

RE-P-2020-03-Annex B

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 Oxford is dedicated to the advancement of learning by teaching and research and its dissemination by every means. Through our research, education and knowledge exchange, our goal is to change the world for the better. Knowledge exchange (KE) in this context refers to the broad array of mechanisms, embedded across the University, by which we ensure that, through our engagement with businesses, policymakers, publics, regional and community partners, charities, hospitals and others, **our research and education have a transformative impact on the world and its environment, society and economy.**

Our commitment to KE is embedded in the [University's Strategic Plan 2018-2024](#) under the Engagement and Partnership theme, in which we commit:

- To work with partners to create a world-class regional innovation ecosystem
- To build a stronger relationship with our local and regional community
- To engage with the public and policy makers to shape our research and education and to encourage the widest possible use of our research findings and expertise

- Through our international engagement, to maximise the global social, cultural and economic benefit derived from our research and scholarship

Over the last decade we have developed world leading KE capabilities and we are committed, through our new [KE Strategy 2021-2025](#) approved in May 2021, to continuous further improvement.

KNOWLEDGE EXCHANGE PRIORITIES 2021-2025

Our KE activities can be grouped broadly into three areas: **Business & Economy**; **Regions & Place** and **Society**. Inevitably, these three areas significantly overlap, and **cross cutting themes** ensure we consider all areas of KE exchange holistically. As well as our highly successful and embedded activities which we will continue to support, we have identified twelve priorities that we will address over the period of the KE Strategy.

CROSS-CUTTING PRIORITIES

Three challenges have been identified as our highest priorities for the next five years. Equality diversity and inclusion and reward and recognition are inextricably linked, and fundamental to our vision for the KE exchange ecosystem at Oxford. We will develop inclusive career pathways to encourage and inspire all members of our community to invest time in excellent KE and we will ensure that we recognise and reward success. Support for entrepreneurship in all its forms is demanded by our staff, students, alumni, and investors. We will invest in supporting and growing a responsible, ethical and sustainable entrepreneurial community rooted in the University mission, committed to making a positive economic, social and environmental impact.

- **PRIORITY 1:** We will embed equality, diversity and inclusion in all KE
- **PRIORITY 2:** We will recognise KE as a core activity and develop reward promotion pathways for academics who engage in it
- **PRIORITY 3:** We will increase support for entrepreneurial skills and businesses

BUSINESS & ECONOMY

We have mechanisms in place to support engagement with business (e.g. through Research Services, divisional Business Partnership teams, the Careers Service, Oxford University Innovation's (OUI) consulting services and others), to conduct IP commercialisation (through OUI and Research Services) and entrepreneurship (e.g. through the Oxford Foundry, Enterprising Oxford, BioEscalator, Creative Destruction Lab and others). We will build on successful support mechanisms, now enhanced by the newly established strategic innovation fund (SIF) which will reinvest surpluses from successful commercialisation activity in improving KE. We will invest in and improve communications to businesses, policymakers and funders about our successes, and opportunities to work with the University.

- **PRIORITY 4:** We will coordinate engagement with businesses across the University
- **PRIORITY 5:** We will complement existing collaborative projects with an increased emphasis on strategic relationships
- **PRIORITY 6:** We will diversify the scope and increase scale of the commercialisation of Oxford's research and collaborate with Oxford Sciences Innovation to drive ecosystem growth

REGION & PLACE

We will take a leading role in KE and innovation where region and place is a key component. As a global University, the regions and places in which we work are complex, as are the knowledge and innovation ecosystems they represent. From hyperlocal, city-wide, county-wide, regionally, nationally and internationally, we seek to engage actively in KE. Common to KE activities wherever they occur is the need for linkages and infrastructure which support the impact of research and enable KE and innovation. This complex interdependency of people, infrastructure, ideas, capital, businesses, institutions and community is necessary to enable effective KE.

- **PRIORITY 7:** We will update our understanding of our rapidly growing societal and economic impact at local, regional, national and international level
- **PRIORITY 8:** We will continue to engage actively with regional partners that support and enable KE and invest in the development of innovation infrastructure and projects
- **PRIORITY 9:** We will work with partners to promote the Oxford ecosystem

SOCIETY

The University undertakes KE with society through engagement with public and communities, through social enterprise and innovation, and through engagement with policy and policymakers. These activities occur in and are supported across the University including through our public-facing activities in our Gardens, Libraries and Museums (GLAM), through OUI, through our [Public Engagement with Research Strategic Plan](#), and through the [Oxford Policy Engagement Network \(OPEN\) Strategy 2021-24](#). Initiatives within all divisions, such as Humanities knowledge fellowships and the KE Dialogues scheme in the Social Sciences Division, have done much to encourage academics to develop new approaches to societal impact.

- **PRIORITY 10:** We will increase the amount of Oxford's research that is socially driven and fully engaged with public or community groups from the beginning
- **PRIORITY 11:** We will increase the creation of and interaction with social enterprises
- **PRIORITY 12:** We will increase support for policy engagement

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)

Planned areas of HEIF supported KE activity Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	HEIF support How HEIF will be used to support the project?	HEIF priorities How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Strategic objectives Which institutional strategic KE objective does this relate to?	Indication of timescales
Thematic Area: Business and Economy				
Coordination of support for business engagement activity and academic-industry research partnerships	<p>Posts in Medical Sciences Division Business Partnerships Office (7.4 FTE)</p> <p>Posts in Mathematical, Physical and Life Sciences Division Industrial Research Partnerships team (6.5 FTE)</p> <p>Posts in Social Sciences Division Business Engagement & Partnerships team (3.8 FTE)</p> <p>Posts in Humanities Division to support partnership-led initiatives with the heritage sector, creative industries, and theatres (2.8 FTE)</p> <p>Contracts support posts in Research Services for corporate partnerships (4.0 FTE)</p> <p>Seed funds and project costs to support business engagement activity, networking and capacity building, including Social Sciences and Humanities KE Fellowships schemes</p>	<p>Supports the 'innovation' pillar of the Build Back Better plan for growth and 'Driving up innovation and productivity' objective of the R&D Roadmap by enhancing the innovation capacity, productivity and competitiveness of the businesses with which members of the University engage</p>	<p>Priority 1: Embed equality, diversity and inclusion in all knowledge exchange</p> <p>Priority 3: Increase support for entrepreneurial skills and businesses</p> <p>Priority 4: Coordinate engagement with businesses across the University</p> <p>Priority 5: Complement existing collaborative projects with an increased emphasis on strategic relationships</p>	Ongoing

<p>Support for staff and student entrepreneurship and venture creation, including skills training</p>	<p>Posts in the Oxford Foundry supporting delivery of student and alumni entrepreneurship activity (3.0 FTE)</p> <p>Posts in Research Services Innovation & Engagement Team (2.0 FTE) and project costs supporting the Enterprising Oxford platform and social entrepreneurship</p> <p>Post in the Careers Service (0.5 FTE) and programme costs supporting the delivery of entrepreneurial skills training</p>	<p>Supports the 'innovation' and 'skills' pillars of the Build Back Better plan for growth by developing staff and students' ability to be innovative and entrepreneurial across many industry sectors and to create their own commercial or social enterprises</p> <p>Supports RE/OfS objective for student benefits by providing opportunities to participate in entrepreneurship activity and enhancing employability skills. Resources and programmes support all students across the collegiate University, with 9,000+ student engagements in entrepreneurial learning</p>	<p>Priority 1: Embed equality, diversity and inclusion in all knowledge exchange</p> <p>Priority 3: Increase support for entrepreneurial skills and businesses</p> <p>Priority 11: Increase the creation of and interaction with social enterprises</p>	<p>Ongoing</p>
<p>Support for innovation, IP commercialisation and technology transfer</p>	<p>Posts in Research Services Innovation & Engagement Team supporting IP commercialisation (1.0 FTE)</p> <p>OUI Licensing and Venture Manager post supporting Social Sciences and Humanities ventures (1.0 FTE)</p> <p>Posts in Medical Sciences Division Translational</p>	<p>Supports the 'innovation' pillar of the Build Back Better plan for growth by increasing the scope and scale of the commercialisation of Oxford's research.</p>	<p>Priority 3: Increase support for entrepreneurial skills and businesses</p> <p>Priority 6: Diversify the scope and increase scale of the commercialisation of Oxford's research and collaborate with Oxford Sciences Innovation to</p>	<p>Ongoing</p>

	Research Office (2.75 FTE) and activity costs supporting the development of Oxford's biomedical and life sciences translational research portfolio towards commercialisation, licensing, and spin-out opportunities		drive ecosystem growth Priority 7: Understanding our societal and economic impact at local, regional, national and international level Priority 11: Increase the creation of and interaction with social enterprises	
Thematic Area: Regions and Place				
Support for development of Oxford's Innovation Districts	Posts in the Oxford BioEscalator (6.75 FTE) and Begbroke Science Park (1.0 FTE) to support business incubation and growth	Supports the 'innovation' pillar of the Build Back Better plan for growth by co-locating organisations and activities close to the research base, increasing the breadth and depth of collaboration and innovation	Priority 3: Increase support for entrepreneurial skills and businesses Priority 4: Coordinate engagement with businesses across the University Priority 9: Work with partners to promote the Oxford ecosystem	Ongoing
Support for regional growth and innovation, including development of the Oxford-Cambridge Arc	Posts in Research Services Innovation & Engagement Team supporting regional innovation projects (3.0 FTE)	Supports the 'innovation' and 'infrastructure' pillars of the Build Back Better plan for growth by working with local and regional partners to create a world-class innovation ecosystem	Priority 7: Understanding our societal and economic impact at local, regional, national and international level Priority 8: Engage actively with regional partners that support and enable knowledge exchange and invest in the development of innovation infrastructure and projects	Ongoing

Thematic Area: Society				
Public and community engagement	<p>Posts in Research Services Innovation & Engagement Team and Gardens, Libraries and Museums supporting PER activity and evaluation (2.9 FTE)</p> <p>Posts in Social Sciences Division and the Oxford Research Centre for the Humanities (TORCH) supporting public and community engagement activity (2.75 FTE)</p> <p>Seed funds and project costs to support public and community engagement activity and capacity building</p>	<p>Supports the 'skills' pillar of the Build Back Better plan for growth and 'Improving the research culture' objective of the R&D Roadmap by facilitating public and community engaged research as part of researcher training</p> <p>Addresses BEIS and RE priorities around the civic contribution of universities by improving access for publics and communities to our research and expertise with an explicit invitation to collaborate in design, conduct and learning from our research</p>	<p>Priority 1: Embed equality, diversity and inclusion in all knowledge exchange</p> <p>Priority 7: Understanding our societal and economic impact at local, regional, national and international level</p> <p>Priority 10: Increase the amount of Oxford's research that is socially driven and fully engaged with public or community groups</p>	Ongoing
Policy engagement	<p>Posts in cross-divisional Policy Engagement Team supporting delivery of the Oxford Policy Engagement Network (OPEN) Strategy (3.5 FTE)</p> <p>Project costs to support policy engagement activity and capacity building, including OPEN Fellowships</p>	<p>Supports the 'skills' and 'innovation' pillars of the Build Back Better plan for growth by enabling researchers and policymakers to learn through collaboration, and enhancing provision of professional development activities and resources in relation to specific policy areas</p>	<p>Priority 1: Embed equality, diversity and inclusion in all knowledge exchange</p> <p>Priority 7: Understanding our societal and economic impact at local, regional, national and international level</p> <p>Priority 12: Increase support for policy engagement</p>	Ongoing

Cross-Thematic Activity				
Research and Innovation Communications	Posts in Public Affairs Directorate and Research Services supporting research and innovation communications to promote the University's public engagement, knowledge exchange and innovation culture to external audiences and stakeholders (2.5 FTE)	Supports R&D Roadmap by maximising the global social, cultural and economic benefit derived from Oxford's research and scholarship	Priority 7: Understanding our societal and economic impact at local, regional, national and international level Priority 9: Work with partners to promote the Oxford ecosystem	Ongoing

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 University's Research & Innovation Committee (RIC) has overarching responsibility for KE strategy and policy. RIC reports bi-annually to the University Council on research and innovation activity. RIC delegates management of HEIF allocation and award processes to its Knowledge Exchange and Innovation Sub-Committee (KEISC). KEISC is Chaired by the Pro Vice Chancellor for Innovation, and its membership is drawn from the Heads of Innovation in the University's four academic divisions, together with representation from key professional service units.¹

As well as taking responsibility for providing expert advice to RIC on all areas of KE and innovation, KEISC has the following specific responsibilities with respect to HEIF:

- HEIF institutional strategy and oversight of funded areas
- reviewing bids for HEIF funding (or future related initiatives) including for recommendation to RIC
- maintaining an oversight of HEIF-funded activities, in the wider context of KE activities across the University
- receiving and considering annual reports from each HEIF funded area which detail progress against objectives, and spend to date

¹ KEISC Terms of Reference and Membership can be found at:

<https://researchsupport.admin.ox.ac.uk/keisc>

- identifying potential high-quality KE activity which might benefit in future from HEIF funding

Shaped by the priorities set out in our new KE Strategic Plan 2021-2025, HEIF bids are requested from the University's academic divisions and relevant professional service units and are reviewed centrally by Research Services and a recommendation is made to the PVC (Innovation) and to KEISC for endorsement. KEISC takes a view on the funding settlement proposed across the University and either supports or modifies the funding awarded.

HEIF awards are issued to divisions and units and spend and activity is managed at cost centre level (in accordance with the University's devolved processes).

A central team in Research Services has oversight of the overall HEIF budget and reviews divisional and unit spend on a quarterly basis. Regular management reports are submitted to KEISC (which meets on a termly basis) to ensure activity and spend is progressing appropriately and areas of underspend are dealt with.

Annual reports are requested from HEIF award holders, in which they are asked to evaluate their outcomes and identify lessons learned in the context of the themes and priorities of the KE Strategic Plan 2021-2025 against which funded activity is supported. Reports are collated and submitted to KEISC for review and approval. This review by KEISC, alongside plans for the year(s) ahead, informs decisions on the size and shape of continued support for the activity.

The outputs of HEIF-funded activity under the KE Strategic Plan 2021-2025 also contribute to the Engagement & Partnership commitments of the University Strategic Plan 2018-2024. Progress against the University Strategic Plan is monitored quarterly by the Strategic Plan Programme Board which is chaired by the Vice-Chancellor and comprises members of her senior leadership team (including heads of academic divisions and PVCs). Progress against targets and KPIs is monitored quarterly with periodic deep dives focusing on each of the thematic areas of the Plan. The Strategic Plan Programme Board in turn reports to Council, which includes external members.

Further evaluation and planning activities occur at divisional and unit level, which feeds into the development of strategic plans around targeted areas, for example the PER Strategic Plan, and the Oxford Policy Engagement Network Strategy. In addition, cross-divisional groups such as the Strategic Business Team (which responds to major strategic opportunities for interacting with business) are able to act as a vehicle for the coordinated evaluation of outcomes.

The University also benefits from very active professional services networks, and best practice in Oxford and beyond is disseminated through initiatives such as the Professional Services Conference series and RISN (the Research and Innovation

Support Network: a community of colleagues involved in the support and management of research and innovation, both in Research Services and across the divisions). Members of the KE support community at Oxford play an active role in national and international networks, including ARMA, PraxisAURIL, AUTM and UIDP.

Planning and review activities around the Knowledge Exchange Framework (KEF) and the Knowledge Exchange Concordat (KEC) will also support the measurement of progress and evaluation of outcomes which will be informed by underlying HEBCI survey results. For example, the University's performance under the first set of published KEF metrics have informed the priorities set out in the KE Strategic Plan 2021-2025.

As the KE Strategic Plan 2021-2025 has only just been finalised and approved, we are now at the stage of developing more detailed implementation plans under each of the priorities contained in it. Progress and outcomes will be measured at priority level, reporting through the appropriate governance routes within the University, with improved KPIs against which we are able to measure our progress.