

RE-P-2020-03-Annex B

University of Greenwich

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.

The University of Greenwich has a broad knowledge footprint – in addition to its formal education activity (21,500 students in the UK, 6,500 at postgraduate level; 15,000 students studying wholly overseas through c30 partnership organisations across 19 countries) – over 50% of its academic staff are generating new knowledge through research; exploiting that knowledge through partnerships with a broad spectrum of government, businesses, charities, and advisory groups; contributing to activities that embeds knowledge within the workplace (apprenticeships/CPD/placements); and has a diverse and porous knowledge network (entrepreneurship/outreach/partnerships/alumni/curriculum development). Our knowledge exchange aspirations – completely embedded within the aims and objectives of a new [University Strategy](#) (2021-2030) – are partly facilitated through the use of HEIF which therefore, represents a powerful catalyst to deliver innovative and impactful solutions in our connected communities; locally, nationally, and around the world.

Our Vision for 2030 is to be the best modern university in the UK. We define ‘best modern’ as leading the way in student experience, impact-driven research and knowledge exchange that makes a difference in the modern world. Measured in terms of income targets, the aspiration is to (i) grow revenue from knowledge exchange activities to match those from research, whilst concomitantly (ii) increasing total research & knowledge exchange income to over 20% of University turnover, from its current level of 13%.

The Vision is driven by three key pillars - Teaching and Student Experience, Research, and Knowledge Exchange – which will be aligned over the period 2021 – 2030 by embedding core, distinctive principles into how we work. These principles rest on a series of connected knowledge exchange objectives, that collectively build partnerships to deliver impact in our various stakeholder groups and regions, partnerships that fundamentally connect people, needs, ideas and opportunity;

- 1) **research exploitation** - develop and apply our knowledge capability to positively influence social enterprise and economic growth, driven by the innovative, creative, enterprising and entrepreneurial qualities of our staff, students and partners, facilitated through a number of support vehicles (contract research/consultancy..).
- 2) **technology transfer** - identify funding streams to support and exploit the commercial opportunities generated by our staff and students, and reinvest revenues from those into wider knowledge exchange activities.
- 3) use our foothold in the UK to attract and aggregate **talent** within externally facing institutes that offer partnership with world class knowledge and research, and routes to exploitation (e.g. start-ups, business growth).
- 4) focusing on high-growth, sustainability and net-zero as drivers, prioritise and incentivise **innovative pathways** to solutions for today’s challenges, wherever that coincides with the University’s expertise .
- 5) **commercialisation and collaboration** - build stronger collaborations with like-minded international institutions to capitalise on shared expertise to address global challenges, as well as working with our local authorities, local businesses and local community partnerships to deliver impact-led programmes.
- 6) **commercial networks** - play a major part in local and national collaborations; engaging with government departments and building relationships within and on behalf of commercial organisations to develop strategic partnerships for each sector of the economy that are aligned to our areas of expertise.

- 7) drive **innovation** through an understanding of- and embracing the prevailing regionspecific challenges that we encounter and to contribute to their resolution.
- 8) our **human capital development** offering will generate individuals that are life-ready, not simply 'work-ready', and maximise support to meet employer needs, irrespective of career stage, through apprenticeships, Continuing Professional Development (CPD), placements and skills hubs, and in particular, our undergraduate student entrepreneurial facilitation.
- 9) extend our knowledge creation capability into the classroom through **research-** and **knowledge-exchange-informed teaching** such that the majority of our programmes will be co-designed, valued, recognised, and co-delivered with industry professionals.
- 10) **asset exploitation** - establishing a side-by-side approach with partners, utilising our people and physical resources to facilitate knowledge creation and exchange, and access to specialist facilities (e.g. equipment, incubators).
- 11) **grow knowledge networks** - providing staff and students alike with enterprise and entrepreneurial skills and opportunities through training, reskilling, mentoring and the necessary infrastructure to support their initiatives.
- 12) **expand community engagement** – embedding the University within its communities, to contribute to community regeneration, widening participation, outreach and research into matters of relevance to the community.

The University will therefore, project a local, place-based vision in its key sectors, structured through accessible and facilitating units that embrace knowledge exchange, enabling flexible routes to its expertise, resources and spaces. A “collaborate-first” approach will be adopted to build critical mass as a route to challenge-led solutions, using the University voice to leverage additional support and expand its influence.

Question 2 – Use of HEIF

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

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

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

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

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

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

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>Horizon-scan, scope and react to external, sector-specific regional needs through co-aligning academic capability, external profile and partnership opportunities; nucleate engagement through a relaunched Innovation Fund, mentoring & formal collaboration.</p> <p><i>Target – knowledge exchange income to reach 10% of University turnover by 2030 (enterprise 5%); aggregation of cognate research activity into more accessible and visible structures (e.g. Institutes, Centres).</i></p>	<p><i>In this section, the number of roles (xN) are expressed in terms of percentage of time spent against the specific activities cited.</i></p> <p>30% x5 Enterprise Development Managers, 100% HEIF funded</p>	<p>Investment in research, ensuring that it is responsive to the needs and aspirations of society.</p> <p>Securing the economic and social benefits from research (including support for productivity & high growth sectors; innovation; level-up agenda);</p> <p>Local regeneration;</p> <p>Attract, retain and develop talent, including skills development through apprenticeships & graduate employability.</p>	<p>Objectives 1, 2, 4, 5 and 7.</p>	<p>2020-21 onwards</p>
<p>Expand knowledge-generation capacity and capability within the University by nucleating and promoting activities where there is overlap between academic skillset with external, sector-specific needs, in the context of high-level challenge-led drivers.</p>	<p>20% Head of Commercialisation role, 100% HEIF funded</p>	<p>Investment in research, ensuring that it is responsive to the needs and aspirations of society.</p>	<p>Objectives 1, 2, 4, 5, 6, 7, 11 and 12.</p>	<p>2020-21 onwards</p>

<p><i>Target – research and knowledge exchange income to reach 20% of University turnover by 2030 (R&E 13%)</i></p>	<p>15% x5 Enterprise Development Managers, 100% HEIF funded</p>	<p>Securing the economic and social benefits from research;</p> <p>Local regeneration;</p> <p>Attract, retain and develop talent;</p>		
<p>Identify and encourage partnerships with the greatest potential for societal impact / revenue generation and where necessary, support those through Innovation Fund.</p> <p><i>Target - 200 new contracts per year (100), of which >30% will be with SMEs (15%) and > 50% with non-commercial organizations (68%).</i></p>	<p>100% x2 Faculty based enterprise roles, 100% HEIF funded</p> <p>Innovation and impact development funds c10% of HEIF award</p>	<p>Investment in research, ensuring that it is responsive to the needs and aspirations of society.</p> <p>Securing the economic and social benefits from research;</p> <p>Local regeneration;</p> <p>Attract, retain and develop talent;</p>	<p>Objectives 1, 2, 4, 5, 6, 7, 11 and 12.</p>	<p>2020-21 onwards</p>
<p>Identify and protect ideas generated through academic endeavour with our partners, with the most potential for generating revenue.</p> <p><i>Target 20 patents/year by 2025 (14)</i></p>	<p>100% x2.6 roles, 80% HEIF funded</p> <p>33% Impact Development post, 100% HEIF funded</p> <p>Faculty allocations c20% of HEIF award</p>	<p>Investment in translating research, ensuring that it is responsive to the needs and aspirations of society.</p> <p>Securing the economic and social benefits from research;</p>	<p>Objectives 2, 4, 5, 6 and 7.</p>	<p>2020-21 onwards</p>
<p>Proactive help to support the skills agenda; new taught provision; promote and develop new and existing CPD courses; knowledge</p>	<p>100% x3 admin support roles</p>	<p>Attract, retain and develop talent, including skills development</p>	<p>Objectives 1, 3, 4, 8, 9, 11 and 12.</p>	<p>2020-21 onwards</p>

<p>dissemination events/workshops; knowledge diffusion to the general public.</p> <p><i>Target - 10 new needs- or skills-based taught programmes by 2025; CPD increasing to 1500 days per year (1100*); all Faculties having public events, University > 750 / year (520*).</i></p>		<p>through apprenticeships & graduate employability.</p>		
<p>Support for SMEs to boost productivity through access to academic infrastructure - researchers, equipment and students.</p> <p><i>Target - engage 150 SMEs by 2025 (15/year).</i></p>	<p>15% x5 Enterprise Development posts, 100% HEIF funded</p>	<p>Securing the economic and social benefits from research (including support for productivity & high growth sectors; innovation; level-up agenda);</p> <p>Local regeneration;</p> <p>Attract, retain and develop talent, including skills development through apprenticeships & graduate employability.</p>	<p>Objectives 1, 2, 4, 5, 6 and 7.</p>	<p>2020-21 onwards</p>
<p>Broker KTP opportunities (or equivalent) in target and key sectors.</p> <p><i>Target to engage 20 KTPs/annually by 2030</i></p>	<p>1x KTP specialist, 100% HEIF funded</p>	<p>Investment in research, ensuring that it is responsive to the needs and aspirations of society.</p> <p>Local regeneration;</p> <p>Attract, retain and develop talent, including skills development</p>		<p>2020-21 onwards</p>

		through apprenticeships & graduate employability.		
<p>Collaborate with partner organisations, charities, businesses and business intermediaries to expand our contribution to local regeneration, playing a lead role in supporting start-ups, social enterprises.</p> <p><i>Target regeneration income 20% of total KE income (17% enterprise), support for 15 start-ups by 2025.</i></p>	<p>20% Head of Commercialisation role, 100% HEIF funded</p>	<p>Securing the economic and social benefits from research (including support for productivity & high growth sectors; innovation; level-up agenda);</p> <p>Local regeneration;</p> <p>Attract, retain and develop talent, including skills development through apprenticeships & graduate employability.</p>	<p>Objectives 4, 6, 7, 11 and 12.</p>	<p>2020-21 onwards</p>
<p>Strengthen exploitation pathways through account management with partner organisations, businesses and business intermediaries.</p> <p><i>Target – 5 new partnership agreements / year by 2025.</i></p>	<p>20% Head of Commercialisation role, 100% HEIF funded</p> <p>33% Impact Development role, 80% HEIF funded</p>	<p>Investment in research, ensuring that it is responsive to the needs and aspirations of society.</p> <p>Securing the economic and social benefits from research (including support for productivity & high growth sectors; innovation; level-up agenda);</p> <p>Local regeneration;</p> <p>Attract, retain and develop talent, including skills development</p>	<p>Objectives 1, 2, 5, 6, 7, 8, 10, 11 and 12.</p>	<p>2020-21 onwards</p>

		through apprenticeships & graduate employability.		
<p>Identify and bid into those partnership funding opportunities that are consistent with the growth aspirations of the University and the needs of the sectors we are active within.</p> <p><i>Target - 3 major bids per year</i></p>	<p>20% Head of Commercialisation role, 100% HEIF funded</p>	<p>Investment in research, ensuring that it is responsive to the needs and aspirations of society.</p> <p>Securing the economic and social benefits from research (including support for productivity & high growth sectors; innovation; level-up agenda);</p> <p>Local regeneration;</p>	<p>Objectives 1, 2, 5, 6 and 7.</p>	<p>2020-21 onwards</p>
<p>Promote the University's academic expertise externally, attending relevant local, regional and national networking meetings and events.</p> <p><i>Target - >5 events per month</i></p>	<p>20% Head of Commercialisation role, 100% HEIF funded</p>	<p>Securing the economic and social benefits from research (including support for productivity & high growth sectors; innovation; level-up agenda);</p> <p>Local regeneration;</p>	<p>Objectives 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and 12.</p>	<p>2020-21 onwards</p>
<p>Work with academic colleagues to facilitate the realisation of impact by identifying and/or working with existing partners and research users to exploit and utilise research outputs.</p> <p><i>Target – 25 follow-on bids, support from Impact Development Fund (if feasible)</i></p>	<p>10% x5 Enterprise Development posts, 100% HEIF funded</p> <p>33% Impact Development role, 100% HEIF funded.</p>	<p>Securing the economic and social benefits from research (including support for productivity & high growth sectors; innovation; level-up agenda);</p>	<p>Objectives 2 and 5.</p>	<p>2020-21 onwards</p>

<p>To host regular business networking meetings, employability events, and other external meetings to promote the University's business-facing services and act as a champion for the University within the business community.</p> <p><i>Target - >5 events per month</i></p>	<p>15% x5 Enterprise Development posts, 100% HEIF funded</p>	<p>Securing the economic and social benefits from research (including support for productivity & high growth sectors; innovation; level-up agenda);</p> <p>Local regeneration;</p> <p>Attract, retain and develop talent, including skills development through apprenticeships & graduate employability.</p>	<p>Objectives 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and 12.</p>	<p>2020-21 onwards</p>
<p>Offer a managed service to access facilities and other specialist resource;</p> <p><i>Target – 5 new customers per year with contract value > £50K</i></p>	<p>15% x5 Enterprise Development posts, 100% HEIF funded</p>	<p>Investment in research, ensuring that it is responsive to the needs and aspirations of society.</p> <p>Securing the economic and social benefits from research (including support for productivity & high growth sectors; innovation; level-up agenda);</p>	<p>Objectives 2, 6, 10 and 11.</p>	<p>2020-21 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.

(Max 4 pages of A4)

i. manage your HEIF spending

The HEIF allocation supports activities which are predominantly managed through the research and enterprise office (GRE). The budget is largely used to provide the infrastructure to support staff involved in knowledge exchange in its broadest sense, either employed directly in the research and enterprise office, or embedded in faculties, and through project allocation managed by those staff.

Knowledge exchange is evident across a wide spectrum of university activities and structures, with a portfolio of roles responsible for its delivery. GRE has a key supporting role to facilitate (i) at a microscopic level, those knowledge exchange activities, principally in the form of relationship management with external stakeholders and (ii) to differing degrees of granularity, the facilitation of knowledge exchange at the level of faculty or indeed an individual academic.

The knowledge exchange activities driven through the academic population (*i.e.* enterprise, applied research, consultancy, research-facing-CPD *etc*) are supported through GRE and are managed by a small team of Enterprise Development Managers,

overseen by a Head of Commercialisation. A new group with membership from GRE, PVC(R&KE) and the VC lead on strategic decision making, with governance reporting into the Vice-Chancellors Group (VCG). Knowledge exchange activities that are primarily student centric or wider skills-based (generic training, broader CPD offering, apprenticeships, employability) are to be driven through a new structure currently being implemented as part of the new University strategy.

Faculties receive an allocation from the HEIF budget to support knowledge exchange activities, in the context of their specific portfolio of partnerships. The allocation reflects the previous years activity, and mirroring the HEIF itself, is intended to provide a consistent baseline of support from which local KE support structures may be scaled. Resource allocated for Faculty-embedded staff in this manner - against the context of agreed budgets and GRE-Faculty co-produced & approved faculty-level plans - is monitored on a monthly basis, principally to ensure the resources are being fully exploited. These reports are monitored through the research and enterprise office senior management team (GRE-SMT), and any corrective interventions thereby approved. There is flexibility in how this allocation may be deployed; it is frequently used to retain faculty specific knowledge exchange staff and to nucleate new activities through project funding.

GRE also distributes a portion of HEIF through its competitive Innovation Fund (aligned closely with the aspirations of the external landscape as expressed in e.g. *Build Back Better*), as a mechanism to surface, scope and develop the most promising knowledge exchange activities, and to actively manage the partnerships that investment will nucleate/consolidate. Faculty project-level allocations are monitored twice-yearly through the Research and Enterprise Committee (REC). Key indicators are the additional revenue sought or secured based on the pump-priming project allocation from the HEIF contribution, and its perceived impact.

ii. measure progress

The University is currently reimagining its next 10 years as part of its new strategy development and implementation process, and knowledge exchange is a founding pillar of that vision. Aspirations of the strategy – against which progress will be monitored – is to become an institution with a rich “knowledge exchange ecosystem”; the activity coupled to the HEIF allocation is inherently linked to those aspirations;

- connect people to opportunities and funds, predominately university centric;
- support and incentivise the development of ideas and new technologies, in collaboration with external partners;
- contribute to economic recovery into a high grow sustainable economy, structured around local engagement and a global vision;
- forge new centres of excellence, locally embedded but internationally profiled to provide a porous interface with its diverse set of external stakeholders;
- play a role in the provision of high-quality skills including apprenticeships;
- ensure that the best and brightest people are part of our vision.

Measuring success across this wide agenda, understanding the client journey with us is recognised within the sector as a challenge. Performance and progress criteria used by the University are listed below:

- At the most basic level, spend from or associated with HEIF supported activities can be easily quantified to ensure due diligence of usage of funds.
- All HEIF supported activities have targets (e.g. patent development, creation of a collaborative bid, creation of a new partnership, number of external interactions / events) and these are actively managed by EDMs or at Faculty level, which are upward-reported to the Research and Enterprise Committee.
- Projects supported through the Innovation Fund generally have a duration of 3-6 months, sometimes longer, and need to couple with both the academic and financial years; these are therefore reported to the year-end meeting of research and enterprise committee. Innovation Fund projects are actively managed by the EDM team and reported to GRE SMT.
- All “return on investments” rates and associated impact measures are monitored through GRE.
- The “soft side” of knowledge exchange – e.g. networking, community engagement activities – are reviewed in a somewhat more *ad hoc* banner, though with broad alignment to the criteria expressed in HE-BCI survey (number of events,

attendance). The success of the events is reviewed through user feedback surveys and follow-on engagement measures.

In addition, quarterly Faculty-specific summary reports of knowledge exchange activity are presented to research and enterprise committee, both in terms of a top-down approach based on institutional aspirations, and bottom-up from individual academic or faculty plans, within the context of a knowledge exchange focused University strategy. Ultimately, an annual report to the research and enterprise committee informs the wider stakeholder groups both internally *e.g.* academic structures such as Academic Council, Governing Body, and externally – *e.g.* annual monitoring report, KEF submission.

iii. evaluate outcomes and

The way in which the University interacts with its external stakeholders has the greatest influence through the softer side of knowledge exchange *i.e.* non-financial, enabling, capacity building, developmental impact measures, and these often take time to be realised and therefore captured into defined outcomes. Financial metrics are easier to quantify.

The evaluation of outcomes is therefore a complex process, as the HEIF resource supports general networking through to specific bid or project opportunities. In the latter cases, a return-on-investment analysis is relatively facile, and the manner in which HEIF has been used to support projects is curated through our bid approval mechanism. In terms of networking and similar events, the event is reflected on through the use of pre-event baseline assessment and post event surveys, to see how that specific event matches its intent for purpose, that feeding into an evaluation of the event itself.

Ultimately, these feed into the annual reporting through to research and enterprise committee, and help shape the distribution and utilisation of HEIF in subsequent years. In addition, faculty plans are developed based on subsequent years investment, these two having a reflective character.

Through the development and refreshing of research Centres and Institutes in the new University strategy, processes will be put in place to track through the outcomes of investments in knowledge exchange to understand and document the outcomes.

iv. identify lessons learned.

The HEIF award is used to support ongoing improvement with and new investment in key stakeholder groups, by interfacing their needs with university expertise, as well as trialling newer activities in response to surveyed business needs. This agile deployment of resource enables the University to ensure it contributes fully in its region(s), and helps shape and develop the embedding of the University within its many stakeholder groups. As part of the annual reporting process – both internal to the University and externally through e.g. HE-BCI-S and now KEF/KEC – aggregate measures of engagement are discussed and used to inform future activity and, would therein identify any lessons learnt based on wider feedback.

The planned new reporting system for research centres on tracking against impact pathways will allow improved multi-year tracking of outcomes from investment and contribute to lesson learning.