

RE-P-2020-03-Annex B

University of Warwick

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.

Delivery of KE is central to our University strategy – '[Excellence with Purpose](#)', which contains within it our commitment to high-quality Knowledge Exchange (KE), driven by our core purposes of [Research](#) and [Education](#), and underpinned by our four strategic priorities: [Innovation](#), [Inclusion](#), [Internationalisation](#) and [Regional Leadership](#).

Within our [research](#) theme we will extend and apply world-class research to create transformational economic and social benefits - nationally, regionally and locally; drive collaborations with industry; place innovation at the core of our activity to impact positively on major industrial challenges; deliver Knowledge Transfer Partnerships with local and regional SMEs and large companies; help SMEs grow via research-led innovation and the development of new skills; and continue to host regular Industry-University forums in key technology areas. Examples of our impact on multiple sectors can be found [here](#) including the redesign of youth mental health services, forensics work with West Midlands Police, and contribution to the growth and sustainability of Coventry's creative and cultural sectors.

The KEF placed us in the top 10% of the sector for ‘public and community engagement’ and our commitment to this is reflected in the recent establishment of the [Warwick Institute of Engagement](#) which brings together our extensive practical engagement expertise with pioneering academic research.

Via our ‘STEM Grand Challenge’ we are transforming how we think about and deliver, science, technology and engineering at Warwick. A new Science Precinct will revolutionise discovery-led and translational research, and has at its core a commitment towards a full engagement with the breadth of knowledge users – from enabling student entrepreneurialism to achieving a step change in the scale and impact of our business partnerships.

Warwick will continue to lead the UK in the Net Zero agenda, through the [Energy Innovation Centre](#) and [High Value Manufacturing Catapult](#) situated and hosted respectively by WMG, as one of the founder members of the [Faraday Institution](#), and [The Alan Turing Institute](#), and via our innovative [Institute of Global Sustainable Development](#) and programme of [Global Research Priorities](#).

As a key part of our ambitions for [Education](#) we will embed an enterprising and entrepreneurial mindset in all Warwick students; support and facilitate student start-ups; deliver the ‘Warwick Graduate Internship Programme’, supporting SMEs from multiple sectors, and ‘Warwick Volunteers’ supporting social and cultural regeneration outcomes.

And our commitment to [Inclusion](#) will see us build inspirational partnerships with schools and colleges to raise the aspirations and attainment of children to improve life-chances, contributing to regional productivity and ‘levelling-up’. Our Graduate Development Programme is developing a Professional Services culture that will increase and facilitate KE with a wide range of external partners, creating economic and social benefit.

Our recently established [Warwick Innovation District](#) is our the new gateway to University facilities and expertise for businesses, innovators, entrepreneurs and institutions; it will remove barriers to innovative and creative activity and to foster an innovative culture. And through our ‘Business Partnerships Grand Challenge’ we are working towards Warwick being a top 10 business partner University by 2030, underpinned by sector-leading approaches to business collaboration. For example, a strategic partnership with Lotus cars will create a [new advanced technology centre](#) at our Wellesbourne campus, bringing 130 engineers to the site and being the catalyst for further jobs and investment.

[Internationalisation](#) is part of Warwick’s DNA and remains a cornerstone of our University strategy. Our overarching aim is to make a positive contribution to the world and its

complex challenges, engaging with non-HEI partner organisations either directly or through organisations such as Science Business. We also nurture relationships with UK overseas missions, non-governmental organisations, funding bodies, and industry, and develop and deliver collaborative research partnerships leading to national and regional economic and social benefit.

Through our [Regional Leadership](#) we will continue to support local growth and regeneration including through the CWLEP reset and recovery implementation plan, local authorities and the West Midlands Combined Authority. This includes developing and growing local industry clusters, maximising the benefits of investment in infrastructure innovation (particularly the local benefits around 5G, energy infrastructure, intelligent mobility and redevelopment of our cities and towns). University research and expertise will support spinouts, student start-ups and social enterprises, and the attraction of foreign direct investment. And the KE ambitions contained within Warwick 2030 align closely with the ambitions of the [Local Industry Strategy](#), [Strategic Economic Plan and Regional Energy Strategy](#) (led by the [West Midlands Combined Authority](#)); and the [economic strategy](#) of the sub-region, and the delivery of local growth and business support ([Coventry & Warwickshire Local Economic Partnership](#))

We are well placed to ensure that the regional recovery post-covid is rapid and resilient, and that we continue to address societal and economic challenges to the end of this HEIF period (2025-26). In this, the University approach supports the government intention ('[Build Back Better: Our plan for growth](#)') whilst our ambition for world-class innovation that addresses real-world challenges, reflects the ambition of Government to place science & technology at the centre of international research partnerships ('[Global Britain in a competitive age – The integrated review of security, defence, development and foreign policy](#)'). Our placemaking agenda also aligns with the [UK R&D Roadmap, July 2020](#) in supporting greater links between health, wellbeing and prosperity post-covid, translating knowledge into benefits for people, communities and place and establishing challenge-based approaches to societal issues.

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>Supporting the University Technology Transfer Office, Warwick Innovations, in the exploitation of research derived Intellectual Property through the formation of spin-out companies and licenses. Target to continue a sustainable increase in the number of companies, and employment and turnover of these companies located in Coventry and Warwickshire. Also to support and train academic staff and researchers in developing commercialisation opportunities and leveraging funding to progress innovations. This activity is a contributor to the KEF, and will be an area of continued development for the KEC.</p>	<p>5.2 FTE funded posts in Warwick Innovations, Proof of Concept and Patenting Funds. Additional funding and support leveraged from university, IAAs and Innovate UK.</p>	<p>Supports the Innovation pillar of Build Back Better and levelling up the UK (locally) through integration with the Warwick Innovation District (https://warwickinnovationdistrict.com/). This is fully supportive of the R&D Roadmap through Inspiring and enabling talented people and teams, Driving up innovation and productivity and Levelling R&D across the country.</p>	<p>This activity relates to Objective 1 (Innovation) and supports Objective 4 (Regional Leadership) of the institutional objectives.</p>	<p>A pre-existing activity that will continue to 2024-25 and beyond.</p>
<p>Supporting university staff and students to develop innovation and entrepreneurial skills through education (The Warwick Innovation and Entrepreneurship Programme), Incubation (facilities and dedicated support for undergraduate students and graduates) on campus and in</p>	<p>6.5 FTE HEIF funded posts in the Innovation Group and funding to support additional support for student and graduate entrepreneurs. Additional funding</p>	<p>Supports the Innovation pillar of Build Back Better and levelling up the UK (locally) through integration with the Warwick Innovation District (https://warwickinnovationdistrict.com/). This is fully supportive of the R&D Roadmap through Inspiring and enabling talented people and teams,</p>	<p>This activity primarily relates to Objective 1 (Innovation) and is strongly supportive of Objective 3 (Internationalisation) and Objective 4</p>	<p>A pre-existing but expanding activity, especially since 2018-19 which will continue to</p>

<p>Leamington Spa and the wider Warwick Innovation District. Target is to increase entrepreneurial awareness and skills leading to an increase in student and graduate founded start-ups within the Coventry and Warwickshire sub-region. This activity is a contributor to the KEF, and will be an area of enhancement for the KEC.</p>	<p>leveraged from the university and regional funds such a major 5G testbed.</p>	<p>Driving up innovation and productivity and Levelling R&D across the country. Further, this activity supports OfS objectives (for students) and "Global Britain" through a programme of support for non-UK students and graduates who wish to develop a viable, innovative and scalable business idea in Coventry and Warwickshire.</p>	<p>(Regional Leadership)</p>	<p>2024-25 and beyond.</p>
<p>Supporting Knowledge Exchange across the university and across disciplinary boundaries through direct support from the Impact Team for academics to develop and deliver the highest possible quality Knowledge Exchange for community, social and economic benefit. This activity feeds into Warwick Innovations (when commercialisation is a potential outcome). Specialist support is available for Knowledge Transfer Partnerships and collaborations based upon data science. The activity is integrated with, and leverages, IAA funds to maximise impact. The target is to develop and curate 10-20 projects per annum. This activity will support and enhance training activities in Knowledge Exchange across the academy, aligning with the KEC and</p>	<p>6.5 FTE HEIF funded posts, based within Research and Impact Services. Further leverage for Knowledge Exchange is derived from the deployment of the HEIF supported Warwick Impact Fund to pump-prime activities.</p>	<p>Supports the Innovation pillar of Build Back Better and levelling up the UK (locally). This activity is fully supportive of the R&D Roadmap through Inspiring and enabling talented people and teams, Driving up innovation and productivity and Levelling R&D across the country.</p>	<p>This activity primarily relates to Objective 1 (Innovation) and is strongly supportive of Objective 4 (Regional Leadership).</p>	<p>A pre-existing activity that will continue to 2024-25 and beyond.</p>

<p>contributing to future KEF deliverables.</p>				
<p>Supporting Knowledge Exchange for business, public and third sector stakeholders through a managed programme of paid internships across the UK. This activity provides students with support and mentoring to undertake internships, improving their skills and expertise in a focussed work environment and provides external partners with fresh, new thinking, from the talented student pool.</p>	<p>5.8 FTE HEIF funded posts, targeted bursaries and additional resources leveraged from the university and other funders.</p>	<p>This activity directly supports OfS objectives for Knowledge Exchange for and by students, leading to enhanced employability and new thinking embedded in partner organisations. This is supportive of Inspiring and enabling talented people and teams and Driving up innovation and productivity from the R&D Roadmap.</p>	<p>This activity is supportive of Objective 1 (Innovation) and Objective 2 (Inclusion).</p>	<p>A pre-existing activity that will continue to 2024-25 and beyond.</p>
<p>Supporting Knowledge Exchange from the Marketing and Insights Group and Strategy Group, through Business Relations and Innovation and Public Engagement. This activity is focussed on developing partnerships with University stakeholders, including staff and students, alumni, business and the regional and local community. The target is to increase engagement with businesses (as new partnerships) and communities of interest in Coventry and Warwickshire and the wider Midlands. Partnership development will be a key element of the KEC action plan, which will lead to enhanced KE opportunities and KEF outputs.</p>	<p>4.3 FTE HEIF funded posts, with additional resources focussed on meetings, events and marketing initiatives to promote and provoke interest in university research and education of benefit to stakeholders.</p>	<p>This activity supports OfS objectives for Knowledge Exchange with students. This is supportive of Driving up innovation and productivity from the R&D Roadmap.</p>	<p>This activity is supportive of Objective 1 (Innovation) and Objective 2 (Inclusion).</p>	<p>A pre-existing activity that will continue to 2024-25 and beyond.</p>

<p>Supporting Knowledge Exchange through close working partnerships within Coventry and Warwickshire (secondment to the LEP), supporting Birmingham City Region and wider Midlands based partnerships. The target is to be deeply engaged with regional bodies and initiatives, facilitating Knowledge Exchange to and from the university, supporting the delivery of societal and economic benefits derived from university research capital.</p>	<p>2.5 FTE HEIF funded posts with additional leveraged university support and third-party funds.</p>	<p>Supports the Innovation pillar of Build Back Better and levelling up the UK (locally). This activity is fully supportive of the R&D Roadmap through Inspiring and enabling talented people and teams, Driving up innovation and productivity and Levelling R&D across the country.</p>	<p>This activity is strongly supportive of Objective 4 (Regional Leadership); Objective 1 (Innovation) and Objective 2 (Inclusion).</p>	<p>A pre-existing activity that will continue to 2024-25 and beyond.</p>
<p>The WMG SME Internship programme connects SMEs to the University's research resources and expertise, with a focus on first-time collaborations. The target is to deliver 40-50 interventions annually, deliver networking events and to develop up to 10 new KTPs with local businesses. Best practice drawn from this programme of activity supports the KEF and will be integrated into the development of the KEC action plan.</p>	<p>1.0 FTE HEIF funded post which is supplemented by leveraged external and internal funding and resources.</p>	<p>This activity strongly supports the Innovation pillar of Build Back Better and makes a significant contribution to Levelling Up businesses in the Coventry and Warwickshire sub-region. The R&D Roadmap is served through Driving up Innovation and Productivity. Further, this activity directly supports OfS Knowledge Exchange objectives by engaging students (with academic support) with companies and real world, real-time business critical projects.</p>	<p>The activity supports Objective 1 (Innovation).</p>	<p>A pre-existing activity that will continue to 2024-25 and beyond.</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.

The key to our HEIF KE Strategy is strong and committed leadership at all levels of the University. It is led jointly by the Pro-Vice-Chancellors for Research and Education and the Vice President for Engagement, and governed via a two-way dialogue between them, the University Executive Board and the HEIF Steering Committee. Finally, the University Council has an important role to play in embedding the delivery of KE across the University, delivering high level and robust scrutiny, insight, direction and support.

Each of the HEIF KE objectives are supported by a set of strategic KPIs, which underwent a significant review and refresh in 2019, and are delivered by the University's Strategic Planning & Analytics Group (SPA) with the SPA Director overseeing the process. These KPIs provide an overview of institutional KE performance with reference to appropriate sector-wide benchmarks across each of the University strategic strands: Research, Research, Education, International, Social Inclusion, Regional Leadership, Innovation and Sustainability.

Targets are set annually, in collaboration with the relevant Professional Services Directors and the University's Executive Board and gaining final sign-off and approval at the October meeting of Council, before being disseminated more widely. An in-year update is provided against target – where available – in April/May, via UEB before final Council sign-off and approval.

The KPIs themselves comprise a balance of sector-level/external and internally-derived data and metrics. The annual review ensures that they remain fit-for-purpose and continue to align with their respective strategies, together providing a holistic overview of institutional performance. Aside from running a series of data quality checks, SPA has built an element of continuous improvement into the process for deriving the KPIs, and in this sense they are iterative: each year an effort is made to refine and improve them, and to identify new or alternative data sources to underpin a robust approach to performance oversight and delivery.

As an embedded set of activities within our institutional strategy, HEIF KE is therefore subjected to this rigorous yet supportive review and oversight process. This ensures a continual evolution of delivery that ensures a vibrant approach within the overall strategic framework of 'Warwick 2030', and this was particularly important during the COVID-19 pandemic when the University and its wider community were adept at moving quickly to protect health, jobs, and the wider economy. There is much still to do and our COVID19 reset agenda includes the themes of sustainability, internationalisation, STEM Grand Challenge and Place making.

In addition, during the current HEIF programme the University established the HEIF Sub-Committee to oversee the development, implementation, delivery and evaluation of the University's HEIF KE strategy. Chaired by the Registrar and reporting directly to the

UEB, its membership comprises the PVCs for Research, Education, and Vice-President for National and Regional Engagement, the DPVC (Research) with responsibility for the KEF and KE-Concordat, and Professional Services representation from Research, Innovation, Strategy & Policy and Finance.

Under its terms of reference, the HEIF Sub-Committee is responsible for: overseeing the development, implementation, delivery and evaluation of the University's HEIF KE activities; assessing the strategic fit and eligibility of projects seeking assistance from the University's HEIF funding, providing recommendations for funding support to the University Executive Board; providing regular monitoring of the University's KE strategy, both at individual project and programme level and overseeing the production of an annual KE monitoring report, for submission to the UEB and Council; developing a contingency list of HEIF eligible projects, to support the effective utilisation of in-year underspend; supporting the stimulation of projects, their development and post award management, i.e. from the initial conception of a project idea through to project completion; inviting and receiving presentations from internally funded HEIF projects, making recommendations as required to support continued excellence in delivery; providing strategic leadership and oversight to an ongoing programme of internal and external communications with regards to HEIF funded innovation projects; leading and oversee the production of the institutional HEBCI return, and the production and submission of the University's Knowledge Exchange Framework (KEF), including support for the development and implementation of effective and timely KEF and HEBCI output capture across the University.

The Sub Committee has developed a monitoring and evaluation infrastructure for HEIF-funded initiatives that includes an internal contracting process, under which internal awards of HEIF funding aligned to clearly stated outputs and outcomes, and to the monitoring and evaluation of spend. In addition, a new project-level monitoring form has been created to underpin production of Research England's Annual Monitoring Statement. This ensures that there is a strong link between HEIF investment and outputs and outcomes.

In the proceeding HEIF period, the Sub-Committee plans to make further improvements with regards to celebrating and communicating the success of HEIF projects, internally and externally. This aligns to work underway as part of our commitment to the KE-Concordat, that will improve the way in which the University presents and communicates our KE ambitions and achievements to a wide variety of external partners and underpin an institution-wide project to ensure that our systems and processes are as conducive as they can be to Knowledge Exchange with individual businesses and public policy organisations.

This work will be supported by a HEIF programme management team that brings together staff from the central departments Research & Impact Services (R&IS) and the Finance Office to create an integrated pre-to-post award approach to the support and monitoring of HEIF activities, and to provide integrated support across HEIF, KEF, and the KE-Concordat. This operates both at both project and programme level, with quarterly review meetings embedded into the calendar and providing an opportunity to review progress against spend and deliverables and ensuring a proactive approach to resolving any delivery issues. This also allows for a in-depth understanding of the HEIF programme, its constituent projects and the external partners and collaborators it works with, that ensures strong connectivity across the University.

Each individual HEIF project is provided with a set of target impacts and KPIs that are appropriate to its own specific delivery ambitions, selected from those outlined in the table below and grouped into the beneficiary groups of: businesses, including SMEs, large multi-national and international companies and third sector businesses; public sector organisations; voluntary and community groups; and with regards to cross-cutting economic and cultural benefits.

Outcomes	Impacts	Key Performance Indicators
(1) Benefits to business including SMEs, large multi-national and international companies and third sector businesses	Improved innovation to support business growth	Collaborative research projects with industry
	Benefits to start-up and spin-out businesses	Contract research with industry
	Development of technology and IP by businesses, improving competitiveness and contributing to productivity growth	No. of disclosures, patents & licences
	Commercialisation of IP leading to improved products and increased sales	No. of Knowledge Transfer Partnerships with businesses
	Improved business performance (sales, employment opportunities, productivity, profits)	No. of business assists; No. of industry focussed events; No. of impact case studies involving benefits to business; No. of high-tech business housed and supported in the Science Park.
Outcomes	Impacts	Key Performance Indicators
(2) Benefits to the public sector	Improved innovation across a range of public sector organisations	Delivery of internships
	Improved processes and mechanisms for the development and delivery of public policy	Delivery of inward and outward secondments
	Delivery of successful public engagement events Improved public realm	Attendance at, and engagement in, public policy related events; Contributions to public consultations; Contribution to public realm projects.
(3) Benefits to social and community groups	Greater understanding of issues & solutions for organisations, local community groups, and clients	Delivery of engagement events with local community; Receive and act upon feedback from the local community through the Local, Regional and Public Engagement Team.
	Development of services to meet needs for local groups and residents	Meeting and consultation events with The Local, Regional and Public Engagement Team
	Deliver increased benefits to local groups and residents	Partner in the Coventry bid to be 'UK City of Culture' in 2021; Delivery of four Warwick Summer Schools per year; Placement of Warwick students into local schools & colleges via our 'Student Progression Team';
Outcomes	Impacts	Key Performance Indicators
(4) Wider cultural benefits		Delivery of projects with local schools in Coventry & Warwickshire via the 'Experience Warwick Partnership' programme; Delivery of Primary Schools Programme for KS2 pupils in local primary schools in Coventry and Warwickshire; Delivery of Warwick Christmas Lectures.
	Increased visitor numbers at local cultural institutions through collaborative projects	Arts Centre's delivery of comprehensive education and outreach programme to broad regional and national audience.
	Increased funding for local cultural institutions via partnerships with Warwick	Delivery of research component of Coventry City of Culture bid.
	Greater understanding of local cultural identity and greater social cohesion via knowledge exchange with local community	Centre for Cultural Policy Studies-led promotion of dialogue and knowledge exchange, developing new interdisciplinary research collaborations on a range of cultural issues and themes.
	Provision of advice and content to local cultural	Greater footfall and sales at key regional

Outcomes	Impacts	Key Performance Indicators
	Institutions.	cultural institutions via exhibitions based on Warwick-led research; Delivery of widening participation and schools outreach activities.
(5) Wider economic benefits and social benefits	Shaping and developing regional partnerships	Active membership of Midlands Innovation and Coventry & Warwickshire LEP
	Strengthening innovation system through businesses, sector, and regional agencies	Collaborative research with business and public sector agencies; Contract research with business; No. of disclosures, patents, and licences.
	Improved enterprise support for SMEs, start-ups and larger firms with a focus on key technologies and sectors	Collaborative research involving SMEs, start-ups and larger firms with a focus on key technologies and sectors; Contract research with SMEs, start-ups and larger firms with a focus on key technologies and sectors; No. of disclosures, patents, and licences.
	Stronger supplier linkages resulting from HEI engagement and business growth	Increased engagement events targeting key local and regional sectors and representative bodies.
	Greater technology diffusion Labour market benefits	No. of disclosures, patents, and licences Employment in University spin-out companies
Outcomes	Impacts	Key Performance Indicators
	Simulation for inward investment to HEI regions from student placements and graduates	No of internships and placements; No of inward and outward secondments Students.