

University of East London

HEIF accountability statement

**Narrative return template for HEIF funding period
2021-22 to 2024-25**

Return date: 21 May 2021

Return as Microsoft Word file to: KEPolicy@re.ukri.org

Queries to: KEPolicy@re.ukri.org

Web: <http://re.ukri.org>

Twitter: [@ResEngland](https://twitter.com/ResEngland)

Email: [Subscribe to email alerts](#)

Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.

The University of East London is a leading anchor institution in the East End of London. We have been engaging with the public sector, private sector and communities for over 120 years, from the 2nd to the 4th industrial revolution, contributing to the local economy, diversity, social mobility and inclusion. The University's 2015-20 strategic plan focussed on our position as 'London's Leading University for Civic Engagement'. This theme is further developed in our new 10-year plan, Vision 2028, to transform our curriculum, pedagogy, research impact and partnerships to make a positive difference to student, graduate and community success. Our goal is to become the leading careers-focused, enterprising University in the UK, with two overarching strategic objectives being:

Future life: 'To increase the economic, social and cultural impact of our education, research and enterprise activities to the communities we serve'

Future Professional: To address industry and community skills gaps. Increasing access to and acceleration of graduate – level employment

We intend to focus our work on the areas where we have strength and potential to make the greatest difference in progress towards the United Nations Sustainable Development Goals (SDG). The University is ranked 1st in UK and 2nd in the world for reducing inequalities as part of United Nation' Sustainable Development Goals (THE Impact Ranking 2020). We are the 5th (12th nationally and second in London according to most recent Times ranking) most socially inclusive institution in UK and the most diverse University in London with a long-standing commitment to inclusion and social mobility. The focus of our work will be on SDG3 Good Health and Wellbeing; SDG10 Reduced Inequalities; SDG11 Sustainable Cities and Communities; SDG16 Social inclusion and Justice. The research & knowledge exchange around these SDGs is spread across the institution and are supported by both of our two interdisciplinary research Institutes, the Sustainable Research Institute and the Institute of Connected Communities.

We will be focusing on the following four knowledge exchange themes aligned with the industrial strategy around Ideas, People and their role in supporting Place:

- Health & Wellbeing including mental health, public health, child development, biomedical sciences and physical activity & sport
- Social Sustainability including Equality, Diversity & Inclusion
- Data Economy including Artificial Intelligence, Big data/data analytics, Data centres and Cyber security
- Environmental and Economic Sustainability including landscapes, built & coastal areas, productivity & enterprise development

Our institutional strategic objectives for KE focus on building internal capabilities around our areas of strength and creating impact by linking these capabilities with our current and new business and community partners/collaborators. These strategic objectives are aligned with University's vision 2028 & overarching objectives, industrial strategy, new government priorities, R&D roadmap, KEF/KEC developments and RE-OfS strategic objectives. We aim to accelerate the generation of economic, social and cultural impacts with greater reach and significance through proactive KE activities.

KE Institutional Strategic Objectives

No	Primary KE Functions	Institutional Strategic Objectives
1	Facilitating the research and exploitation process	Support KE activities for both staff and students that underpin our areas of strength related to Sustainable Cities & Communities, Health, Data and Environment sectors (3 out of 4 IS grand challenges); and position us as a partner of choice for industry, cultural organisations and public

		service providers
2	Facilitating the research and exploitation process Knowledge Sharing & Diffusion Supporting the community public Engagement Skills and Human Capital Development	Create an environment to support impactful, collaborative, multi-disciplinary innovation and enterprise, where both academic staff and students engage in knowledge exchange, working with businesses, public & third sector and local communities
3	Facilitating the research and exploitation process	Scale up the development of Knowledge Exchange Partnerships across the institution leading to KTPs, consultancy & contract research opportunities
4	Entrepreneurship & Enterprise Education	Enhance and embed Enterprise & Entrepreneurship activities across the institution and drive up number of graduates who go into self-employment or set up a business
5	Skills and Human Capital Development	Develop and diversify our CPD and CE offers, including credit and non-credit bearing programmes, targeting industry and community skills gap
6	Commercialisation Exploiting physical assets	Develop and exploit targeted and impactful commercialisation opportunities in areas of strength that will benefit our partners and collaborators

Strategic objectives are supported through 10 mechanisms (see Table 1 in Question 2)

Currently the amount of HEIF funding available is primarily used to support key activities to facilitate research & exploitation process and entrepreneurship & enterprise education, contributing to objectives 1-4. This will be reviewed once we attract additional HEIF funding.

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 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
A1. Support Directors of Impact & Innovation, Directors of Careers and Enterprise and academic staff to develop KE projects across all the Schools in the University including KTPs and Innovate UK grants; liaising with KTN regional advisers & external agents to develop KE projects	Research & Knowledge Exchange support through 1 FTE post. See Table 1 for the 10 mechanisms that support our strategic objectives (M1-M10)	Supports Ideas pillar of Industrial Strategy enabling SME business growth and boost productivity	Objective 1 and Objective 3	2021-22 onwards
A2. Intelligent-based approach to data gathering and identification of private sector business opportunities including SME and non-SME organisations, and regular evaluation of partners to facilitate engagement of academics with external organisations	Access to data platforms to analyse UK companies and the ecosystem around them to explore the landscape and collaborative opportunities. HEIF pays for the data and external consultant to work with our KE staff to support academic staff to engage with businesses (e.g. M6 and M7). For example, identifying knowledge exchange partnership opportunities. HEIF will also pay for academic staff buy	Supports all the pillars of the industrial strategy and placement opportunities for students	Objective 2 and objective 3	2021-22 onwards

	out and part of FTE KE post in A1.			
A3. Pump prime and scale up knowledge exchange activities, working with industry and partners across a wide range of areas and supporting the development of different KE pathways	HEIF pump prime activities support different KE pathways through various mechanisms (e.g. M1, M2, M3, M4, M5, M10). For example, co-innovate by engaging PhD students and their supervisors with businesses; provide Innovation vouchers to accelerate engagement with SMEs undertaking feasibility studies; joint business-academic partial appointments. For example, HEIF pays for academic staff buy out to engage with a business for early stage proof of concept, leading to an externally funded project.	Supports all the pillars of the industrial strategy and RE-OfS strategic objectives involving students	Objectives 1, 2, 3, 5	2021-22 onwards
A4. Develop entrepreneurial skills and support creation of new businesses	HEIF supports both current students & graduates. For example, paying for an intern to undertake competency mapping of entrepreneurial skills across modules; enterprise coaching by providing access to 1-1 support from external enterprise	RE-OfS strategic objectives supporting self-employment	Objective 4	2021-22 onwards

	<p>advisers; start-up sprint taking students through all stages of starting up a business. For example, freelancers day; developmental bootcamps; growth workshops ..etc (e.g. M8). HEIF pays for other costs involving external companies for enterprise and entrepreneurial support.</p>			
<p>A5. Enhance the KE culture across the institution and further support the academic community by developing and improving relevant enablers in the Knowledge Exchange Concordat (KEC) as identified by self-evaluation exercise</p>	<p>Activities involve coaching and mentoring academic staff; delivering workshops to promote KE activities across the institution; engage with senior managers to agree targets and the required support for academic staff; undertake a review of all KE enablers across the institution and support the implementation of all the identified KEC actions to create an environment that values and rewards KE (supporting all mechanisms M1-M10). HEIF pays for KE support as part of the post in A1 and also pays for academic staff</p>	<p>Supports KEC, KEF and all the pillars of the industrial strategy and RE-OfS strategic objectives</p>	<p>Objectives 1-6</p>	<p>2021-22 onwards</p>

	buy out, where actions require their involvement.			
A6. Support interventions needed to grow the provision of CPD/CE activities across the University including summer courses	Support academic staff to externally promote CPDs/CE (M9). This is achieved through developing promotional material in areas where opportunities have been identified and work with an external company to market CPDs/CE. HEIF is used to pay for academic staff buy out to engage with the external company. A new virtual unit called Experts@UEL will also be used to interact with academics and facilitate external promotion of CPDs.	Support Industrial strategy People pillar	Objective 5	2021-22 onwards

Table 1: KE Mechanisms to support our strategic objectives

No	Name	KE Mechanism	Examples of expected outcomes
M1	Co-innovate	Innovation support programme to connect SMEs/start-ups with talented PhD/postgraduate students and their academic supervisors.	Improved networks and collaborations leading to defined future activity and income
M2	Industrial PhD	Projects working with industry, charity or other partners to produce impactful commercial outcomes accessible to a business or other stakeholders.	Leads to tangible economic/commercial, social or environmental impacts targeted at a specific business or other partners.
M3	KE Acceleration	Accelerate knowledge transfer in relation to previously funded research projects. This will promote knowledge exchange to businesses.	Increased ability to promote knowledge exchange projects to businesses and other organisations
M4	Institute/centre capacity building	Increase knowledge exchange capacity of institutes/centres by involving staff from Schools in KE projects	New members of staff get involved in KE activities and projects
M5	Innovation Vouchers	Match funded interventions for early stage proof of concept with industry or other organisations	Lead to future projects where industry/ external funding pay 100% of costs.
M6	Alumni & New Business Links	Linking our business alumni and their global markets to UEL staff (and possibly East London business). Identify new business links through intelligent-based data analysis.	Knowledge exchange collaboration leading to consultancy, contract research or KTPs
M7	Mini KTP	Mini Knowledge Transfer Partnerships (KTP) for SMEs as a developmental springboard to larger KTP or other collaborative funding.	Leads to future consultancy or full KTP application.
M8	Enterprise Education Boost up	Build the entrepreneurial capacity of students as a pipeline between undergraduate, postgraduate and applied PhD's with industry (e.g. external enterprise advisers, growth workshops...etc)	Increased UG/PG self-employed, business start-ups and use of Knowledge Dock space.
M9	Pump-prime CPDs and short courses	Support development of new short courses and non-credit bearing CPDs through an external company & release of academic time..	New CPD/short courses income
M10	Link with industry/external collaborators	Joint business-academic and community-academic appointments to support KE development	Leads to a successful joint funded applications with external partners

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.

HEIF supported KE areas in the context of our strategic objectives and Government priorities	Measuring progress How progress is measured?	Evaluation of outcomes How outcomes are evaluated?	Identify lessons learned How lessons learned are identified?	Policies, procedures and approaches What policies, procedures and approaches are in place to manage spending, measure progress, evaluate outcomes and identify lessons learned?
Knowledge transfer partnerships, Innovate UK and other Knowledge Exchange opportunities (A1)	Engagement with companies approached through different mechanisms and success in converting an engagement into an opportunity	Impact on companies in achieving expected outputs, final economic/social impact and any awards or external recognition obtained	Feedback from partners, associates and academic staff	Local management committees manage spending, progress and evaluate outcomes quarterly
Identification of partners through intelligent data platforms (A2)	Companies identified and opportunities created	Progress in developing new projects with partners	Success in identifying partners is reviewed quarterly	Monthly meetings with Directors of Impact & Innovation and Directors Careers & Enterprise From six Schools
Academic staff engagement in KE activities and projects (A3)	Staff involved in KE activities & level of engagement	Outcomes evaluated for each project, Impact on curriculum & case studies	Feedback from staff and students	Quarterly meetings with Deans of Schools
Enterprise and entrepreneurship (A4)	Increase in self-employed and graduate start-ups	Alumni and graduate outcomes survey	Feedback from Alumni	Careers & Enterprise committee meetings (quarterly)

Development of KEC enablers (A5)	Progress measured against action points from KEC gap analysis	Adoption and use of new procedures, processes and implementation of KEC enablers	Feedback from adopters of new or modified enablers across all departments	Impact & Innovation committee & Careers & Enterprise committee meetings (quarterly)
Development of CPDs/CE (A8)	Progress is measured through number of new CPD/CE courses developed and scale up current provision	Number of trainees from businesses and communities	Feedback from delivery teams	Monthly meetings with Directors of Careers & Enterprise From six Schools
<p style="text-align: center;">Policies & procedures for Managing HEIF expenditure</p> <p>HEIF budget is set as soon the allocation is received from Research England. Staffing and non-staffing budget is determined, taking into account fixed costs including KE staff costs & other relevant costs. The budget is allocated to various activities based on the KE strategic objectives and the submitted plans for HEIF expenditure. Academic staff buy out time and other non-fixed expenditure will be forecasted based on the proposed KE activities. Expenditure and outcomes of KE activities are monitored quarterly (see the above table). All expenditure is checked against Research England HEIF eligibility criteria & policies before it is approved. HEIF budget is managed under Pro-Vice Chancellor Impact & Innovation who oversees all the expenditure. The operational side is managed by Director of Research & Knowledge Exchange who reports to the Pro-Vice Chancellor Impact & Innovation. A group comprising Pro-Vice Chancellor Impact & Innovation, Pro-Vice Chancellor Careers & Enterprise, Director of Research & Knowledge Exchange and Director of Talent Gateway oversee all the relevant KE activities and outputs on monthly bases.</p>				