

RE-P-2020-03-Annex B

University of Hull

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.

(max 2 pages of A4)

The University of Hull published its new [Knowledge Exchange Strategy 2020-2025](#) in July 2020. The strategy has the following aims and objectives:

Strategic aim 1: To sharpen our institutional focus on knowledge exchange

This will be achieved through the following objectives:

- 1.1. Taking a structured approach to horizon scanning and sector intelligence to identify target areas strategically in fields where we can derive significant benefit for partners and the University
- 1.2. Mapping our expertise, encouraging interdisciplinary activities and responding quickly and effectively to opportunities, or cross-referring opportunities where relevant
- 1.3. Ensuring that our internal resources support our knowledge exchange priorities, and continuously reviewing our performance against the sector
- 1.4. Developing and showcasing areas of strength in knowledge exchange to inform and influence external funding calls
- 1.5. Establishing mechanisms for departments and institutes to benefit financially where they have created value
- 1.6. Ensuring an active presence of 'knowledge exchange' in our internal and external communications, promotional activities, and on our digital platforms
- 1.7. Establishing a University Knowledge Exchange committee reporting through Senate and Council

Strategic aim 2: To foster and reward talent

This will be achieved through the following objectives:

- 2.1 Recognising and rewarding high-quality knowledge exchange
- 2.2 Attracting, supporting and developing talent in our knowledge exchange community
- 2.3 Supporting students with opportunities to develop knowledge exchange and enterprise skills in our undergraduate and post graduate curricula, and offering extracurricular activities to develop the application of these skills
- 2.4 Developing and publicising knowledge exchange career pathways, establishing peer mentoring networks and celebrating success
- 2.5 Ensuring that those undertaking or supporting knowledge exchange have the capacity to deliver and that workload models, timetables and resource allocations are effective in providing space for knowledge exchange opportunities to be pursued
- 2.6 Ensuring that those participating in knowledge exchange can access professional development support through resources, training, mentoring and networks

Strategic aim 3: To put partners at the heart of what we do

This will be achieved through the following objectives:

- 3.1 Being an approachable, proactive and coherent organisation which is 'open for business' and responsive to partner needs
- 3.2 Ensuring our collaborations are strategically aligned, mutually productive and delivered effectively
- 3.3 Recognising and responding to our partners' expertise, experiences, and requirements, and enhancing opportunities for effective knowledge exchange and excellence in delivery
- 3.4 Continuing to shape and support local economic development strategies and funding opportunities through: our research; our expertise; our memberships; our collaborative endeavours and initiatives; and attracting talent to the region and contributing to its retention
- 3.5 Continuing our engagement with North of England regeneration initiatives and contributing to the economic rebalancing of the UK economy
- 3.6 Utilising our international teaching and research collaborations to identify and develop opportunities for effective knowledge exchange and positive impact on economies and communities

Strategic aim 4: To develop effective infrastructure

This will be achieved through the following objectives:

- 4.1. Building a team of customer focussed specialists to support our knowledge exchange community
- 4.2. Providing simple, effective and agile systems to enable timely responses to all engagements and opportunities
- 4.3. Providing clearly signposted, dedicated and welcoming innovation spaces where students can explore and co-create, with access to training, events, seed funding, peer networks, and professional advice
- 4.4. Developing, implementing and embedding clear policies, procedures and systems with embedded risk management approaches and effective delegations of authority to enable efficient and well-supported decision making
- 4.5. Investing in facilities, equipment, and technical expertise to enable the consistent delivery of high-quality knowledge exchange

4.6. Routinely and accurately recording and reporting data on our knowledge exchange activities to direct interventions, drive improved performance, and position us favourably in sector-wide knowledge exchange frameworks

Strategic aim 5: To create a vibrant environment and secure financial benefit

This will be achieved through the following objectives:

- 5.1. Providing training for our knowledge exchange community in understanding commercial opportunities
- 5.2. Providing support and facilities for new start-ups, spin-out companies, and fledgling companies, with an onward pipeline to external support, innovation and growth space at an appropriate stage of maturity
- 5.3. Assessing opportunities to commercialise appropriate specialist facilities, assets and services whilst actively managing institutional risk
- 5.4. Working with our community to identify and protect intellectual property of value
- 5.5. Utilising external funding to support the development of products and services and the opportunities for structured collaborations.

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>Provision of a staff development programme to embed KE skills and increase KE capacity.</p>	<p>To fund delivery of some elements of the programme by an external provider; and delivery of some elements of the programme through a new appointment (c.0.6 – 0.8FTE, 100% HEIF funded)</p>	<p>Supports ‘skills’ pillar of Build Back Better and the R&D Roadmap objective to inspire and enable talented people and teams via the R&D People & Culture Strategy. Supports the HEIF priority of embedding the principles of the KE Concordat.</p>	<p>2.2: Attracting, supporting and developing talent in our knowledge exchange community 2.6 Ensuring that those participating in KE can access professional development support through resources, training, mentoring and networks.</p>	<p>21/22 onwards</p>
<p>Scheme to support talented early career academics to focus on KE and establish self-sustaining income from doing so. This is still being finalised.</p>	<p>Funding a proportion of academic staff time and providing support to enable those individuals to generate self-sustaining income from KE.</p>	<p>Supports ‘skills’ pillar of Build Back Better and the R&D Roadmap objective to inspire and enable talented people and teams via the R&D People & Culture Strategy. Supports the HEIF priority of embedding the principles of the KE Concordat.</p>	<p>2.2: Attracting, supporting and developing talent in our knowledge exchange community</p>	<p>21/22 onwards</p>
<p>Funding for dedicated KE staff to ensure that a team of specialists are available to support knowledge exchange activities.</p>	<p>To fund the salaries of dedicated KE staff (circa 7 FTE).</p>	<p>Supports the HEIF priorities of supporting the work of the University in embedding the principles of the KE Concordat and its KEF submission; supports the role of students in delivering KE; supports the R&D Roadmap priorities of raising our</p>	<p>4.1: Building a team of customer focussed specialists to support our knowledge exchange community</p>	<p>Ongoing</p>

		research ambitions, inspiring and enabling talented people and teams; and driving up productivity and innovation.		
<p>Programme of activity to include:</p> <ul style="list-style-type: none"> increase and sustain levels of engagement with SMEs boost workforce development and skills (for example, through CPD). 	<p>Promotion and facilitation of a small business clinic.</p> <p>Fixed term roles to co-ordinate the University's offering and undertake business engagement and innovation activity (c3 FTE, 100% HEIF funded)</p>	<p>Supports 'skills' and 'innovation' pillars of Build Back Better and the objective of 'driving up innovation and productivity' in the R&D Roadmap.</p>	<p>3.4 Continuing to shape and support local economic development strategies and funding opportunities through: our research; our expertise; our memberships; our collaborative endeavours and initiatives; and attracting talent to the region and contributing to its retention</p> <p>3.3 Recognising and responding to our partners' expertise, experiences, and requirements, and enhancing opportunities for effective KE and excellence in delivery</p>	21/22
<p>To review and enhance the customer journey for external partners and enable a new Customer Relationship Management system, facilitating all types of KE.</p>	<p>Temporary project manager to support implementation of a new CRM (1FTE, 6 months, 100% HEIF funded)</p>	<p>Supports the objective of driving up innovation and productivity in the R&D Roadmap.</p>	<p>4.2. Providing simple, effective and agile systems to enable timely responses to all engagements and opportunities</p>	21/22-22/23
<p>Student/graduate internships:</p> <ul style="list-style-type: none"> providing students with practical KE experience and skills through engaging with industry to innovate and co-create. 	<p>Student/Graduate internships. Initially likely to be 10 FTE roles for 6 months, after which the success of the programme will be reviewed for future years.</p>	<p>Supports the HEIF priorities of supporting the role of students in delivering knowledge exchange; also the OfS objective that graduates and postgraduates leave with the knowledge and skills that will contribute to their national and local economies and communities, and</p>	<p>2.2 Attracting, supporting and developing talent in our knowledge exchange community</p> <p>2.3 Supporting students with opportunities to develop knowledge exchange and enterprise skills in our UG and</p>	21/22 onwards

<ul style="list-style-type: none"> • advancing the University's KE activities, infrastructure and agenda. 		<p>drive productivity. Also the R&D Roadmap objective to “drive up innovation and productivity” and the ‘skills’ pillar of Build Back Better.</p>	<p>PG curricula, and offering extracurricular activities to develop the application of these skills 4.2. Providing simple, effective and agile systems to enable timely responses to all engagements and opportunities</p>	
<p>Supporting start-ups and student entrepreneurship.</p>	<p>1 x Entrepreneurship Student/Graduate Intern (c1FTE, 100% HEIF funded)</p> <p>Funding for ‘big ideas’ competition; seed funding for student start-ups.</p> <p>Support for enterprise and entrepreneurship focused student societies through events, competitions and practical projects.</p> <p>Development of dedicated Student KE skills programme.</p> <p>Enterprise training, mentoring and specialist start up advice.</p> <p>Business acceleration programmes for start-up companies.</p>	<p>Supports the HEIF priorities of supporting the role of students in delivering knowledge exchange; also the OfS objective that graduates and postgraduates leave with the knowledge and skills that will contribute to their national and local economies and communities, and drive productivity. Also the R&D Roadmap objective to “drive up innovation and productivity” and the ‘skills’ pillar of Build Back Better. We anticipate c250 undergraduate and postgraduate students will be involved with this.</p>	<p>2.3 Supporting students with opportunities to develop knowledge exchange and enterprise skills in our UG and PG curricula, and offering extracurricular activities to develop the application of these skills 5.2. Providing support and facilities for new start-ups, spin-out companies, and fledgling companies, with an onward pipeline to external support, innovation and growth space at an appropriate stage of maturity 4.3. Providing clearly signposted, dedicated and welcoming innovation spaces where students can explore and co-create, with access to training, events, seed funding, peer networks, and professional advice</p>	<p>21/22 onwards</p>

	Marketing of Enterprise Centre and its student entrepreneurship activities to engage students and tenants.			
Pump priming of a range of KE projects aligned to our strategy (to be selected following a competitive internal open call).	To fund the various eligible activities comprising those projects.	Supports the R&D Roadmap objectives “raising our research ambitions”, “driving up innovation and productivity” and the HEIF priority of supporting the work of the university in its KEF submission. Also supports the ‘innovation’ pillar of Build Back Better.	5.3. Assessing opportunities to commercialise appropriate specialist facilities, assets & services whilst actively managing institutional risk 5.4. Working with our community to identify & protect IP of value	21/22 onwards
Early stage commercialisation: supporting eligible proof of concept work to help researchers to generate early data in support of funding applications for highly innovative projects which have clear translational potential.	To fund the various eligible activities required	Supports the R&D Roadmap objectives “raising our research ambitions”, “driving up innovation and productivity” and the HEIF priority of supporting the work of the university in its KEF submission. Also supports the ‘innovation’ pillar of Build Back Better.	5.3. Assessing opportunities to commercialise appropriate specialist facilities, assets and services whilst actively managing institutional risk	21/22 onwards
Expanding local and regional collaborations, employment opportunities, and industry placements, through: <ul style="list-style-type: none"> interactions with business and community groups at major regional events, increasing graduate retention in the region; 	Presence at major regional events and activities/initiatives to engage with key regional bodies and stakeholders.	Supports the HEIF priorities of supporting the role of students in delivering knowledge exchange in pursuit of HEIF priorities; also the OfS objective that graduates and postgraduates leave with the knowledge and skills that will contribute to their national and local economies and communities, and drive productivity. Also the R&D Roadmap objective to “drive up innovation and productivity” and	1.4. Developing and showcasing areas of strength in knowledge exchange to inform and influence external funding calls 3.4 Continuing to shape and support local economic development strategies and funding opportunities through: our research; our expertise; our memberships; our collaborative endeavours and initiatives; and	21/22 onwards

<ul style="list-style-type: none"> engagement with key stakeholders. 		“levelling up R&D across the UK”, and the ‘skills’ pillar of Build Back Better.	attracting talent to the region and contributing to its retention	
To fund a range of staff recognition and celebration events and awards, thereby promoting the importance of KE and the opportunities for staff careers	KE staff development training or eligible project support for winners of KE competitions to further embed KE skills and experience	R&D Roadmap: “Inspiring and enabling talented people and teams”. Also supports the HEIF priority of embedding the principles of the KE Concordat. Also supports the ‘skills’ pillar of Build Back Better and the R&D objective of “inspiring and enabling talented people and teams”. Anticipate c50 postgraduate students involved p/a.	2.1 Recognising and rewarding high-quality knowledge exchange	21/22 onwards
Specialist external support for a review of the University’s patent portfolio and the implementation of any recommendations	External organisation(s) to support portfolio review and (if required) the implementation of any recommendations	Supports the HEIF priority of supporting the work of the university in its KEF submission.	5.4. Working with our community to identify and protect intellectual property of value	21/22 – 22/23
Specialist external training to support the creation of a new KE mentoring scheme open to staff and students.	External organisation to provide training for KE mentors.	Supports the ‘skills’ pillar of Build Back Better and the R&D objective of “inspiring and enabling talented people and teams”. Also supports the HEIF priority of supporting the work of the University in embedding the principles of the KE Concordat. The HEIF priority of supporting the role of students in delivering KE is also supported. Likely number of students to be engaged is still being assessed. Provisional target of c15-20 students to be engaged.	2.6 Ensuring that those participating in knowledge exchange can access professional development support through resources, training, mentoring and networks	21/22
The creation and promotion of a register of specialist equipment and facilities to	A fixed-term resource to develop and promote a register of equipment and	Supports the R&D Roadmap priority of “developing world-leading infrastructure and institutions”; the	5.3. Assessing opportunities to commercialise appropriate specialist facilities, assets and	21/22

enable increased external visibility, use and income.	facilities (1 – 2 FTEs, 100% HEIF funded)	R&D Levelling Up agenda; and the 'infrastructure' pillar of Build Back Better.	services whilst actively managing institutional risk	
Specialist support for commercialisation of niche technologies/inventions.	External organisation(s) to provide the required support.	Supports the 'innovation' pillar of Build Back Better; the R&D Roadmap priority of "driving up innovation & productivity" & the HEIF priority of supporting the University's KEF submission.	5.3. Assessing opportunities to commercialise appropriate specialist facilities, assets and services whilst actively managing institutional risk	21/22 onwards

Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

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

(Max 4 pages of A4)

Management of HEIF spending

The use of HEIF is primarily managed by the Director of Knowledge Exchange, working with the Head of Operations (Knowledge Exchange). Specialist input is provided by a Finance Business Partner who works closely with the Knowledge Exchange team to oversee HEIF management. There is regular oversight from the PVC (Research and Enterprise). All HEIF allocations and subsequent expenditure is recorded in a spreadsheet which is closely monitored during the year by both the Knowledge Exchange team and Finance.

Standard templates are used to detail the various projects/activities provided with HEIF funding each year, ensuring that activities are eligible and aligned to the University's strategy and government priorities/RE and OfS objectives. Written guidance is provided to colleagues who receive HEIF funding for a project, to ensure that the requirements upon them are fully understood. HEIF applications to open calls are judged by an objective cross-representational panel.

When HEIF funding is granted for a project/activity a copy of the relevant documentation setting out the project purpose and activities is provided to:

- the Finance team. This enables the relevant Management Accountant to check that each month's spend on the project is aligned to the project documentation.
- The relevant budget holder. This enables the budget holder to ensure that any requested spend is aligned to the project documentation.

Each month, the Finance team update the HEIF spreadsheet to reflect spend to date. The updated document is then reviewed by the Director of Knowledge Exchange, working with the Head of Operations (Knowledge Exchange) to ensure that spend is on target. Corrective actions are identified and taken where appropriate.

A random selection of projects are audited at mid-year and after year-end to check that spend has been in accordance with the approved activities and that the measures in place to provide assurance are functioning effectively.

Measuring progress

Where HEIF funding is granted for a project/activity the lead must provide regular updates on progress. For significant projects/activities the lead will be invited to a panel meeting at which they must provide an update on progress to date, both at mid-year and at year-end. For other projects/activities written updates are required; the frequency and timing of this will depend on the nature of the project. Leads are asked to detail outputs, outcomes and impacts to date. They are also asked to provide an outline of progress towards making their project sustainable in future years.

Where circumstances render a project variation appropriate, this is requested by the lead and considered by the Director of KE and Head of Operations. Any changes are then notified to Finance and other colleagues as appropriate.

Evaluating outcomes

Outcomes are evaluated by way of the written reports and panel meetings described above both at mid-year and at year-end. Formal written updates will also be sought in subsequent years, to ensure that the long-term outcomes of projects are recorded and understood. Outputs and outcomes will be detailed by project leads and will be compared to the intended outputs and outcomes set out in the initial request for HEIF funding. The impact of outputs and outcomes on the University's HE-BCI return is also evaluated against initial predictions. The success of these outputs and outcomes has a direct impact on the likelihood of future funding.

The formalisation of this long-term follow-up is a recent process improvement.

Identifying lessons learned

A lessons learned log is in operation to ensure that any issues identified are not only resolved but also logged and referred to in future, to ensure that maximum benefit can be derived from past experiences. They will then be incorporated in future HEIF guidance where appropriate. This is a recent process improvement.