

RE-P-2020-03-Annex B

University of Huddersfield

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 Huddersfield's Strategic Plan 2025](#), developed and published pre-covid, covers all aspects of the institutional activities and highlights strategic objectives and targets across these activities. We are currently developing a formal KE Strategy and expect this to be ratified and published by Q2 2021. We are also currently developing our application to the National Co-ordinating Centre for Public Engagement (NCCPE) Engage Watermark and this will be followed by the development of a Public Engagement Strategy. The University is making significant steps towards formalising the structures that underpin Public and Community Engagement.

The University's research interests are broad and deep-rooted in industrial/organisational application, encompassing STEM, humanities, social sciences, health and social care, business, art and design. With distinctive strengths in areas such as engineering (including surface metrology, rail, artificial intelligence and data analytics), healthcare and social sciences (including wound care, medical technology, social care, psychology and education). The major unifying theme across this disciplinary range is the overwhelmingly applied/user inspired nature of our research as described in our [Research Strategy](#). The University seeks to concentrate support in Areas of Strategic Investment (ASRIs) which forge interdisciplinary research activity aligned with societal and industry themes. As the quality and volume of our research activity has grown, we have seen similar growth in the quality and 'research intensity' of university disclosures and early-stage commercialisation activities.

The University of Huddersfield is demonstrably committed to civic engagement and embraces its role as an anchor institution in West Yorkshire and the Leeds City Region. We became a signatory to the UPP Civic University Agreement in 2020.

The strategically important geographical areas of most relevance are: Huddersfield – Kirklees – Leeds City Region – Yorkshire & Humber - M62 “Pennine Corridor” and Northern Powerhouse. Our region faces longstanding and significant economic and demographic challenges which impact on our KE activities. Pre-covid19, the North’s GVA per capita was some 10 to 15% below the UK average (excluding London) with several contributory factors including lack of skilled people, technology gaps and reduced appetite for innovation. At sub-regional levels, the current economic strengths and weaknesses reflect our industrial heritage. The two major Kirklees towns, Huddersfield and Dewsbury, were at the centre of the birth of the industrial revolution. Manufacturing and textiles remain key sectors with many companies operating at the ‘legacy end’ of the innovation and manufacturing technology spectrum, with low skill and low pay employment opportunities. Over 99% of local and regional businesses are SMEs. Across our geography, private sector R&D investment presents a major challenge not only in terms of the 2.4% of GDP by 2027 target within R&D roadmap, but also in terms developing collaborative relationships with local and regional industry.

We are committed to enabling support mechanisms for the large concentration of local SMEs and public sector organisations to innovate and upskill, thereby improving regional productivity levels and social wellbeing. More specifically, facilitating regeneration of regional legacy industries such as precision engineering and textiles as well as direct engagement and participation in new and emerging sectors such as healthcare and medical technology are key strategic objectives. The recently launched [Sir George Buckley Leadership Centre](#), based in the 3M BIC, has been developed to respond to and address generic gaps in the leadership and management of our regional business base which feed into low ambition for innovation and growth.

Building on ‘Place’ and the ‘levelling up’ agenda, entrepreneurship is recognised as a regional priority in post-covid recovery plans and our commitment is demonstrated through the independent research commissioned alongside UCL (‘[place, learning and entrepreneurialism](#)’). Longitudinal Study data from 2018/19 shows that 63% our UK student numbers registered a West Yorkshire home address, indicating that a majority of our students remain in the region following graduation. Ensuring our graduates are equipped with enterprising and entrepreneurial skills enabling them to excel in their future careers is a priority. We have secured OfS funding for our [ICE+ project](#) connecting student talent to address challenges and subsequently implement their solutions with local employers. Connecting and ‘showcasing’ our students and graduates more directly with regional employers – especially regional SMEs, (who traditionally do not recruit graduates) to retain their skills locally to drive entrepreneurial and innovation led growth is very important. Graduate enterprise and entrepreneurship is a key strategic theme for us, with a dedicated Enterprise Hub and team based in the 3M BIC.

Our Knowledge Exchange activities and end-user engagement are influenced by regional demographics and in particular that over 99% of local and regional businesses are SMEs and major employers tend to be public sector anchor organisations. Developing mechanisms and support infrastructure to upskill and facilitate innovation and growth in SMEs and their supply chains is an important driver for the University. Our commitment to engagement with local businesses and end users is reflected in the University Strategy Map, where we have a target of engagement with 5000 individual businesses and end users.

Our 5 University strategic KE objective areas with specific reference and direct relevance to HEIF and Government priorities set out in Build Back Better, UK R&D Roadmap and the ‘levelling up’ agenda are shown in the table below.. We will ensure these objectives and supporting plans align

with the forthcoming Government Innovation and R&D Place strategies, as well as the emerging plans to revive Northern towns as part of the ‘levelling up’ agenda.

1. Regional Growth & Regeneration

- a. Become a focus for productivity improvement, impact and enterprise
- b. Contribute to the Kirklees and West Yorkshire/Leeds City Region economic strategies
- c. Expand our links with regional businesses and end-users for both graduate employment opportunities and research partnerships

2. Research Partnerships

- a. Increase our research and knowledge exchange income
- b. Drive and support the development of ASRIs through collaboration and partnership
- c. Grow the number and value of research partnerships/projects with external stakeholders
- d. Achieve a steady state of 25 active KTPs and top ten ranking for KTP provision

3. IP & Commercialisation

- a. Increase IP-related value and income
- b. Upper quartile in KEF cluster for IP&C
- c. Commercialisation to underpin and enable impact case study development

4. Skills Enterprise & Entrepreneurship

- a. Enterprise Awareness – increase student and staff awareness of Enterprise Team services
- b. Application of Enterprise Skills – supporting access to enterprise education opportunities in skills development
- c. Entrepreneurship in Action – enabling business start-up activity to contribute to the local economy
- d. Entrepreneurial Development – creating an entrepreneurial ecosystem for sustainable businesses
- e. Expanding Skills Offer – including degree apprenticeships, CPD and leadership/management programmes

5. Public Engagement

- a. Achieve Engage Watermark Bronze and deliver associate action plan
- b. Support an increase in new research outputs created with research end-users

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 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 How HEIF will be used to support the project?</p>	<p>HEIF priorities 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 Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>Exploitation & Commercialisation of University IP Drive the exploitation and impact of our research through commercialisation.</p>	<p>IP & Commercialisation Manager (x2 FTE) Strategic Investment early stage commercialisation fund Patent and Legal Budget Accelerator/Fellowship match support funding for Grow MedTech, RAEng / RSE Fellowships, LLP, ICURE and ARC Accelerators Commercialisation Reactor</p>	<p>Industrial Strategy - Ideas SO's are 'private sector' and invariably highly R&D intensive so will directly support R&D Roadmap target of 2.4%</p>	<p>Exploitation & Commercialisation of University IP</p>	<p>2021 ongoing</p>
<p>Skills & CPD Business engagement with local and regional organisations.</p>	<p>The University is increasing its support for leadership and management skills in SMEs through the establishment of the Sir George Buckley Leadership Centre to offer CMI accredited leadership programmes. HEIF contributes via core funding to business referral activities most notably Regional SME Business Support Programmes and the Kirklees Top 100 Companies initiative. Specific CPD development opportunity support is leveraged through Collaborative Venture Funds described below</p>	<p>This will support directly and indirectly all aspects of relevant Government strategies Industry Strategy – People Build back Better UK R&D Roadmap</p>	<p>Skills, Enterprise and Entrepreneurship</p>	<p>2021 onwards</p>

<p>Graduate Enterprise & Entrepreneurship Enterprise Hub Team and support funding</p>	<p>2.95 FTE comprising Head of Enterprise & Entrepreneurship; Business Start-Up Advisors and Administrator. Support funds for intensive support start up £15K</p> <p>Business start-up engagement; Enterprise Placement Year; Innovation Creative Exchange Plus (ICE+); Enactus Huddersfield</p>	<p>Creation and support of start-ups correlates with Build Back Better, particularly government's plan to support new opportunities and providing support to Start-ups in the R&D Roadmap</p> <p><i>Scale – with reference to OfS targets</i></p> <p><i>Business Start Up activities and support e.g. Kick Start Your Future, Pitch Club and Business Boot Camps – available to all students at the lightest touch/information end and Intensive business support mentoring and seed funds competitively awarded.</i></p> <p><i>Enterprise Placement Year 20 PA</i></p> <p><i>ICE+ Target over 700 students engaged</i></p> <p><i>Enactus - membership and active participation</i></p>	<p>Skills, Enterprise and Entrepreneurship</p>	<p>2021 Ongoing</p>
<p>Growth of Knowledge Transfer Partnerships New KTP team</p>	<p>2.0 FTE – KTP Manager and KTP Co-ordinator. New centralised dedicated KTP resource working across/ with all the University's Schools. Our strategic aim is to expand the number and portfolio range of active KTP projects, including multi-disciplinary projects.</p>	<p>Work undertake in the company will contribute to improved skills and/or productivity in line with the government's priorities outlined in Build Back Better, and also as a first stage in a relationship on the R&D Roadmap</p>	<p>Research Partnerships Regional Growth & Regeneration - focus on regional SME development Target for increase towards 25 KTPs by 2025</p>	<p>2021 onwards</p>

<p>Regional SME Business Support Programmes</p> <p><u>Leeds City Region Supply Chain Programme</u></p> <p>Leeds City Region Manufacturing Champions Programme</p>	<p>Head of Regional Engagement (0.4FTE)</p> <p>Manufacturing Champion (0.5 FTE)</p>	<p>These support programmes support activities and outcomes directly addressing a broad swathe of Build Back Better and Industry Strategy, as well as indirectly supporting the UK R&D Roadmap</p>	<p>Focus on Regional SME development</p>	<p>2021 ongoing The funded programmes currently scheduled to finish in 2023.</p>
<p>Collaborative Venture Funds (CVF)</p> <p>Competitive seed funding awards to develop KE-based relationships with external partners</p> <p>The CVF awards are partner, sector and geography agnostic, able to fund any type of KE based opportunity. Operationally the majority are deployed with regional organisations</p>	<p>Funding allocation of c.£75K to fund up to c.30 projects.</p>	<p>CVF touches all strategic aspects covering R&D Roadmap and Build back Better</p>	<p>Regional Growth & Regeneration Research Partnerships Skills, Enterprise and Entrepreneurship</p>	<p>Ongoing 2021</p>
<p>Commercial Bid Development Support</p> <p>Support for SMEs pursuing Innovate UK funding in partnership with the University.</p>	<p>Co-funding (proportionate) of professional bid development support with external organisations – specifically targeting ‘new to R&D funding’ SMEs.</p> <p>Annual allocation of up to £15K allocated supporting 10 applications at £1.5K per project</p>	<p>Primarily UK R&D Roadmap, to foster and develop private sector innovation led research activity</p>	<p>Research Partnerships</p>	<p>Ongoing 2021 subject to annual review</p>

	for Innovate UK and similar applications (not KTP)			
Regional Key Sector Development and ASRIs. Development of key regional sectors and alignment with existing and emerging university ASRIs	Industry Programme Manager (1 FTE) working through regional partnerships to develop R&D and innovation enabled sector development e.g. Rail, Technical Textiles, Medical Technologies, Space	This supports activities and outcomes addressing a broad swathe of Build Back Better, Industry Strategy and R&D Roadmap	Regional Growth & Regeneration Research Partnerships	Ongoing 2021
Underpinning Support Professional support for business engagement, promotion and research/innovation funding activities CRM System	<i>Pre-post award positions</i> <i>Central BDO</i> <i>Collateral development</i> <i>CRM Team 1.6FTE</i>	<i>All</i>	<i>All</i>	<i>Ongoing 2021</i>
Professional & Academic KE CPD Professional development/training for staff involved in KE and public engagement	CPD development, consultancy and support for PE for professional and academic staff post-NCCPE watermark	<i>Primarily related to Build Back Better and future place-driven Levelling Up priorities.</i>	<i>Regional Growth & regeneration</i>	<i>2021 Onwards</i>

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 SPEND

The annual HEIF budget plan is developed within the University annual budgetary planning cycle, review and approval processes. The HEIF spend is monitored internally on a bi-monthly basis by the Head of Business Development who has operational management responsibilities for the HEIF budget (including spend authorisation). It is monitored against plan and adjustments made as necessary where appropriate and relevant. Operationally this can be due to a number of factors including academic 'leavers and joiners' but of most recent significance has been covid-related and pragmatically we do expect operational impacts to flow over into the 2021/22 allocation period. This monitoring and any adjustments are reported to and ratified by the Head of Enterprise & Knowledge Exchange

PROGRESS MEASUREMENT & OUTCOME EVALUATION

Internally two cross-school/service groups maintain oversight over all KE/HEIF activities. The University Knowledge Exchange Group (UKEG) is a formally constituted university committee, chaired by Head of Enterprise & Innovation and draws membership from Associate Deans for Research & Enterprise alongside service heads from support service functions. UKEG informs the development of, and subsequently monitoring and

evaluation of strategic KE activities, with specific IP and Commercialisation activity overseen by the Innovation Committee.

UKEG will formally review progress against all KE objectives using a scorecard approach, as previously submitted with Annual Monitoring Statements (AMS) which breaks down objectives and KPIs into annual and school-based metric targets. For example, with KTPs we have an overall 2025 target with agreed progressive annual targets broken down by school/research area. University 2025 KPIs are reported to and reviewed by University Senate three times per year. To demonstrate the approach, the scorecard front page shown below from 19/20 upon which we develop the updated version.

	Q4 Outputs and Impacts	Q6 Monitoring & Evaluations	Key KPIs – direct and surrogate
Business Benefits	Increasing the productivity, competitiveness and innovation of companies.	<ul style="list-style-type: none"> KPIs monitored through the UoH balanced scorecard approach internally Project reviews between UoH and external companies Monitoring and reporting on outcomes of CVF awards and next steps Directly monitored and evaluated via ESIF and ERDF reporting of jobs created and GVA HEBCI reported patent filings 	<ul style="list-style-type: none"> No of KTPs We have maintained an average steady state figure of active KTPs of c.13 across the reporting period. This has seen us outside the Top 10 provider position which we had maintained for c.5 years KTPs remain a strategic priority, and with the oversight of our Innovation Committee we have reviewed top-performing HEIs practices and procedures against our institutional practice and proposed a major change in these to adapt/adopt best practice, these will be instigated in 20/21. No of Collaborative Venture Funds (CVF) awarded to academic early stage KE interactions We continue to run an open internal call for CVF awards to seed fund early KEC-focussed relationships – uniquely there are no limits to external partner(s) type – SME, NGO etc. nor geography. We monitor and report CVFs and their subsequent impact in terms of developing ongoing projects. We flexed the CVF program to support 8 covid-19 responsive projects in Q2 2020 and continue to support the initiated activities and projects through several routes e.g. Grow MedTech commercialisation. Collaborative R&D income e.g. IUK Reported through institutional HE-BCI returns, we continue to achieve good progress. Initiatives such as the trial support of bid writing expertise for Innovate UK and similar (e.g. APC) collaborative applications led by business partners has showed excellent award success rates. We target 'new to apply' SMEs with this funding, who lack the experience of bid drafting. In the period we have supported 3 submissions with 2 subsequently awarded, the unsuccessful application will be resubmitted based on reviewer feedback in a subsequent call. No of patent applications (non HEI-owned) We have previously reviewed the process by which we monitor/record the external patent portfolio and is part of the Research Data Management system – PURE operated by the University. Directly monitored and evaluated via LGF, ESIF and ERDF reporting of jobs created and GVA The current ESIF projects Access Innovation and PAPI which provide "innovation" led support to regional SMEs do not require us to report GVA/Jobs which is collected directly the central LEP teams responsible for project management. The University does manage and report on the ESIF-supported Leeds City Region Supply Chain Support and Development Programme (https://supplychainlcr.co.uk) and the LGF-supported Huddersfield Innovation and Incubation Project (HIIP) https://3mbic.com/huddersfield-innovation-and-incubation-project-hiip/ The Supply Chain project within the period has engaged with 370 SMEs and delivered 91 support projects.
	Increased numbers of SMEs engaging with the University	<ul style="list-style-type: none"> Annual HEBCI return Monitored through CRM system – monthly Uptake of CVFs with 'new-to-institution' organisations 2025 Strategy Map KPI – 5000 substantive KEC-based interactions 	<ul style="list-style-type: none"> New organisations on CRM The CRM system continues to expand YoY in terms of organisations and contacts, other external-facing functions on-boarding planned to include Placements and Career Service information. 19/20 figures exceeded 4500 active contacts. No of NDAs with businesses The number of NDAs, as an indicator of significant business engagement has grown to c.250 600 in-force NDAs recorded on our central CRM system. These figures refer only to executed standalone NDA/CDA agreements; it is of note most contractual agreements also have an element of confidentiality included but these are not included in this figure. No of CVFs awarded to academic-business interactions See above response

On a more granular project level, such as the Collaborative Venture Fund (CVF) - seed funding to build early stage or new KE relationships, as a condition of funding we obtain a feedback form, completed by the academic and external partner, which reports on the outcomes of the project, and maps out the next stages in the potential growth of the relationship and steps to achieve this.

Within specific externally-funded projects with HEIF contributions – most notably ERDF/ESIF specific output and outcome targets and their reporting are contractually agreed with specific project directors responsible for this. KTPs are independently reviewed and rated as part of their completion schedule.

The University continues to develop its CRM system as key tool for supporting reporting, development and monitoring of external interactions and collaborations. It is routinely

used operationally as the key tool in monitoring collaborations and reporting. As company relationship activities and history develops within the CRM, our ability to longitudinally monitor and report company-specific outcomes will grow.

Following the publication of the University's new KE Strategy this Summer, it is planned that an annual review will take place to report back on progress and outcomes.

LESSONS LEARNED

As immediate follow up to our KE Concordat self-assessment activities and reflection, we have prioritised the development of a unified approach building on the UKEG oversight of progress and outcomes outlined above.

We will use the scorecard monitoring systems as the basis for an annual UKEG-led review and will report through AMS channels and KE Concordat route.

A review of university business engagement is currently underway and will report back its recommendations to UKEG this Autumn.