

RE-P-2020-03-Annex B

University of Hertfordshire

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

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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 Hertfordshire is an **enterprising** institution, which is renowned for supporting the growth of our local, regional and national economy. Recognised as a [University Enterprise Zone](#), we align our research, innovation and teaching activities to meet the needs and demands of our students, business and local communities. Our extensive engagement with industry reflects our institutional history and translates into the entrepreneurial approach we apply to our knowledge exchange endeavours.

Our Knowledge Exchange strategic objectives and activities are anchored across the [Enterprise, Research](#) and [Education](#) pillars of our institutional strategy, supporting [Herts Strategic Themes](#) of Opportunity, Community and Flexibility. Our vision is to transform lives. Our aim is to create translational benefits for the economy and our communities through **world-class expertise in business, innovation and skills provision** ([Herts Strategic Plan 2020-25](#)). Accordingly, our knowledge exchange activity is focussed on **generating opportunity** and empowering companies and their staff to grow, develop and innovate.

Working in collaboration with businesses and other organisations, we utilise our creative and enterprising approach to research ([Research Strategy](#)), driving interdisciplinary and multidisciplinary research ([Research Themes](#)) in major global challenge areas, **directly addressing regional and national strategic priorities** as reflected in the UK R&D Roadmap, the Industrial Strategy and more recently the UK Government's Plan for Growth. We have successfully turned the ideas and innovations of our research community into (new) products and services for industry and innovations for the public and third sector. In recent years, we

have developed research excellence in key multidisciplinary areas¹, all directly relevant to national and global R&D agendas.

As an **anchor civic institution** for the region, we have prioritised partnering with industry and the public sector, working alongside regional and national organisations. This has enabled us to apply our research and knowledge exchange expertise to solving challenges for businesses across a range of sectors, delivering high quality start-up and scale-up business support and knowledge transfer, as well as skills training. This approach stems from our roots as a technology-focussed research institution and is a key cornerstone of the [enterprise strand of our strategy](#) driving our knowledge exchange endeavours.

Moreover, the University plays a **vital role in the Hertfordshire economy**; most recently recognised in our 2019 award from Research England as a University Enterprise Zone. Through UEZ we have been able to strengthen our business-support ecosystem, enhancing our support for start-ups and SMEs with a focus on enabling business resilience to deliver sustainable and inclusive growth within our locality. Our focus is on contributing to levelling-up the Hertfordshire economy, particularly the north of the county and the east of the county, where economic performance and productivity are below the average for the county. During the COVID pandemic, we have played a proactive and leading role supporting our local community.

Examples of our strategy and approach in action include:

- swiftly leveraging our resources and expertise during the pandemic to support key economic actors to respond to rapid change and business critical issues. E.g., [Volunteer Business Support Scheme](#) a Covid-19 response programmes providing over 1000 hours of 1:2:1 business support to over 225 small businesses in our region.
- the creation of knowledge exchange initiatives driven by business needs and challenges – leveraging funding to connect our resources to live commercial developments through active PhD level applied research. E.g. [Hertfordshire Science Partnership](#).
- the opening of our campus to new entrepreneurs, supporting and encouraging student, graduate and external start-up businesses and spin-outs – stimulating active ‘communities of practice’ and ‘peer support’ networks and making expertise, facilities and equipment accessible to boost business growth. E.g. [All-Campus Business Incubator](#) where we currently incubate over 70 companies.
- the development of specialist subsidiary companies and strategic partnerships that extend our reach into key target industries and allow us to leverage specialist public and private sector funding to work with impact in those communities. E.g. [Exemplas Ltd](#) & [Hertfordshire Growth Hub](#).
- the delivery of major campaigns to generate public engagement with key interest areas – making research findings and academic expertise more relevant and accessible and engaging the public in their ongoing development and application. E.g. [Festival of Ideas Reimagined](#) & our pioneering work on [patient and public involvement \(PPI\)](#) in the NHS and care services.

¹ Some key areas of multi-disciplinary research and innovation excellence include: [AI, Robotics, Smart Mobility & Sustainable Transport](#), [Astronomy & Data Science](#), [Pharma, Health Care and Wellbeing](#), [Climate Change & Mitigation](#), [Food Security, Sustainability and Agri-tech](#), [Creative Industries & related technologies](#).

- offering flexible opportunities for workforce continuing professional development across multiple disciplines, industries and sectors, working alongside key employers, including the NHS, TUI, MBDA, and Hertfordshire County Council.

These achievements reflect our commitment to the region and the wider economy and our extensive work in these areas demonstrate how we are delivering on our institutional Strategic Plan through our knowledge exchange activities. Looking forward, we will seek to build on the success of previous initiatives and expand our activities aimed at:

- Continuing to play a leading role in **local growth and regeneration**, enabling a dynamic entrepreneurial ecosystem, opening-up our campus, its facilities and expertise to support the development of start-ups as well as the sustainable growth of SMEs and larger businesses with scale up potential; complementing our Incubator with a challenge-led Accelerator Programme, piloting new SME engagement initiatives such as ‘SME week’ and launching Entrepreneur & Researcher in Residence Programmes to enhance opportunities for knowledge exchange among students, graduates, staff and businesses.
- Growing our strategic collaborative-research and innovation activity, with a focus on supporting **sustainable innovation** through climate change mitigation and clean growth technologies. Examples of initiatives aligned to this strategic focus are our new accelerator programme to support sustainable innovation by start-up and scale-up businesses and the expansion of our Hertfordshire Science Partnership to include a new offering focusing on Climate Change and Net Zero innovations.
- Driving **skills and workforce development** training and programmes through a market needs-based approach, with a focus on STEM through collaborative initiatives such as the Institute of Technology, where Herts is currently leading on a Stage 2 bid.
- Building on the mindset and accompanying practices for **continuous improvement** in department processes and protocol, aligned to the Knowledge Exchange Framework Perspectives and Knowledge Exchange Concordat Principles. Key initiatives in this space include further developments in our built-in evaluation frameworks to include EDI and sustainability trackers and the expansion of our Entrepreneurship & Enterprise academic careers pathway and network.

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>Enterprise & Entrepreneurship/ Exploiting the HEI's Physical Assets</p> <p>Local Growth & Regeneration</p> <p>Providing targeted and flexible support for start-ups & SMEs in the region through our ongoing incubator offer. We aim to support 500 businesses & directly engage 250 students through our various schemes over the 2021-25 period.</p> <p>Expansion of SME support provision to provide a holistic and targeted business support offering for SMEs in the region and beyond, centred around our Enterprise Hub. New initiatives include:</p> <ul style="list-style-type: none"> - Expansion of our virtual & hybrid support provision. - Launch of the Incubator 'Alumni Programme' - Launch of the 'Herts Accelerator', extending our support provision for scale-up businesses. Focus on sustainable innovation. - 'Entrepreneur and Researcher in Residence' Programmes - Flexible 'modular' programmes targeting micro & SMEs productivity improvements through 1:2:1 mentoring (evolved from successful Covid recovery programme: Volunteer Business Support Scheme) 	<p>0.2 FTE Director of Business development, 100% HEIF funded</p> <p>0.6 FTE Head of Business Services, 100% HEIF funded</p> <p>1.0 FTE Incubator Manager, 100% HEIF funded</p> <p>1.0 FTE Operations & Accounts Officer, 100% HEIF funded</p> <p>1.0 FTE contracts officer , 100% HEIF funded</p> <p>0.2 FTE Office Business Manager, 100% HEIF funded</p> <p>Not HEIF funded</p> <p>-----</p> <p>1.0 FTE Project Lead</p> <p>1.0 FTE administrator</p> <p>1.0 FTE Frontline Services Advisor</p> <p>1.0 FTE Project Coordinator</p>	<p>-Aligned with the Innovation & infrastructure pillars of the government's Plan for Growth, as well as local government's growth strategies, enabling SME business growth, productivity improvements & innovation ('ideas' and 'business environment' pillars of IS, contributing to a prosperous local community ('place' pillar of IS).</p> <p>-OfS: our target is to involve 250 students during the next 5 years in various knowledge exchange opportunities within the Enterprise Hub, including benefiting from 1:2:1 mentoring from Entrepreneurs in Residence, programme, access to Incubator and Accelerator support.</p>	<p>Aligns with the 'Enterprise' pillar and the 'Offering Opportunity', 'Building Community', and 'Embracing Flexibility' themes of our Institutional Strategic plan:</p> <ul style="list-style-type: none"> • Providing opportunities for students and graduates to pursue entrepreneurship • Welcoming businesses to our community through the University Enterprise Zone • Offering flexible ways for businesses to work with us. <p>Institutional KPIs:</p> <p>-Increase the number of graduate start-ups by 25%</p> <p>-Increase the number of businesses using the university as an incubator by 25%</p>	<p>Incubator - ongoing</p> <p>New initiatives- 2021-onwards</p>

<p style="text-align: center;">Enterprise & Entrepreneurship Graduate Futures</p> <p>Support entrepreneurship and entrepreneurial mindsets among our students and graduates, generating KE opportunities through targeted extra-curricular activities, that complement the in-curriculum focus on employability New initiatives include:</p> <ul style="list-style-type: none"> - Launch of 'Graduate Futures' initiative, establishing a 5-year package of support for graduates including enhanced virtual and face-to-face support for graduate entrepreneurs. - -Flare Ignite, our flagship student and recent graduates start-up competition, providing seed funding and tailored support. - -Our 'Graduate Entrepreneur Scheme (GES)' <ul style="list-style-type: none"> - advisory support & funding for recent graduates. -Expansion of graduate /PG Researcher entrepreneurship bootcamps and challenge-based digital hackathons. - Doctoral Innovation Consultancy opportunities through UEZ and our Accelerator provision. -Expanded blended learning of enterprise activities. -Develop new online enterprise education resources to support business start-up and freelancing, accessible 24/7 -Other ongoing forms of support include 1:2:1 advisory support, webinars, workshops and in-module delivery for various courses. -Other forms of funding provided through HEIF (plus additional leveraged funds raised through corporate support) include: Enterprise Fund, Business start-up and Freelance funds. 	<p>1.0 FTE Enterprise Team Leader, 100% HEIF Funded</p> <p>2.0 FTE Enterprise Advisors, 100% HEIF funded</p> <p>1.1 FTE Enterprise Officers, 100% HEIF funded</p> <p>2.17 FTE Advisors, 100% HEIF funded</p> <p>1 FTE career officer, 100% HEIF funded</p> <ul style="list-style-type: none"> • In addition, funding allocated each year for projects such as Flare. <p>Not HEIF Funded</p> <hr/> <p>1 FTE Assistant Head of Careers & Enterprise</p> <p>0.9 FTE Assistant Head of Careers & Employment</p>	<p>All of the activities in this area align with our wider OfS aims focussed on reducing attainment gaps and our institutional target of increasing the number of graduates setting up businesses by 25%.</p> <p>Through our new Graduate Futures offer we hope to increase by 10% year on year, our engagement and enterprise support to alumni.</p> <p>Flare benefits on average 100 students per year and provides funding for 5-10 finalists each year.</p> <p>We hope to benefit up to 25 students through GES in the next 4 years.</p> <p>Through the bootcamps, we support on average, 100 students & graduates per year.</p> <p>Overall we hope to be able to support over 1000 students and graduates through our various programmes during the next 4 years.</p>	<p>Aligns with the 'Enterprise' pillar and the 'Offering Opportunity', 'Building Community', and 'Embracing Flexibility' themes of our Institutional Strategic plan:</p> <ul style="list-style-type: none"> • Providing opportunities for students and graduates to pursue entrepreneurship • Welcoming graduates/students and alumni businesses to our community through the University Enterprise Zone 	<p>Ongoing</p> <p>New initiatives from 2021-onwards</p>
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<p align="center">Collaborative Research/ R&D/ Contract Research</p> <p>Utilising the academic expertise at UH as well as our facilities and equipment portfolio we will continue to expand our knowledge exchange provision, particularly engaging with SMEs looking to grow through innovation. Core activities and targets include:</p> <ul style="list-style-type: none"> Expansion of KTP Portfolio (from 9 to 20) Rebuilding of Business School engagement in KTP – from 1 Management KTP in 2021 to 5 projects by 2024 Expansion of successful Hertfordshire Science Partnership to include new offering focusing on Climate Change, engaging with Sustainable Energy Innovation Platform (SEIP) KE Centre, launching in 2021/22. Research hotel for businesses to access Herts facilities/equipment Maximise UKRI & other public sector funding opportunities for collaborative R&D. Maximise contract research opportunities. 	<p>0.2 FTE Director of Business development, 100% HEIF</p> <p>0.7 FTE Head of Innovation, 100% HEIF funded</p> <p>0.2 FTE Office Business Manager, 100% HEIF funded</p> <p>4 FTE x sales manager - 100% HEIF funded</p> <p>1 Bid Manager, 100% HEIF</p> <p>2 Bid coordinator, 100% HEIF funded</p> <p>1 FTE Account Manager, 100% HEIF funded</p> <p>1 FTE Account Officer, 100% HEIF funded</p> <p>2 FTE Contracts Officers, 100% HEIF funded</p> <p>1.0 FTE HSP Project Coordinator, 50% HEIF</p>	<p>Supporting the Innovation pillar of the government's Plan for Growth, supporting and incentivising the development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy</p> <p>Building on UH's strong reputation for Research partnerships (KEF metrics) as well as supporting R&D Roadmap target to enhance collaborations between business and R&D infrastructure, enabling SME business growth & innovation ('ideas' pillar of IS).</p> <p>Existing HSP project shows track record of delivering impact to partner businesses in the form of job creation and new products to market. Utilising existing project framework to new Climate Change research offering builds on 'tried and tested' methodology. This approach and focus align with the government's R&D and Net Zero ambitions.</p>	<p>Aligned to the University's 'Enterprise' strand that aims to 'create transformative benefits for the economy and our communities through world-class expertise in business, innovation and skills.'</p> <p>Key objectives:</p> <p>-create value for society and business by applying our research and expertise.</p> <p>-deliver impactful collaborations with industry, public and third-sector organisations.</p> <p>-make our assets available to the broader community.</p> <p>-support colleagues to deliver innovative ideas and solutions</p>	<p>Ongoing</p> <p>New initiatives- 2021-22 onwards</p>
<p>IP and Commercialisation (Technology transfer)</p> <p>Promotion and subsequent protection of UH IP and expansion of technology transfer activities through internal and external accelerators:</p> <ul style="list-style-type: none"> Continue to deliver UH Proof of Concept (POC) scheme enabling UH researchers to bring their research to market through funded technical and commercial support. Prioritise national accelerator programmes Cyber ASAP and iCURE to provide spinout support, mentorship and routes to investment 	<p>1 FTE Administrator, 100% HEIF funded</p> <p>1.0 FTE IP & Commercialisation Manager, 100% HEIF funded</p> <p>1.0 FTE Commercial Academic Lead, 100% HEIF funded</p> <ul style="list-style-type: none"> Funding allocated also for the POC programme. 			

<p>R&D/ Collaborative Research with a focus on Sustainable Innovation</p> <p>Expand our knowledge exchange engagement supporting sustainable innovation through collaborative research & targeted business & commercialisation support for innovative SMEs.</p> <ul style="list-style-type: none"> - Climate Change Research Centre (C3R): support the development and outward KE engagement of the University's multi-disciplinary research effort to contribute to climate change mitigation, focussed on the following thematic areas: <ul style="list-style-type: none"> -Monitoring of Climate and its Impact -Prediction of Climate and its Impact -Climate and Urban Systems -Societal Sustainable Future -Climate Mitigation and Solutions - New 'Hertfordshire Science Partnership' offering focusing on Climate Change, engaging with Sustainable Energy Innovation Platform (SEIP) KE Centre. - SHAKE: Accelerator programme (in collaboration w/ Rothamsted Research Institute) supporting start-ups deliver innovative new products and services to help mitigate climate change. 	<p>0.2 FTE Deputy Director Business Development, 100% HEIF funded</p> <p>0.1 FTE Head of Innovation, 100% HEIF funded</p> <p>0.2 FTE Head of Business Services, 100% HEIF funded</p> <p>0.1 FTE Head of Skills, 100% HEIF funded</p> <p>0.4 FTE Professor of Enterprise & Entrepreneurial Development (Academic role), 100% HEIF funded</p>	<p>Supporting the Innovation pillar of the government's Plan for Growth, supporting and incentivising the development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy</p> <p>Aligned to the UK's R&D Roadmap target to enhance collaborations between business and R&D infrastructure, enabling SME business growth & innovation ('ideas' pillar of IS) and strategically focus on sustainable innovation aligned to the UK's net zero ambition.</p>	<p>Targets:</p> <ul style="list-style-type: none"> - increase income from commercial (other) activity by 10%. -increase external income for research by 45% -increase staff taking forward business ideas by 5% -deliver 1 new Herts spinout company and 2 new licence agreements per year. <p>SHAKE Target: create a portfolio in excess of ten ventures (funded or approved), representing £1.56m of direct investment. (ongoing)</p>	<p>Ongoing</p> <p>2021-onwards for new initiatives</p>
<p>Local Growth & Regeneration Strategic Industry Partnership Development</p> <p>Playing a key role as a connector and proactive contributor to innovation ecosystems within the local and regional community (Smart Specialisation) to provide targeted benefits for</p>	<p>0.2 FTE Director of Business development, 100% HEIF funded</p> <p>0.2 FTE Deputy Director Business Development, 100% HEIF funded</p>	<p>As outlined in the R&D Roadmap, Smart Specialisation and engagement with strategic local stakeholders will drive increased place-based outcomes for the region and</p>	<p>Aligned to the University's 'Enterprise' strand that aims to 'create transformative benefits for the economy and our communities through world-class expertise in</p>	<p>Ongoing</p> <p>IOT 2021 onwards</p>

<p>businesses and form long term research partnerships for our academic cohort.</p> <p>-Cell/ Gene therapy/ Life Sciences Opportunity Zone – working in partnership with with GSK and SBC</p> <p>-Ongoing Hertfordshire Living Lab initiative in partnership with Ocado, BT, Hertfordshire County Council and Herts LEP, providing KE opportunities for students, staff, businesses & local government.</p> <p>-Herts IQ (Enterprise Zone) - MMC campus in partnership with BRE.</p> <p>-Institute of Technology –Herts leads on a bid to the DfE alongside regional FE providers and employers focusing on the following sectoral specialisms: Built environment (off-site manufacturing/net zero), Digital (robotics and AI) and Life Sciences (cell and gene therapies).</p> <p>-Hertfordshire Growth Hub Consortium, including our wholly owned subsidiary Exemplas: This is a critical arm for our local growth and regeneration work and enables us to play a role with business support throughout the UK.</p>	<p>0.2 FTE Head of Business Services, 100% HEIF funded</p> <p>0.2 FTE Head of Skills & Degree Apprenticeships, 100% HEIF funded</p> <p>0.2 FTE Head of Innovation, 100% HEIF funded</p> <p>1 FTE Commercial Academic Lead (Senior Lecturer), 100% HEIF funded</p> <p>0.2 FTE Office Business Manager, 100% HEIF funded</p> <p>Not HEIF funded -----</p> <p>Exemplas subsidiary –95 FTE</p>	<p>support the UK’s levelling-up agenda.</p> <p>-enabling SME business growth & innovation (‘ideas’ and ‘business environment’ pillars of IS, contributing to a prosperous local community (‘place’ pillar of IS).</p>	<p>business, innovation and skills.’</p> <p>The IoT aligns with Herts’ aims to further enhance its skills, CPD and apprenticeship offer through employer-led curriculum discussions whilst maximising the Hertfordshire IoT brand.</p>	
<p>Skills & Human Capital Development</p> <p>Workforce development</p> <p>- A CPD audit and market consultation is underway to revitalise and centralise the University’s commercial CPD offer aimed at increasing workforce development support offered to business across the region and beyond with a focus on Leadership and Management, Carbon Literacy, Sustainability and STEM literacy.</p> <p>-Expansion of Business Development apprenticeship employer engagement plans</p>	<p>0.2 FTE Director of Business development, 100% HEIF</p> <p>0.7 FTE Head of Skills, 100% HEIF funded</p> <p>3 x 1.0 FTE Sales Managers 100% HEIF funded</p> <p>0.2 FTE Office Business Manager, 100% HEIF funded</p> <p>1 FTE of Skills Bid Manager, 100% HEIF funded</p>	<p>Aligned to the ‘Skills’ pillar of the government’s Plan for Growth, supporting productivity growth through high-quality skills and training:</p> <p>Aligned with the ‘People’ strand of the IS, supporting the challenge of ‘meeting our business needs for talent, skills and labour’.</p>	<p>Alignment with the University’s Enterprise and Education strands embedded in its 2020-25 Strategic Plan:</p> <p>-Creating workforce development opportunities</p> <p>-Offering flexible ways for businesses and their workforces to work with us</p>	<p>Ongoing</p> <p>New initiatives from 2021 onwards</p>

<p>through a workforce development planning consultancy practice.</p> <p>-Development of organisational training needs analysis framework to front-end business discussions and maximise knowledge exchange opportunities, providing bespoke training package solutions -including the University's CPD, short-course offer and executive training offer- as well as other areas of business support and innovation.</p>	<p>1 FTE Accounts & Operations Manager 100% HEIF funded</p> <p>1 FTE Administrator, 100% HEIF funded</p> <p>0.8 FTE Solicitor, Legal & Compliance, 100% HEIF</p>	<p>Contributes to informing the process of ongoing updating of our curriculum across the Schools and provides opportunities for knowledge exchange through the introduction of industry visiting lecturers, etc.</p>	<p>KPIs:</p> <p>-Increase the number of alumni undertaking a learning module in the University by 20%</p> <p>-Increase CPD income generation by 10%</p>	
<p>Public & Community Engagement Knowledge Sharing and Diffusion</p> <p>-We are developing a new strategy around public engagement and investing on an events management system to make the most of the array of events and public facing activities that the University is already undertaking. Examples of key focus areas include:</p> <p>-SME Week: Successfully piloted in 2021 as a one-day event, with a focus on highlighting SME support available regionally & nationally, including knowledge transfer opportunities.</p> <p>-Climate Change/ Sustainability focussed Programme of Events. Upcoming events include conferences this Summer on Sustainable Transport and Net-Zero construction/buildings.</p> <p>-Women in Sports Initiative –academic lead in Sports has been appointed to drive up public engagement & collaborative research opportunities.</p> <p>-International Entrepreneurial Development and Knowledge Exchange engagement – (e.g. our current work in Vietnam & Egypt)</p>	<p>0.6 FTE Professor of Enterprise & Entrepreneurial Development, 100% HEIF funded</p> <p>1 FTE, Academic Lead 100% HIEF funded</p> <p>0.2 FTE Office Business Manager, 100% HEIF funded</p> <p>1 FTE Junior Graphic Designer, 100% HEIF funded</p> <ul style="list-style-type: none"> Additional funding is allocated to marketing support for public & community engagement <p>Not HEIF Funded</p> <hr/> <p>Marketing and PR support from the central marketing team</p>	<p>Aligned with the 'People' strand of the IS, supporting the challenge of meeting businesses needs for talent, skills and labour. as well as the R&D Roadmap, in terms of generating strategic engagement with local stakeholders and increasing place-based outcomes for the region, supporting the UK's levelling-up and Net Zero agendas.</p>	<p>Addressing the 'Building Communities' theme of our strategic plan, through the development of communities of learning, exploration and knowledge sharing.</p>	<p>ongoing</p>
<p>Higher Education Business Interaction survey, KEF and KE concordat work</p>	<p>0.2 FTE Director of Business development</p> <p>0.6 FTE Deputy Director</p>	<p>Ensuring accountability & continuous improvement.</p>	<p>Aligned to Herts' Strategic Plan.</p>	<p>ongoing</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. Our HEIF spending comes under the direction of the Pro-Vice Chancellor (Business & International Development) with devolved budgetary control through the Director and Deputy Director of Business Development, and Heads of Skills, Innovation and Business Services. Institutional budgets are set during the annual planning round (January – May) and adjusted once our HEIF allocation is confirmed. Strategic priority of expenditure is established in line with the Enterprise & Research strands of the University's strategic plan (Herts Strategic Plan 2020-25), which, in turn, is aligned to macro HEIF, UKRI, UK government and local Hertfordshire LEP priorities and policies.

Expenditure is monitored throughout the academic year and reported on as part of our quarterly review forecasts based on data from our finance system. This process enables us to adjust our HEIF allocation within the academic year, subject to the impact of external influences, such as the Covid-19 pandemic and economic downturns.

In addition, a review of our HEIF allocation is undertaken every two years to ensure value for money; the next review is due to take place in the autumn 2021. Currently, ~80% of our HEIF allocation is used to support delivery of our HEIF objectives covering staff costs of dedicated Knowledge Exchange & Enterprise staff as well as academic roles placed within Schools as commercial leads and a Lab Technician to

support continued product development of three of our Physics-based licences. The remaining HEIF budget is for non-staff costs and distributed across our staff and student Proof of Concept funding programme, licensing & patent costs, student enterprise competition (Flare Ignite), public and community engagement budget and contribution towards collaborative partner programmes and seed-funding of new Herts KE initiatives.

- ii. Progress of our HEIF activity is measured against Key Performance Indicators set by our Governing Body, which has adopted nine top-level KPIs for 2025 covering all University operations, including:
 - a. Increase external income for research by 45%
 - b. Increase income from commercial activity (including CPD, consultancy, facilities hire) by 10%

Below the 'top nine' is a Performance Dashboard of measures, grouped against the various Dimensions of our Strategic Plan. Under our Enterprise, Research and Education strands we are aiming to:

- a. Increase the number of graduate start-ups by 25%
- b. Increase the number of businesses using the University as an incubator by 25%
- c. Increase staff taking forward business ideas by 5%
- d. Increase the number of alumni undertaking a learning module in the University by 20%

The above KPIs have a baseline established, and targets set for each academic/ financial year. These Institutional targets in turn inform departmental targets and are reviewed biannually as part of the appraisal process.

Financial performance across the University Group is monitored monthly, with forecast performance against year-end targets being recomputed every quarter. For KE, this includes research applications, awards and revenue, and consultancy and CPD revenue, for which each academic School has yearly targets determined in the annual planning exercise. During annual planning, KE targets are agreed between the Pro-Vice Chancellors for Business & International Development and Research and each Dean of School, supported and advised by KE Staff and Associate Deans respectively.

The Board of UH Ventures Ltd reviews University commercial, IP pipeline, spin-out and joint venture activity and meets three times a year. The boards of other subsidiary companies involved in KE operate in a similar manner. Moreover, all KE activities are reported, discussed and reviewed each semester at Research Committee and PVC

Research Management Group meetings. All associated risks and mitigation strategies, that could impact our KE activities, are reviewed and updated in a Risk Register at monthly Leadership Team meetings. Finally, monthly progress review meetings are held with the PVC (Business & International Development), the Business Development department management and marketing colleagues.

KE Business Development staff hold biweekly operational reviews of all current business cases using live data and Business Intelligence reports from our B2B Customer Relationship Management (CRM) system. Bimonthly Business Development meetings with Associate Deans and Deans in all academic Schools help ensure discipline-specific activity remains on course.

A Technology Transfer sub-group, including representatives from our in-house legal team, reviews all live IP Pipeline cases, based on reports from our in-house bespoke database. Reviews of our registered IP portfolio (patents, designs and trademarks) are held biannually with our external Patent Attorneys.

Throughout the year we continue to evolve our new CRM system (Microsoft Dynamics 365) to handle KE data, to provide resilient management information and enable more efficient and GDPR-compliant marketing and event campaigns.

- iii. Outcomes are evaluated as part of the yearly strategic review of each SBU. This includes a review of targets and processes. During 2020, we introduced embedded operational evaluation frameworks, aligned to our account management process. Account Management is conducted throughout the lifetime of a project with our clients. Initial on-boarding processes are augmented with periodic update reporting and feedback/data gathering. As the project or intervention is delivered, this data is periodically reviewed to enable up to date reporting on the progress of the business since support began against pre-project baseline data. Post-project evaluation and satisfaction are collected and actioned as appropriate with follow-on support or project options being provided dependent on business need. All information is stored securely within a CRM system and cross departmental referrals are encouraged to ensure clients can access the full spectrum of support options from the institution. In 2021, we also begun piloting a more comprehensive built-in evaluation framework that includes EDI and sustainability trackers for some of our ongoing projects, including our incubator programme. This should enable us to capture useful data including EDI and sustainability-related insights, as well as assess impact and make improvements on the overall design of the programmes.
In addition, our KE activities are also assessed externally, through KTP Final Reports, KEEP Final Reports, HKEP Final Reports and Summative Assessments, the latter for larger projects, such as ERDF and Research England Development Fund (RED

UEZ). Periodic internal review of external assessments, allows us to incorporate learnings into future projects and programmes.

- iv. As noted in the previous sections, we have a number of processes and procedures in place to ensure lessons are learnt throughout our KE journey and continuous improvement is achieved. These include our fortnightly leadership meetings, regular staff reviews, annual planning review and away days where we are able to focus on specific areas or elements of our operations and processes. These regular review points and spaces for reflection are coupled with client and project feedback capture mechanisms embedded in each project, the review of external assessors' feedback, review of bid success rates, as well as internal feedback, including student and staff feedback.

A recent example of this 'learning journey' is the process we have followed to set up and then review and improve upon our 'Enterprise & Entrepreneurship Training Pathway & Network' initiative. The initiative begun with a focus on setting up a senior-level academic network of Enterprise & Entrepreneurship Professors and Associate Professors. The main aim of the initiative was to enable greater ownership of HEIF and KEF targets and strategic objectives across the academic community, conscious of the importance of ensuring the strategic alignment of research and innovation to achieve our institutional KE objectives. The first learning was the realisation that we would need to design a bespoke career support development pathway including training to support the network. The implementation of the pilot phase of this initiative has been very successful and resulted in our first cohort of Associate Professors of Enterprise & Entrepreneurship receiving targeted training and forming a network. We are now looking to expand our activities in this area to include a wider cohort of academic colleagues to 'build a pipeline' of KE committed researchers. Some of the additions we will be implementing include our new 'Researcher in Residence' programme for ECRs, Post-Doctoral researchers and Doctoral students as well as expanding our Doctoral/ Graduate Innovation Consultancy opportunities and Doctoral & ECR Entrepreneurship Bootcamps.