we have chosen look at the impact of this work.

iv. Identify Lessons Learnt

There are 4 approaches that actively capture lessons learnt

1) External Funding Committee – the Committee actively looks to review good practice and identify where issues materialise. The forum, which brings academics and professional services communities together, allows the opportunity to freely exchange and review progress and shifts in policy requirements. The Committee signs off the HEIF Accountability Statement and annual monitoring activity which is passed on for executive sign off.
2) Review process – BCU has an external funding policy and as part of the policy all work completed comes under an external review process. The review process builds on the requirement to reflect on issues and risks that happen through project delivery and make recommendations on lessons learnt.
3) Business Plan review process – As part of RIEE business planning process a review is hosted each February to review what we have learnt from each year and how we might want to amend the suite of actions and approaches based on the performance outcomes from the previous year. This informs future planning thinking and assists in reviewing resources and focus.
4) Accreditation – as part of the commitment to continuous improvement the RIEE team have committed to several external benchmark reviews to ensure that we are able to review standards of work against benchmarkable conditions. This provides a really robust process from which to challenge methods. In the last year this has been further enhanced by the KEF and KE Concordat process which have asked to the University to take a spotlight of performance and practice and challenge the status quo.