

RE-P-2020-03-Annex B

Teesside University

HEIF accountability statement

**Narrative return template for HEIF funding period
2021-22 to 2024-25**

Return date: 21 May 2021

Return as Microsoft Word file to: KEPolicy@re.ukri.org

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Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

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

Teesside University's mission statement clearly reflects the intrinsic importance of the knowledge exchange agenda: "Teesside University generates and applies knowledge that contributes to the economic, cultural and social success of students, partners and the communities we serve. Through education enriched by research, innovation and engagement with business and the professions, we transform lives and economies." See our 2025 strategy, [Ambition Delivered Today](#)¹.

Underpinning this mission statement are four core interlinked strategies: the Enterprise and Business Engagement (E&BE) Strategy, which explicitly articulates the University's knowledge exchange aims and objectives; and

¹ The University's 2025 Strategy has been approved by the Governing Body and is to be launched imminently: a link is provided here to the confidential draft.

Learning & Teaching, Research and International Strategies, each of which emphasises the role played by knowledge exchange.

The overarching aim of the E&BE Strategy is: “To be an internationally recognised engaged University delivering enterprise, innovation and impact”.

Its **key objectives** are:

1. To be a catalyst for business productivity and growth, engaging nationally and globally in sectors aligned to our academic strengths
2. As a civic university, to play a leading role in the regeneration of the local economy, enhanced and supported by widespread public engagement
3. To strengthen graduate employability through enterprise and business engagement
4. To drive the development of our region’s entrepreneurial ecosystem through a step-change in graduate start-up and scale-ups
5. To build staff capacity and capability, ensuring a high-performing business engaged culture

Links to the E&BE Strategy are demonstrated through the following objectives identified in the other **3 core strategies**:

- To develop a best in class workforce equipped with the capabilities to deliver cutting-edge Education 4.0 learning experiences (Learning & Teaching)
- To integrate our research and innovation with our learning, teaching, international, business engagement and knowledge exchange activities (Research & Innovation)
- To facilitate international research and knowledge exchange (International)

The E&BE Strategy drives the KE agenda in the University through governance (Board of Governors, Academic Board and Enterprise and Business Engagement Committee); management (Executive Team, PVC responsibility, senior responsibility in each academic School through an Associate Dean, a central support service and identified responsibilities in professional services); and joint working (between EBE, research, learning and teaching and international teams).

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>Innovation services: KE, consultancy & collaborative & contract research; grant bid services; IP & commercialisation; internationalisation</p> <p>At least 10 KTPs live at any time</p> <p>150 businesses p/a supported</p>	<p>X 4.5 business innovation posts 100% HEIF</p>	<p>These services are fully aligned to both national and regional objectives in aiming to build capacity and capability and drive up innovation and R&D levels in business. They contribute to: Innovation and Levelling Up (BBB)' R&D roadmap (HEIF); skills & KE (UKRI); Commercialisation & business collaboration (BEIS)</p>	<p>1.To be a catalyst for business productivity and growth, engaging nationally and globally in sectors aligned to our academic strengths</p> <p>2.As a civic university, to play a leading role in the regeneration of the local economy, enhanced and supported by widespread public engagement</p> <p>5.To build staff capacity and capability, ensuring a high-performing business engaged culture</p>	<p>19/20 onwards</p>

<p>SME growth programme: supporting local firms to enhance leadership and management and develop and implement new products and processes to increase productivity. Services include Growth Spark consultancy and financial support; Leading Growth for owner-managers; Graduate Associate Programme using the KTP model for SMEs; and innovation/growth events for business, including an annual festival and conference.</p> <p>200+ SMEs supported by 2023</p>	<p>X1 Business innovation post 100%HEIF; 0.5 L&M post 100% HEIF; x 1 admin post 100% HEIF (part of wider team)</p>	<p>This is a major ERDF programme, following on directly from one completing in 2019, focused on supporting regional SMEs to increase productivity through KE services. It contributes to Innovation and Levelling Up (BBB); Commercialisation and business collaboration (BEIS)</p>	<p>1 - productivity 2 – civic university 5 – staff capacity</p>	<p>19/20 – 22/23</p>
<p>DigitalCity: longstanding programme to support growth of a thriving digital cluster and help companies across sectors embed digital in their operations in the region. Services include Accelerator programme for young tech companies; scale-up programme for growing businesses; digitalisation support, linking companies to University expertise and resources as well as wider networks.</p> <p>150 businesses supported by 2023</p>	<p>X 1 Programme manager 100% HEIF (part of wider team)</p>	<p>Strong focus not only on growing tech companies but on embedding digitalisation in businesses to make step changes in performance and productivity, contributing to: Innovation and Levelling Up (BBB); Commercialisation & business collaboration (BEIS)</p>	<p>1 - productivity 2 – civic university 5 – staff capacity</p>	<p>19/20 onwards</p>

<p>Student/graduate internships: 3 -6-12-month internships with local employers to address specific employer challenges or developments managed and monitored by TU. An ongoing programme delivered through the Student Futures Team to support students and graduates to achieve grad-level careers, and to link regional employers with high-level skills and knowledge exchange opportunities.</p> <p>At least 650 internships for home students by 2025</p>	<p>X1 Employer Engagement Manager post 50% HEIF.</p>	<p>This is an integral part of provision, and contributes directly to the student employability and KE agenda: Skills (BBB); student employability and KE (OfS/RE)</p>	<p>3. To strengthen graduate employability through enterprise and business engagement</p>	<p>19/20 onwards</p>
<p>Enterprise services: start-ups and pre-start-ups; FUEL programme for high-flyers; games accelerators with strong sector links; mentoring and coaching; access to finance. Social enterprise bakery business providing work and training for refugees and local residents, as well as volunteering opportunities for students. Focus on developing high-growth and sustainable businesses.</p> <p>100 start-ups by 2025</p>	<p>x2 Enterprise posts 100% HEIF; x1 admin post 100% HEIF; Operational budget</p>	<p>This longstanding programme contributes directly to business growth and survival in the Tees Valley and with DigitalCity has supported the growth of a robust digital business cluster. It supports: Skills, innovation (BBB); student employability and KE (OfS/RE); business collaboration (BEIS)</p>	<p>3. Graduate employability 4. To drive the development of our region's entrepreneurial ecosystem through a step-change in graduate start-up and scale-ups</p>	<p>19/20 onwards</p>
<p>Student entrepreneurship: Microbiz Academy; Entrecomp framework; student enterprise projects. Focus on developing entrepreneurial mindsets, attitudes and opportunities through co- and extra-curricular</p>	<p>X1 Entrepreneurship post 100% HEIF</p>	<p>Developing entrepreneurial skills is central to our employability work, and is of direct benefit</p>	<p>3. Graduate employability 4. Entrepreneurial ecosystem</p>	<p>20/21 onwards</p>

<p>activities; working with Schools on entrepreneurship in the curriculum (eg social enterprise module in the Business School).</p> <p>100 students p/a on enterprise projects</p>		<p>to students, as well as making a clear contribution to economic and levelling up objectives It consequently supports Skills, innovation (BBB); and RE/OfS priorities in relation to student success.</p>		
<p>National Horizons Centre: Growth of major new biosciences centre partnered with industry and supporting regional and national industry via research, KE and skills/education provision. NHC is a National Training Centre for Advanced Therapies providing technical skills for biopharma and vaccine manufacture.</p>	<p>X 1 Senior manager post 100% HEIF (part of wider team)</p>	<p>Centre of national significance making a strong contribution to growth of a key sector through KE. Supports: Life Sciences (BBB); Commercialisation & Business Collaboration (BEIS)</p>	<p>1 – catalyst for growth 2 – civic university 5 – staff capacity</p>	<p>20/21 onwards</p>
<p>Business facilities management: Launchpad start-up centre and Fusion Hive business innovation centre</p>	<p>X 1 Facilities manager 100% HEIF</p>	<p>Providing serviced facilities for innovation-focused companies, supporting increased productivity and business density in key sectors. Supports: Commercialisation & business collaboration</p>	<p>1 – catalyst for growth 2 – civic university</p>	<p>19/20 onwards</p>

<p>Innovation fund: to pump-prime academic-business KE activities: small grants scheme to buy support, kit, etc</p>	<p>Operational budget 100% HEIF</p>	<p>Directly supporting PoC and business engagement work by academic staff. Contributes to: Innovation ; commercialisation & business collaboration (BBB, BEIS, RE)</p>	<p>1 – catalyst for growth 5 – staff capacity</p>	<p>21/22 onwards</p>
<p>Central infrastructure:</p> <ul style="list-style-type: none"> • Market intelligence and benchmarking • B2B marketing, comms • Staff development • B2B CRM system management • Customer service: Client feedback; Business surveys; Putting the Customer First delivery 	<p>X 1 Manager post 100% HEIF; x 2 Marketing posts 100% HEIF; x 1 technical post 100% HEIF; x 2 Information manager posts 100% HEIF; x 1 Data assistant post 100% HEIF</p>	<p>Supports all Govt priorities listed above by enabling KE through essential services and processes</p>	<p>1 – catalyst for growth 2 – civic university 3 – grad employability 4 – enterprise 5 – staff capacity</p>	<p>19/20 onwards</p>

Question 3 – Monitoring success

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

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

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

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

i) Managing HEIF funding

Allocation of HEIF funding in the University is directly aligned to the delivery of the Enterprise and Business Engagement Strategy, annual plans and key performance indicators. A significant element of it is assigned to KE staffing resource, designed to ensure a solid core of KE professionals and support officers who can facilitate strategic delivery as part of an established central team providing a business engagement infrastructure in the University.

The HEIF budget is separately identified in the accounts, and centrally managed to help optimise use of the funding in association with core and other grant funding. The principle of displacing HEIF with grant where feasible and appropriate is followed, as is the use of HEIF as match in appropriate funded initiatives, to help extend the reach and benefits of HEIF grant. All staffing and operational costs are planned at the beginning of the year, and proposed activities are prioritised. Regular meetings with Finance are held to ensure budgets and spend are on track, and to determine strategies to address any underspends/overspends/anomalies.

ii) Measuring progress

The CRM system is used to record, categorise and measure business interactions, and CRM reports form the basis of all non-financial performance reports.

HEIF is embedded in delivery of the University's overall Enterprise and Business Engagement Strategy. At institutional level, HEIF's contribution is measured on a monthly basis through performance reports to the Executive Team and Senior Management Team that assess progress against annual targets. Performance reports are presented regularly to the Board of Governors. University KPIs for the E&BE agenda are: enterprise income, start-ups and graduate employment.

More detailed E&BE targets, broken down by category and by academic School and other services, are reported on and discussed at regular meetings of the Enterprise and Business Engagement Committee, chaired by the Pro Vice-Chancellor (E&BE).

Detailed analysis of EBE projects and pipelines at School level is undertaken monthly with each School.

Finally, a weekly business meeting with KE and associated staff reviews progress with innovation and KE activity on both a commercial and a grant-funded basis.

iii) Evaluating outcomes

Annual performance against delivery of strategic objectives and KPIs is assessed through the Enterprise and Business Engagement Committee, and actions to redress underachievement or address specific issues are agreed, as are changes of approach.

Putting the Customer First, the standard against which all KE activity is operated at the University, drives continuous improvement. Consequently, evaluation of activity is an important element of delivery, and HEIF-supported work forms a part of this.

In terms of specific initiatives and activities, formal independent evaluations are commissioned for major projects (eg Grow Tees Valley, DigitalCity, Innovate Tees Valley, Graduates for Growth, all of which have/had HEIF funding attached). Regular customer surveys are undertaken with business clients to assess satisfaction with project delivery and identify areas for improvement, and action plans are drawn up to address issues. Internal evaluations are undertaken of ongoing activities, such as Launchpad and graduate internships, and of shorter-term funded projects and marketing campaigns.

iv) Lessons learned

As outlined above, lessons learned are derived from our evaluation of outcomes and drive changes of approach where needed. Examples of how we applied lessons learned over the past year include:

Microbiz Academy: The evaluation of the first iteration of Microbiz, conducted in-house, has identified the need for changes of emphasis and approach and a stronger focus on interactive work. This is being implemented for future iterations.

Graduate internships: An internal evaluation of this ongoing activity has been used to identify enhancements to selection, support and monitoring.

Business development: Analysis of lead generation activity piloted for a specific purpose has led to a decision to use it more widely because of the level of RoI it generates.

Finally, evaluation of the success of our graduate businesses over the past few years, and of levels of commercial activity in the University have led to a strategic decision to establish a new commercial vehicle to drive a step change in the level and range of enterprise and innovation activity. This will form a key aspect of our IP and commercialisation work over the coming years, and will be supported through both mainstream and CCF HEIF.