

RE-P-2020-03-Annex B

University of Lincoln

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 Lincoln, named the *Time's* [Modern University of the Year](#), 2021, was established in 2001 on a new campus at the heart of our historic city. An ever-growing culture of enterprise and knowledge exchange (KE), from our vision to our staff, students and a dynamic, fluid and collaborative approach to [civic engagement](#). We are the [5th largest revenue generator in the City](#) and one of the largest organisations in Greater Lincolnshire. Through our KE activities we engage with the breadth of the industrial base, our activities are shaped from the multi-national through to micro-SME, working collaboratively to accelerate growth and productivity. We will continue to innovate within our knowledge exchange operations, reviewing and sharing the new practice we generate. Our recent publications '[The New Civic University](#)' and our approach as a [21st Century permeable University](#) reinforce the key role we have aligned to the Greater Lincolnshire Local Enterprise Partnership's (GLLEP) [Local Industrial Strategy](#) (LIS) and [Strategic Economic Plan](#) (SEP).

We follow a strategic "local to global" principle of focusing research activity around thematic priorities that both respond to local need and address global challenges, and seek to undertake research, knowledge exchange and educational activities that are mutually reinforcing around these themes. We anchor our activity in the regional environment by a policy of multifaceted stakeholder engagement, including with the Greater Lincolnshire Local Enterprise Partnership (GLLEP) and key partners, and globally by alignment with UN Sustainability Goals. We embrace co-creation of research

with stakeholders as a major principle to ground our research in their needs, and to ensure research impact is a “baked in” feature. Our [permeable university manifesto](#) identifies ‘a complex set of wicked problems which need to be urgently addressed’. We seek out opportunities to experiment, innovate and challenge current practice in all aspects of KE including teaching (employer led co-development of new Schools of Chemistry and Mathematics) and research (e.g. our recognition by Siemens as one of 16 Global Principle Partners).

Our primary locality is Greater Lincolnshire, which contains a major industrial concentration along the south bank of the Humber estuary, and widespread rural and coastal regions. As founder members of the GLLEP we have worked closely on developing its Local Industrial Strategy, including identifying its priority sectors: agri-food technology, energy, port and logistics, defence, health and care, and visitor economy. We sit on all 7 of the region’s Towns Deal Boards and have been actively engaged in developing their proposals. We also reach into adjoining regions of the Humber (agri-food, manufacturing), Cambridgeshire and Peterborough (agri-food) and D2N2 (advanced manufacturing) LEPs. Complementing these sector-based priorities, we address wider regional social issues including: the ageing population, rural economy, poverty, environmental change and the broader educational ecosystem. The University is academically broadly-based, however, and we also support impactful research and knowledge exchange across the whole of our academic portfolio.

The Knowledge Exchange Framework (KEF) has been a useful benchmark for us to review our wider KE strategy and identify areas for development and growth including research partnerships and IP commercialisation. Parallel development of our Knowledge Exchange Concordat (KEC) action plan will be key enabler to create productive KE environments and culture with our stakeholders. We will mature and develop our approach to IP commercialisation in order to maximise the value and impact of our translational research in key thematic areas. Working with our national collaborators via the [Ceres Agri-tech Partnership](#) we are driving forward commercialisation and agri-tech innovation by accelerating high quality research to market. Drawing on our key strengths and industrial research clusters we work with key partners regionally such as [Midlands Enterprise Universities](#) (MEU) e.g. with East Midlands Enterprise Universities (EMEU) on digital distribution; [Midlands Engine](#) on supply chains,

Our strategy is closely aligned with the “UK Research and Development Roadmap.” Our pervasive approach addresses the interactions between research, innovation and deployment, and regional sector alignment addresses the placed-based and levelling up agendas. Through selective global partnerships with overseas centres of excellence with similar foci (e.g. La Trobe, Australia for Rural Health) we benefit from international research links. Our emphasis on challenge- and sector-based activity naturally draws on interdisciplinary expertise, and we have put in place institutional structures to support this.

Greater Lincolnshire faces a number of economic growth challenges, including a significant skills deficit at levels 4–6 (considering the substantial requirements to support agri-technology, the Humber Freeport, and Humber Net Zero - see [GLLEP ‘Area Review of Skills Needs’](#)), low levels of innovation and investment (0.2% GVA), and low GVA and productivity. Our strategy addresses these needs by focusing on key skills, the development of science parks and spin-outs, and the development of technology and

processes addressing productivity issues. Creation of graduate jobs and internships are key in addressing the skills gap.

A key part of our approach is to incrementally build academic units around focal areas. We have well-established units in agri-food (National Centre for Food Manufacturing, Lincoln Institute for Agri-food Technology) and rural health and care (Lincoln International Institute for Rural Health), and are rapidly building units in logistics, security, net zero and heritage in line with our [Industrial Research Strategy](#). Our KE support structures are integrated with these academic units: for example NCFM are the anchor tenant on the new Holbeach [Food Enterprise Zone](#), LIAT hosts the new [Barclays Eagle Farm Lab](#), and the [Lincoln Science and Innovation Park](#) (located adjacent to our campus, and developed by the University in partnership with Lincolnshire Cooperative) includes the new ISTAR Building for the defence industry. We are working closely with GLLEP on a DIT high potential opportunity pack related to the development of the UK Food Valley. This is another key area where we are creating opportunities enabling highly skilled students and graduates to address the skills gap. We intend to intensify this integrated approach through the next five-year period.

Objectives

1. Development of the Permeable University – establish and nurture the development of the University as an integral part of the regional innovation ecosystem
2. Alignment of research, KE and educational activity around regional and government priorities, including priority sectors, productivity growth and skills;
3. Focused internal approach to research and knowledge exchange, supporting challenge- and sector-based engagement and co-creation;
4. Establishing and supporting an academic culture of pervasive impact, knowledge-exchange and interdisciplinary working;
5. Establish global partnerships and knowledge-exchange, brokering links into regional economy.

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>Funding for core knowledge exchange posts. These posts are integral to driving our blended approach to research & knowledge exchange across the institution. They underpin and lever additional investment and activity through our LEP and EU Structural Funds programmes. We aim to engage 100 businesses per year.</p>	<p>This will include funding for 9 core knowledge exchange posts (7 100% HEIF Funded 2 50% HEIF Funded) that will embed our core principles and strategic objectives across the institution.</p>	<p>Supports all the UK Research and Development Roadmap core objectives.</p> <p>Aligns with Build Back Better; Skills, Innovation, Levelling up, Net zero, Global Britain</p> <p>Supports HEIF priorities including: Industrial Strategy, around Ideas, People and Place. COVID-19 crisis and recovery. Addressing the levelling up agenda and the role of students in delivering knowledge exchange</p> <p>Addresses RE-OFS objectives, Skills, capability and progression, knowledge exchange, accountability and assurance and building robust evidence and intelligence</p>	<p>Objective 5. Establish global partnerships and knowledge-exchange, brokering links into regional economy.</p>	<p>2021-22 onwards</p>
<p>IP Commercialisation Support. We will mature and develop our approach to IP commercialisation in order to</p>	<p>This funding covers IP commercialisation support (outsourced</p>	<p>Supports the UK Research and Development Roadmap, specifically, being at the forefront of</p>	<p>Objective 4. Establishing and supporting an</p>	<p>2021-22 onwards</p>

<p>maximise the value and impact of our translational research in key thematic areas. Through HEIF investment we aim to grow our IP patent portfolio by 10% year on year. We will engage 150 academic colleagues through dedicated training and support over the 5-year period to stimulate disclosures.</p>	<p>and/or internal) for contracts, patent costs and legal support (inc. State Aid), potential investments and IP promotion and training, including to business start-ups/sole traders. We aim to facilitate this through execution of circa 200 contracts per annum to protect our IP position.</p>	<p>global collaboration and Driving up innovation and productivity</p> <p>Aligns with Build Back Better; Skills, Innovation, Levelling up</p> <p>Supports HEIF priorities including: Industrial Strategy, around Ideas, People and Place, COVID-19 crisis and recovery, Addressing the levelling up agenda</p> <p>Addresses RE-OFS objectives, Skills, capability and progression, knowledge exchange</p>	<p>academic culture of pervasive impact, knowledge-exchange and interdisciplinary working</p>	
<p>Business Acceleration. This funding accelerates the development of new start & growth businesses through an intensive programme of training, mentoring and development, alongside seed-corn funding and access to business angel investment. Supporting 100 businesses over 5 years.</p>	<p>Indicative activities supported: delivery of business accelerator programme including seed funding (approx. £20k per year), student start-up small grants (approx. £20k per year), proof of concept grants, professional advice networks,</p>	<p>Aligns with Build Back Better; Skills, Innovation, Levelling up, Net zero, Global Britain</p> <p>Supports HEIF priorities to include: The Industrial Strategy, around Ideas, People and Place COVID-19 crisis and recovery, Addressing the levelling up agenda and the role of students in delivering knowledge exchange</p>	<p>Objective 1. Development of the Permeable University – establish and nurture the development of the University as an integral part of the regional innovation eco-system</p>	<p>2021-22 onwards</p>

	training/facilitation and awareness activity.	Addresses RE-OFS objectives, Skills, capability and progression, knowledge exchange		
Graduate Employment. This initiative supports the development of graduate opportunities and student placements. Interventions will support approximately 230 students 2 years.	47 Part-funded internships over 2 year and 2 full-time 100% HEIF funded roles, to develop internships, placements and experiential learning opportunities. Focused on supporting knowledge exchange between employers, students and graduates, aligned with regional skills needs, and working with global opportunities team.	Aligns with Build Back Better; Skills, Innovation, Levelling up Supports HEIF priorities to include: The Industrial Strategy, around Ideas, People and Place, COVID-19 crisis and recovery, addressing the levelling up agenda and the role of students in delivering knowledge exchange Addresses RE-OFS objectives, Skills, capability and progression, knowledge exchange	Objective 1. Development of the Permeable University – establish and nurture the development of the University as an integral part of the regional innovation eco-system Objective 5. Establish global partnerships and knowledge-exchange, brokering links into regional economy.	2021-22 onwards
KE Skills Development, a programme of capacity building among academic colleagues in identifying and engaging with business. Delivering KE opportunities to businesses. We aim to engage with 100 businesses and 150 academic members of staff.	Indicative activities: training and development programme including tender identification, secondment, pump-priming of academic activity, liaison support events, conferences, PR and	Aligns with Build Back Better; Skills, Innovation, Levelling up, Net zero, Global Britain Supports HEIF priorities to include: The Industrial Strategy, around Ideas, People and Place, COVID-	Objective 2. Alignment of research, KE and educational activity around regional and government priorities, including priority sectors, productivity growth and skills;	2021-22 onwards

	communications. Micro-credentials programme including bursaries for access. Through initiatives 150 academic members of staff will be upskilled.	19 crisis and recovery. Addressing the levelling up agenda Addresses RE-OFS objectives, Skills, people, knowledge exchange		
Industrial & Regional Development Eco-System. To stimulate and support the development of industrial partnerships. To support and enable joint working with other HEIs, LEP and other key strategic partners e.g Midlands Engine, MEU. We aim to engage 100 businesses and 150 academic colleagues through industry led sandpits and high-level discussions over 3 years	Investment fund for strategic collaborative projects, support for engagement with other bodies (regional, national and global), industrial sandpits in priority areas, high level discussions with industrial leaders. HEIF funding will support at least 5 industry sandpits and high-level discussion.	Supports all the UK Research and Development Roadmap core objectives. Aligns with Build Back Better; Skills, Innovation, Levelling up, Net zero, Global Britain Supports HEIF priorities to include: The Industrial Strategy, around Ideas, People and Place, COVID-19 crisis and recovery. Addressing the levelling up agenda Addresses RE-OFS objectives, Skills, capability and progression, knowledge exchange, people	Objective 1. Development of the Permeable University – establish and nurture the development of the University as an integral part of the regional innovation eco-system Objective 3. Focused internal approach to research and knowledge exchange, supporting challenge- and sector-based engagement and co-creation;	2021-22 onwards

<p>Impact Accelerator. To drive the increased exploitation of challenge-based research. To facilitate and encourage the co-development of ideas, products and processes. To help generate impactful research including co-creation, co-development and co-delivery with our partners. We aim to support 30 academic colleagues through pump priming the commercialisation of research across the 5-year period.</p>	<p>HEIF will support Impact acceleration funds in the region of £100k per annum (grants, fellowships, secondments & mobility awards), support for summer enterprise schools for PGR students, engagement programmes to create flow through KE projects, utilisation of University facilities to further collaboration, co-delivery and co-creation. We aim to engage at least 20 PGR students through enterprise summer schools.</p>	<p>Supports all the UK Research and Development Roadmap core objectives.</p> <p>Aligns with Build Back Better; Skills, Innovation, Levelling up, Net zero, Global Britain</p> <p>Supports HEIF priorities to include: The Industrial Strategy, around Ideas, People and Place. COVID-19 crisis and recovery, Addressing the levelling up agenda</p> <p>Addresses RE-OFS objectives, Skills, capability and progression, knowledge exchange</p>	<p>Objective 3. Focused internal approach to research and knowledge exchange, supporting challenge- and sector-based engagement and co-creation;</p>	<p>2021-22 onwards</p>
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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)

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

Manage your HEIF spending

All project management and control systems established for HEIF funding will be covered by the University of Lincoln's established quality standards procedures. The University has a long track record of working with a wide range of funding sources including Research funds and the Framework Programmes as well as Structural Funds, and are fully experienced in operating compliant systems, approved at audit. In response to lessons learned from other funded projects delivered by the University of Lincoln, our project management systems have been reviewed to ensure these are more robust, particularly in relation to financial management.

The University has a successful project management process in place with systems that:

1. Establish project control procedures and decision-making protocols to ensure effective management;
2. Develop the project within clearly established and agreed project parameters;
3. Facilitate transparency of all management systems and procedures for audit purposes;

4. Facilitate selection of the right people and organisations to deliver the project through robust qualitative and quantitative measurement criteria focusing on the specific skills, service or products required;
5. Maintain and ensure focus on the time, quality and cost objectives for the project;
6. Manage costs effectively;
7. Establish an effective project reporting structure;
8. Put into place effective risk identification and management systems;
9. Regularly review the performance of the project instigating any corrective measures or actions necessary where performance is not the required standard.

Measure Progress

Management of HEIF funded activity will be managed and assigned to specific project managers who have a good track record of project and programme management. They will ensure that the project and HEIF spend is delivered against specified outcomes and monitor the spend and progress within spend period. Monthly operational meetings will be held with project teams that feed into a project steering group reporting on data and progress. This is overseen by Heads of the relevant departments on a day to day basis and are directly responsible to the Steering Group.

The project groups are established to act in a governance capacity to ensure that delivery meets the HEIF funding requirements. They help steer strategic direction to ensure delivery against strategy and further comment on how issues might be addressed and opportunities taken as well as the added value/fit with wider activity. This further enhances the links between academia and industry.

Evaluate outcome and identify lessons learned

Outcomes are assessed through data collection and engagement with industry partners and the wider community. For each project area this will be done at the beginning, at the end of each intervention and at the end of the engagement by the relevant project staff.

How will the impact of HEIF funding be measured?

impact will be measured by internal, and where appropriate, external evaluation as part of an overall assessment to show the economic and social impacts and benefits of the overarching activities. Data will help to look at quantitative changes whilst questionnaires and one to one engagement will help to measure changes around attitude, aspirations, confidence etc.

We will develop a framework to map out the anticipated outcomes of the intervention and identified the appropriate outcome measures that will provide a reliable and meaningful assessment of impact. We will be commissioning a longitudinal evaluation of the delivery of strategy to help us understand the impact of the knowledge exchange on beneficiaries and the wider local economy.

The evaluation work will determine whether or not the funding interventions have met the outcomes and strategic objectives and whether those objectives were the right ones to focus on. This include:

- Self-evaluations by project leads for relevant interventions
- Telephone interviews and face to face meetings with partners and those responsible for the delivery of the activity
- Interviews with each project lead to do a post project assessment, effectiveness of delivery against outcomes, project management systems and procedures including financial record keeping
- Benchmarking against other similar activity being delivered, including a value for money assessment
- Lessons learnt to feed into the next 5 year plan/future projects – what improvements can be made including unanticipated effects; overall impacts of the programme; assessing whether delivery mechanisms were effective in achieving the desired results; economic and social impacts on the wider area, cost effectiveness; highlighting the successes and weaknesses of the interventions and factors to consider in making this assessment

Institutional KPIs will be used to monitor progress and success, the ones relevant to this HEIF strategy are included in the table below. We have agreed proposed targets for 21/22, future years will be defined on finalisation of our new strategic plan and linked to the delivery of our full five-year HEIF strategy.

Theme	KPI	Description	Proposed 21/22 target
3. Graduate Success	3.1 Increasing our levels of highly skilled employment and further study	a) % Highly skilled employment	70.0%
		b) % Further Study	10.0%
4. Research	4.1 Developing Excellence in Research	b) Number of citations per publication	10.2
		c) Number of Citations	7244
		d) International Collaboration Rate	63.1%
		e) Number of REF-able outputs	66%
		f) Value of Bids submitted required to achieve research income targets	£48,163,333
		4.2 Increasing Research Income	a) Research Income (£'000)
		b) Research Contribution	12.7%
	4.3 Increasing bids submitted around Research Themes, Industrial Collaboration and Cross College bids	a) Research Themes	70%
		b) Industrial Research Strategy	20%
		c) Cross College bids	10%
5. Scholarly and Professional Practice	5.1 Increasing income diversification	a) Educational Income	£6,369,634
		b) Educational Contract Contribution	22.8%
		c) Consultancy income	£2,889,556
		d) Consultancy Contribution	14.6%
6. Partnerships and Employer Engagement	6.1 Increasing industrial research partnerships	a) Co-authorship with non-academic partners as a proportion of total output	20.70%
	6.2 Working with Business	a) Contract research income with businesses (This is meeting the specific research needs of external partners to increase knowledge of specific research needs but would exclude public funding bodies and research council grants. Charities can be included)	£561,000
		b) HEBCI consultancy income with businesses (This is high degree of intellectual input from HE provider without the creation of new knowledge)	£173,000
		c) Collaborative research income with businesses (This is research funding from at least one public body and a material contribution from at least one external non academic collaborator).	£4,269,000
	6.3 Working with global employers	a) Increase the proportion of employers worked with which are international	18%
6.4 Increasing our presence and representation on relevant national Boards and bodies	a) Increasing senior leadership presence on National Boards	50.0%	
7. Dynamic, Engaged People	7.1 Increasing our Civic Engagement	a) Public and Community Engagement KEF	Top 10%