

RE-P-2020-03-Annex B

University of Nottingham

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.

Our Priorities for knowledge exchange are set out in our Knowledge Exchange Strategic Delivery Plan <https://www.nottingham.ac.uk/Strategy/documents/KE-Strategic-Delivery-Plan-for-Publication-Final.pdf>

The Knowledge Exchange SDP aligns with the University's vision of 'a university without borders, where we embrace the opportunities presented by a changing world, and where ambitious people and a creative culture will enable us to change the world for the better,' and it aligns to all seven goals of the University strategy. <https://www.nottingham.ac.uk/strategy/home.aspx>

The KE Strategic Delivery Plan sets out five priorities:

Priority 1: We will develop our culture and capacity to deliver knowledge exchange

We will encourage all our staff and students to innovate and collaborate, and to engage with our communities and stakeholders in all sectors. We will strive to provide the conditions needed to help them realise their full potential in solving problems and improving lives.

Priority 2: We will maximise the impact of our innovation and enterprise

We will aim to increase the population of academics who are IP generative. We will continue to provide support for the protection and commercialisation of Intellectual Property with potential for societal and economic impact, engaging with schools and faculties to ensure that supported projects fit with their strategic focus.

Priority 3: We will support prosperity in our communities

By harnessing the breadth and depth of our knowledge exchange, we will make an impact on business, communities, the third sector, government and international partners. We will develop flagship programmes in areas of local priority, such as zero carbon, and use innovation as a key driver of economic growth.

Priority 4: We will enhance how we engage with partners

Working in partnership with industry, the public and third sector is at the heart of our University's knowledge exchange activities. Our breadth of expertise can help to tackle major global challenges and emerging research themes. We need to be easier for partners to engage with, and work harder to develop long-term, strategic and mutually beneficial relationships. We will target the creation of joint research centres to address key research issues.

Priority 5: We will deliver meaningful public and policy engagement

We will continue to be leaders in thought, in the exchange of knowledge and ideas to enrich policy making, to inspire people, support communities, transform lives and shape the future. We need to create more partnerships among our world-class university community, policymakers and the public. Through these partnerships, we will tackle together the most compelling challenges locally, nationally and globally.

We have adopted an outcomes-focused approach in the KE Strategic Delivery Plan for tangible outputs across all our KE priorities:

Priority 1: We will develop our culture and capacity to deliver knowledge exchange

- A larger proportion of staff will see KE as a key part of their role, and all staff and students will see KE as a fundamental role of the University
- Staff and students will have greater opportunity to engage with KE
- Staff and students will feel confident undertaking KE activities supported by appropriately resourced high quality professional services
- We will ensure that opportunities for engagement in KE are fair and equitable, to build on the breadth, depth and diversity of experiences and skills of our staff and students across all campuses and activities. This further ensures that our KE activities will be richer and achieve still greater impact

Priority 2: We will maximise the impact of our innovation and enterprise

- Staff will be more aware of the potential of their work to generate IP
- More strategic utilisation of KE development funds
- Increase intellectual property activity in line with increases in research income
- Greater diversity in entrepreneurship

Priority 3: We will support prosperity in our communities

- The University of Nottingham will be a partner of choice for local organisations to address local challenges
- There will be mutually beneficial relationships with local businesses and communities
- The reputation of the Universities in Nottingham will be enhanced, and further opportunities become available
- There will be more strategic inter-campus KE initiatives and the University will exploit its global footprint to the benefit of the local communities
- The University of Nottingham Innovation Park (UNIP) will be further recognised as a place that inspires collaboration and innovation

Priority 4: We will enhance how we engage with partners

- Engagement with the University (by external organisations) will continue to be timely and efficient with strong internal collaboration
- Increased co-creation of research programmes leading to development of large-scale joint research centres
- There will be an increased number of strategic non-commercial partners from the public and third sector
- Contact with the University by each of our partners will be consistent and easy and we respond to their needs
- Increased development and delivery of employer-led skills programmes

Priority 5: We will deliver meaningful public and policy engagement

- The University's researchers will feel more confident and supported in developing the impact of the research with policymakers and the public
- The University's research will continue to make a difference locally, nationally and internationally by informing decisions made by policymakers
- Our researchers will further build meaningful engagements with the public, sharing insight in ways that help people better make choices about a complex world, and shape our research priorities
- The University's research will reach new audiences – policy makers and public with whom we have previously not made contact.

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>Culture and Capacity – Knowledge Exchange Hub</p>	<p>1 x KE Training and Development manager to support management of the KE Hub and delivery of academic KE training and development courses and internal KE networks, e.g. ECR cross-disciplinary KE network.</p> <p>Funding for KE events and for external KE trainers to deliver KE-related best practice courses/seminars.</p>	<p>The KE Hub will bring together colleagues engaged in KE activities from across professional services and the academic and graduate enterprise communities to help embed a culture of enterprise and innovation and to provide training to up-skill colleagues in key areas of KE.</p> <p>Access to a formal curriculum on KE best practice will help to empower and engage members of the academic and graduate communities leading to greater success in KE.</p>	<p>Priority 1 – Culture and Capacity</p>	<p>2020-21 onwards</p>
<p>Culture and Capacity – Knowledge Exchange Marketing</p>	<p>1 x Marketing Officer Post; fund to support internal and external KE marketing activity.</p>	<p>Raises the external profile of KE activity to help engage with prospective external partners.</p>	<p>Priority 1 – Culture and Capacity</p>	<p>2020-21 onwards</p>
<p>Culture and Capacity – Nottingham Impact Accelerator</p>	<p>1 x funds manager</p> <p>1 x translational research manager</p> <p>The Nottingham Impact Accelerator draws translational and impact</p>	<p>Helping to ensure our discovery research, design, engineering, data science, and creative arts translates into commercial applications.</p>	<p>Priority 1 – Culture and Capacity</p>	<p>2020-21 onwards</p>

	<p>acceleration funds from several sources to help fund every form, stage and academic discipline engaged in KE.</p> <p>The Impact Accelerator is part of the KE Hub so ensures that training and development in KE sits alongside funds to engage in KE.</p>	Supporting all important aspects to the contribution of universities to COVID-19 crisis and recovery.		
Culture and Capacity – Strategic KE Fund and Hermes KE pump-priming fund	<p>The Hermes KE pump-priming fund will fund innovative proposals from individuals.</p> <p>The strategic KE fund will support proposals from faculties for the delivery of their KE strategic delivery plans, based on the over-arching KE strategy as well as institutional opportunities that emerge to develop new KE activity in areas such as skills and international engagement.</p>	<p>Helping to ensure our discovery research, design, engineering, data science, and creative arts translates into commercial applications.</p> <p>Supporting delivery of “Ideas”, “People” and their role in supporting “Place”. Addressing the levelling up agenda.</p>	Priority 1 – Culture and Capacity	2020-21 onwards
Culture and Capacity – Ingenuity Student Enterprise Programme	<p>Delivery of student/graduate enterprise support via Ingenuity Lab and Ingenuity Competition. Programme provides insight and inspiration, collaboration and partnership, skills and training, and business plan creation and investment. 20% HEIF funded.</p>	<p>Supports R&D Roadmap aim to develop commercial and entrepreneurial skills and a mindset of enterprise and innovation. It is expected the programme will support 250 students per year.</p>	Priority 1 – Culture and Capacity	2020/21 - Onwards
Innovation and Enterprise – Professional Staff	<p>Staff resources to support and deliver technology transfer: 4 x licensing executives</p>	<p>Helping to ensure our discovery research, design, engineering, data science, and creative arts</p>	Priority 2 – Innovation and Enterprise	2020/21 - Onwards

	<p>3 x spin-out company growth and development</p> <p>3 x patent prosecution and IP management/legal support</p> <p>100% HEIF funded</p>	<p>translates into commercial applications.</p>		
<p>Innovation and Enterprise – Spin-out Pathfinder Fund</p>	<p>The spin-out pathfinder fund</p>	<p>Helping to ensure our discovery research, design, engineering, data science, and creative arts translates into commercial applications.</p>	<p>Priority 2 – Innovation and Enterprise</p>	<p>2020/21 - Onwards</p>
<p>Prosperity in our Communities – Professional Staff</p>	<p>Staff resources to lead and co-ordinate KE activity with local partners including local authorities, D2N2 LEP (Local Enterprise Partnerships) and local SMEs (Small and Medium Enterprise):</p> <p>2 x Local and Regional Partnership Development Posts</p> <p>2 x SME (Small and Medium Enterprise) engagement posts 100% HEIF funded.</p>	<p>Supports Place and Innovation objectives in the R&D Roadmap, and Build Back Better aim through building strong, and enduring partnerships with local institutions, such as universities, businesses and city leaders to deliver shared vision for globally competitive regional cities, pulling up prosperity in the wider region. It also addresses needs identified in the R&D Roadmap to help ensure more local SMEs to access the tools they need to translate innovative ideas into new products and services and to challenge established businesses.</p>	<p>Priority 3 - Prosperity in our Communities</p>	<p>2020/21 - Onwards</p>
<p>Prosperity in our Communities – Student Placements</p>	<p>A programme primarily aimed at undergraduate students providing opportunity for summer internships with SMEs across the D2N2 region.</p>	<p>Supports R&D Roadmap objective of increased knowledge diffusion and talent development in SMEs and RE/OfS objective for students</p>	<p>Priority 3 - Prosperity in our Communities</p>	<p>Annual Scheme running each Summer.</p>

	<p>Internship supports the SME in terms of knowledge exchange, bringing in high level technical skills into the organisation and longer term it supports their graduate hiring. The scheme overall has a positive impact on graduate retention in the D2N2 region – 40% HEIF funded.</p>	<p>to benefit, anticipate circa 100 students will be directly involved per annum.</p>		
<p>Prosperity in our Communities – Capacity Building with Partners</p>	<p>Fund to support capacity building for KE with local partners. Activity includes co-funded posts in collaboration with Nottingham Trent University via the Universities for Nottingham programme to identify needs of local partners including city and county councils and develop and deliver interventions to support priority growth areas in line with COVID Recovery Plans, such as a Digital Innovation Hub, and maximise the innovation benefits of East Midlands Freeport.</p>	<p>Supports R&D Roadmap objectively to work collaboratively with civic leaders to embed a system that delivers stronger local economic benefit and improved quality of life outcomes from R&D.</p>	<p>Priority 3 - Prosperity in our Communities</p>	<p>2020/21 - Onwards</p>
<p>Enhance Partnerships – Business Engagement Professional Staff</p>	<p>Staff resource for business engagement to support relationship with firms and provide account management to major users of our research. Administration of the Business Partners Programme which provides framework for engagement.</p> <p>9 x Business Engagement Posts 100% HEIF funded.</p>	<p>Working with business to utilise IUK (Innovate UK) funding to achieve R&D Roadmap objective to accelerate the journey between concept and commercial application is critical to securing the contribution of our world-class research base to productivity, growth and social benefits.</p> <p>We will also work to support R&D Roadmap aims to strengthen role</p>	<p>Priority 4 - Developing Partnerships</p>	<p>2020/21 - Onwards</p>

		of IUK to establish it as a true national champion for innovation.		
Enhance Partnerships – Strategic KE platforms	Activity and staff resources to support the development of existing and emerging innovation clusters in key regional sectors that enable large scale KE in Digital, Zero Carbon, Food and other sectors. Enable University to deliver against major local economic needs around Covid recovery and development of key programmes such as the development of East Midlands Freeport and Nottingham Digital Enterprise Hub	Supporting board R&D Roadmap business and university collaboration objectives and aligned with Build Back Better plan to back the sectors and technologies that will shape the UK's future.	Priority 4 - Developing Partnerships	New activity starting 21/22-Onwards
Enhance Partnerships – Improving Engagement	Funds to support CRM (Customer Relationship Management) development and licences to underpin business engagement and improve how we work with our partners to make it easier for firms to engage with the University and allow us to manage engagement with large number of SMEs. HEIF funds will support business engagement element of the CRM and licence costs for business engagement staff.	Addresses KE Concordat objectives to build effective relationships by having clear routes to access information and expertise in the university with engagement mechanisms and policies developed to suit the needs of a wide range of beneficiaries and partners.	Priority 4 - Developing Partnerships	2021/22 - Onwards
Enhance Partnerships – Skills Programmes	Resource to engage with employer's skills needs and translate these into the development of programmes that provide employee skills through non-traditional routes:	Supports R&D Roadmap aim to strengthen role of universities in skills and talent development in their local context. We anticipate around 2000 students and learners will benefit for the enhance access	Priority 4 - Developing Partnerships	2020/21 - Onwards

	<p>4 x CPD/Skills Programmes Employer Engagement and Marketing Posts 100% funded.</p> <p>4 x CPD/Skills Programmes Employer Engagement and Marketing Posts.</p>	to non-traditional teaching programmes.		
Enhance Partnerships – Innovate UK Programme	<p>Support for collaboration with business to access IUK support and funding to accelerate translation of research, drive innovation and improve business performance:</p> <p>3 x Innovate UK Collaborative R&D Development Posts</p> <p>4 x KTP Development Posts</p> <p>3 x Innovate UK Collaborative R&D Development Posts</p> <p>4 x KTP Development Posts.</p> <p>100% HEIF funded</p>	Working with business to utilise IUK funding to achieve R&D Roadmap objective to accelerate the journey between concept and commercial application is critical to securing the contribution of our world-class research base to productivity, growth and social benefits. We will also work to support R&D Roadmap aims to strengthen role of Innovate UK to establish it as a true national champion for innovation.	Priority 4 - Developing Partnerships	2020/21 - Onwards
Public and Policy Engagement – NIA	<p>Programme of activity within the Nottingham Impact Accelerator to support Public and Policy Engagement activity overseen by the University’s Institute for Policy and Engagement. This activity will include funding partnerships with policy and civic partners via small grants schemes, helping researchers take up policy fellowships, and supporting public engagement activities such as our biennial</p>	Supporting delivery of “Ideas”, “People” and their role in supporting “Place”, and addressing the levelling up agenda.	Priority 5 – Public and Policy Engagement	2020/21 - Onwards

	<p>Wonder festival. The Institute is part of the Research England funded CAPE collaboration so activities will be informed by emerging evidence of what works from that programme.</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.

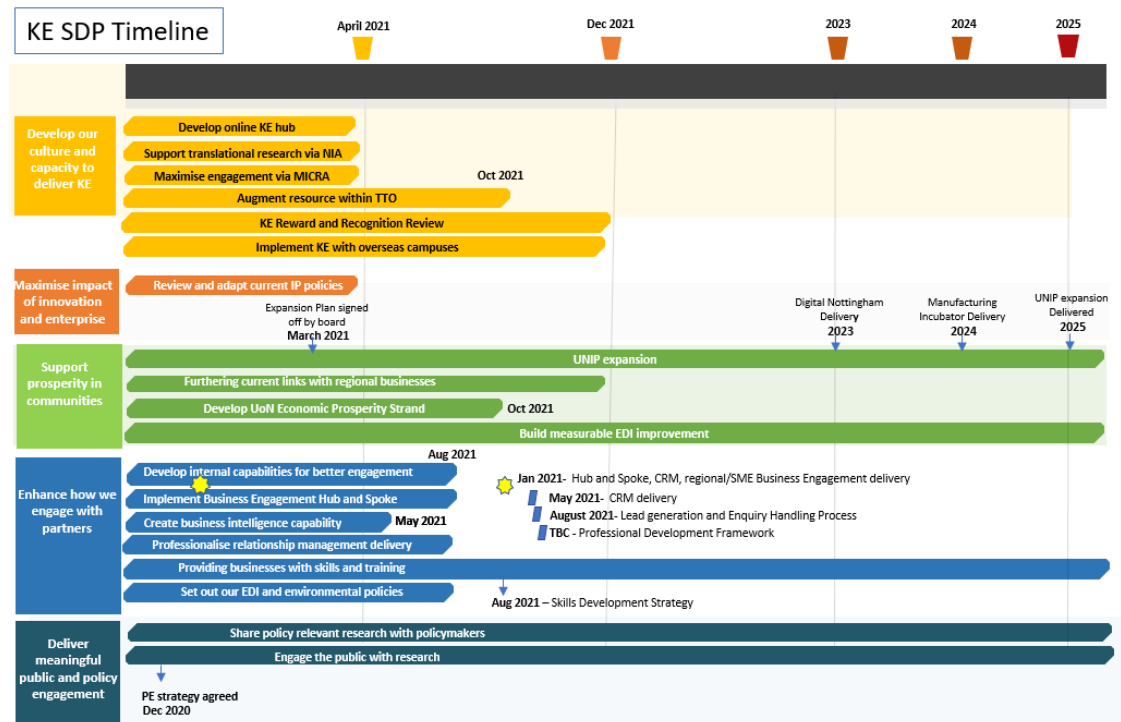
In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.

The Knowledge Exchange Committee is the primary governance mechanism for ensuring delivery of KE in line with our Strategic Delivery Plan and ensuring the University is compliant with external requirements related to Knowledge Exchange including Research England's Knowledge Exchange Framework (KEF) and KE Concordat. The role of the committee is:

- To develop the University's Knowledge Strategic Delivery Plan in accordance with the University Strategic Plan.
- To advise the University Executive Board on the allocation of resources to deliver the aims and objectives articulated with respect to the University's Strategic Plan, as laid out in the Knowledge Exchange SDP (Strategic Delivery Plan).
- To allocate resources on behalf of the University Executive Board in support of the KE SDP primarily utilising HEIF funding.
- To monitor the implementation of the Knowledge Exchange Strategy and to evaluate its impact.
- To monitor the internal and external developments and trends in Knowledge Exchange and take account of them in the development of future Knowledge Exchange strategies and policies.

Financial allocation of HEIF is approved each year by KE Committee with this decision then ratified by the University Planning and Resources Committee.

Our KE Strategic Delivery Plan sets out the priorities and a performance framework that will shape the allocation of HEIF. The overall programme is supported by an implementation plan which broadly aligns with the period covered in the HEIF Accountability statement and is summarised in the timeline below.



Each KE Priority strand in receipt of KE funds is required to produce a business plan that makes the case of requested resources and the proposed KE activities and outcomes. Budget holders are required to report against spend on a 1/4ly basis and to report against progress halfway through the project and at the closure of the project or at least annually. These reports are reviewed by the KE Committee.

The Nottingham Impact Accelerator (NIA) KE staff manage and monitor internal calls for competitive funding to support KE activities under the KE strategic and KE pump-priming funds. The application process ensures that applicants understand the principles of HEIF and the R&D Roadmap and that activities are directed towards achieving the governments objectives for KE. Proposals are reviewed by an internal KE ‘college of experts’ which has been built up over a period of years, drawing on external industrial partners and entrepreneurs in residence as appropriate.

All projects under the KE Strategic fund are closely monitored and grant holders are required to report back on progress during and at the closure of projects. The NIA helps

to ensure that KE projects are supported to achieve their ultimate objectives through access to KE professional service staff support other sources of KE funding such as the Impact Accelerator Accounts.

The spin-out pathfinder fund is managed in conjunction with the University's £5m spin-out co-investment fund. The HEIF monies support the earliest stages of spinning out and securing external management to support the raising of the first external investment round. Progress is closely monitored by Nottingham Technology Ventures, a wholly-owned subsidiary created to support the growth and development of the spin-out portfolio. NTV Board and Investment Committee includes the University's Deputy-VC, CFO and PVC for Research and KE and well as external investment representation.

The KE Hub brings together the Nottingham Impact Accelerator funds with KE staff training and development programme as well as providing access to information and professional service support in all aspects of KE. This ensures that our academic colleagues are equipped with the skills and training required to maximise the potential for success in KE activities.

Our KE SDP KPIs and objectives include measures such as the increase in the number of academics and students engaging in KE. Such measures help us to evaluate the success of KE strategy, policies and procedures. An annual review of progress towards targets allows us the opportunity to reflect and to identify lessons learned.

The table below sets out the measures we will use to assess the impact of our KE SDP. These are set out by our SDP priorities.

1. Culture and Capacity	2. IP	3. Place	4. Partners	5. Public and Policy Engagement
No of academics and researchers engaged in NIA programmes	Number of disclosures	Regeneration and development income from all sources normalised by HEI income	Contribution to collaborative research (Cash) as proportion of public funding	HE-BCI contract research income with the public and third sector normalised by HEI income
No of academics engaged in industry engagement (no of PIs with industry or IUK awards)	Number of translational research bids/translational research income	Additional narrative/contextual information	Co-authorship with non-academic partners as a proportion of total outputs (data provider TBD)	HE-BCI Consultancy and facilities income with the public and third sector normalised by HEI income

No of academics engaged in IP (selection of metrics from disclosure to spinout)	Number of license deals	Amount of space in UNIP (sqm)	Innovate UK income (KTP and grant) as proportion of research income (Innovate UK)	Audience numbers for centrally managed public engagement events
HE-BCI Graduate start-ups rate by student FTE	Number of spin-outs created	Number of UNIP tenants	HE-BCI contract research income	Audience reach – proportion of audience from WP postcodes
EDI metrics	Spin-out investment secured	Universities for Nottingham performance framework	HE-BCI Consultancy and facilities	Number of engagements with policy makers and policy actors
			HE-BCI CPD/CE income	
			Number of business partners funding research and KE activity	

In addition, each of our faculties and overseas campuses have a local KE implementation plan which recognises the different KE priorities and strengths of different disciplines and sets out how they will contribute to the overall performance framework. These plans will be reviewed annually via KE committee. We also undertake an annual review of specific HEIF objectives in consultation with the faculties to ensure that we are remaining innovative in our strategic approach to KE.