

RE-P-2020-03-Annex B

Queen Mary University of London

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 HEIF Strategy for the period to 2024 will balance the ambition of our Institutional Strategy and due consideration of our Knowledge Exchange Framework (KEF) benchmarks. It will retain the flexibility to enable us to pivot should the current UK Government Reviews and Strategies, e.g. Places Strategy, HEIF and QR reviews, require us to change our approach.

We have 3 objectives:

1. Innovation, Enterprise and Business/Policy Engagement, including commercialisation of our innovations
2. Skills, Employability and Entrepreneurship - maximising opportunities for staff, students and the wider community
3. Civic, Cultural and Community Engagement

Objective 1. Innovation, Enterprise and Business/Policy Engagement, including commercialisation of our innovations

We will: **Invest in the professional resources required to build and maintain collaborations and commercial partnerships.** As opportunities arise, we will explore the possibility of

developing more social enterprises (www.qmul.ac.uk/sketch/) as a way of delivering sustainability to our initiatives following past HEIF support.

Our approach to industrial collaborations will be to:

Promote and support **KTPs and IUK collaborative research** with SMEs, aiming for one successful KTP award per round (5 in total per year), and 4 IUK awards per faculty with the current team capacity. The number of KTP and IUK projects awarded to QMUL have grown in both value and volume steadily since 2018. We have delivered two award-winning KTPs with SMEs recently:

- the Future Innovator Award at KTP Best of the Best Awards 2020.
- the Engineering Excellence Award at the Best of the Best Awards 2019.

The QMB and UEZ incubators and our joint programmes with MedCity and Capital Enterprise already provide support for high growth SMEs through a tailored portfolio of business support tools, training opportunities and access to a select group of advisory and funding organisations. Over the next three years, **QMUL will take action to make it easier for SMEs to access QMUL's expertise.**

Bring together academic research interests and business needs to create innovative collaborative projects. Our Faculty based showcase events is a model we will continue with going forward.

Increase the diversity, value and volume of industry funded studentships, offering partnerships between QMUL and industry to deliver low Technology Readiness Level research and innovation of potential commercial benefit to the industry partner. The diversity of our industry-funded studentships portfolio (e.g., Apple, Universal Music Group, UCB, Spotify, Huawei, BBC, Owlstone, Samsung, Unilever, Janssen, LifeArc) has increased in recent years, and is often the first step for long-term engagement with a company.

Actively seek and create large value strategic programmes where multiple partners could be involved in connecting Queen Mary's research and teaching to a wealth of knowledge, expertise and opportunities in the fastest growing and most challenging areas of emerging technology.

Provide focussed support and training to researchers on Intellectual Property, Impact generation, Community Engagement Practise, and ensure our staff development and promotion policies recognise the value of innovation, enterprise and business engagement activity

Create and promote internal funding schemes to stimulate innovation, enterprise and commercialisation, increasing the overall impact and engagement of our work. These schemes will endeavour to bridge external funding gaps that constrain the progress of early stage projects. The long-term ambitions of the projects funded by the schemes would be to generate financial gains for QMUL to reinvest in HEIF objectives, through the sale of shares in spinout or licensing.

Utilise the space and expertise of our Bio Incubator (www.qmbioenterprises.com/) **and University Enterprise Zone** to expand our offer to collaborate with business on both their research and training needs (www.qmenterprisezone.com).

Engage industry through our new University Research Institutes, including offering open events, to share our latest research and development outcomes and allow staff and students to experience collaboration with industry.

Translate research into policy impact globally through our Global Policy Institute (QMGPI).

The Institute has established partnerships in various geographies in the Global South and North and has a long-standing engagement programme with senior UK and overseas diplomats. It has also created policy-training programmes to support policy-facing projects, e.g. Resilient Futures India Initiative (RFII) and Brazil Accelerator. Both involve multilateral partnerships with other UK HEIs, Indian and Brazilian universities, think tanks, NGOs, charities and institutes. These have resulted in follow-on funding from UK and overseas research councils. Resulting reports (www.qmul.ac.uk/gpi/publications/) contain policy recommendations that are disseminated in the QMGPI Global Seminar series with globally eminent policymakers, and with event audiences regularly reaching 300 registrations.

Objective 2. Skills, Employability and Entrepreneurship - maximising opportunities for staff, students and the wider community

Our current and proposed interventions address both supply-side and employer demand-side skills needs and align with the Government Skills Agenda as set out in the recent Skills for Jobs White Paper, published in Jan 2021. We will use HEIF to:

Expand our Degree Apprenticeships offering: building on our portfolio of degree apprenticeships through strong engagement with employers to determine key skills gaps and needs. To support major growth, QM are working with Newham College and employers, including anchor employer partners the Port of London Authority and Siemens, to deliver an **Institute of Technology (IoT)**. With £28M funding from the DfE and GLA, the IoT will provide a state-of-the-art new facility to meet employer skills needs in transport, engineering, digital and data science. The London City IoT will open in Sept 2022 and will support over 700 degree apprenticeship learners (levels 6 & 7) at capacity. HEIF funding will support the London City IoT through engagement with employers and the development of programmes and overall leadership for the initiative.

Expand In Work Skills programmes: expanding our offering and build a comprehensive range of CPD, Micro-credential and Executive Education provision, specifically targeted at the needs of employers to up-skill and re-skill their workforce. We will use the platform of major initiatives (London City IoT; QM University Enterprise Zone) for the development and marketing of our offer to key industry sectors, including Life Sciences, FinTech and Creative. Our programme will include support for innovative start-ups in East London via mentoring and entrepreneurship training, delivered via the QM University Enterprise Zone (www.qmenterprisezone.com).

Our HEIF strategy will look to lever external support from employers and Government funding schemes, such as the Department for Education In-Work Skills pilot and Skills Accelerator programmes.

Enhance student Employability and Entrepreneurship support: The qMentoring programme provides employer mentoring for students from low-income backgrounds and currently supports

120 students who receive a mentor from a wide range of employers including Deloitte, the Civil Service and NASA. By 24/25 we will double the number of active graduate start-ups by increasing student engagement pathways, improving student and graduate entrepreneur tracking and creating a physical and virtual entrepreneur eco-system.

Objective 3 – Civic, Cultural and Community Engagement

We will **maintain QMUL's position as a leading institution in public engagement** by championing the importance and effectiveness of engaged research and teaching and support student and staff-led initiatives through seed funding, network building, technical advice and training opportunities. The CPE will also develop models to ensure sustainability of engagement projects and collaborative initiatives, and implement recommendations from the NCCPE Engage Watermark assessment currently underway (where we aim to secure the first Platinum Watermark in the UK).

We will **support our civic commitments as an anchor institution in east London**. Building from an analysis of our local economic and social impact, we will develop launch our own Civic University Agreement (CUA) which has been co-created with local residents, businesses and organisations across east London. We will then develop initiatives to enable staff and students across QMUL to realise our CUA ambitions. We will also continue to contribute to shaping civic and political agendas through the work of the Mile End and Global Policy Institutes.

QMUL has a strong international reputation for innovative arts and cultural engagement methods. We will therefore **build on the Arts & Culture objectives of our 2016 HEIF strategy** by promoting and supporting excellent arts and cultural partnerships and collaborations across the university (beyond Humanities & Social Sciences) as a tool for enabling high quality research, teaching and public and civic engagement, and supporting the two other HEIF objectives.

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>Professional Services Teams support for Business Development, Public Engagement, Technology Transfer and Student Enterprise. We will employ c. 30 experts to support and advise academic colleagues on collaborative grants with industry, industrial studentships, commercialisation of their research (inc patent protection and development, translational funding), training and development to both students and academics around entrepreneurship and innovation and how to engage people in their research for the benefit of society and businesses.</p>	<p>Employment of appropriately skilled and motivated staff to develop programmes and create productive links with external collaborators. These will be delivered to staff and students in support of Knowledge Exchange outcomes.</p> <p>These staff resources account for c. 50% of our HEIF allocation.</p> <p>HEIF resources will also support the academic time to enable engage in training, programmes with business or wider society to support the objectives outlined. It also contributes directly to provide part support for 2 academic roles that support commercialisation/entrepreneurship and wider engagement and impact agendas.</p>	<p>Supports the “ideas” and “places” pillar of the former Industrial Strategy by enabling R&D collaborative research, consultancy and wider local and regional business development in support KE and business growth. It also supports “people”, in terms of supporting staff and students to engagement with local people and place. We will deploy these resources to increase investment in R&D as well as solving problems for business and society. The teams directly support entrepreneurs and drive start-ups as well as scaling existing start-up businesses. The teams utilise institutional investments, such as proceeds from licenses or royalties, to further the above HEIF priority objectives.</p>	<p>Objectives 1-3</p>	<p>ongoing</p>
<p>Pump priming funds for a range of staff and student enterprise projects. These funds of between</p>	<p>To support c. 10 projects each year to enhance the commercial maturity of</p>	<p>The funding enables us to lever in funding and expertise tin support of businesses to solve their technical</p>	<p>Objective 1 and 2</p>	<p>ongoing</p>

<p>£10-50k generally, though in exceptional circumstances and usually related to biopharma technology transfer projects up to £100K, allow us to incubate potential start-up companies by taking their idea further up the Technology Readiness Level scale towards a commercialisable product.</p>	<p>our innovations. Funding up to c. £600k will be allocated each year.</p>	<p>issues or able them to consider new product developments. This directly contributes to the Government priorities of increasing investment in R&D, promoting new discoveries and solving problems of business. It also directly supports entrepreneurship and start up development at Queen Mary. It directly continues to the Industrial Strategy themes of ideas, people and place as we are bringing diverse range of talent from both the University and business sector to a an area of the country with high deprivation indices.</p>		
<p>Programme funding for staff and student-led Public Engagement projects.</p>	<p>Monthly Small Grants and annual Large Grants support c. 35 new and existing public, community and patient engagement projects each year. Funding will be capped @ c. £150k each year.</p>	<p>These events enable our academics to engage directly with local community, highlighting how our research has supported social, economic outcomes at local, national and international levels. We also aim to engage local entrepreneurs and attract diverse talent to the University</p>	<p>Objective 3</p>	<p>ongoing</p>
<p>Practical training and support for civic and public engagement and student skills development includes: For example, a programme of activities is centrally coordinated for Being Human: A Festival of the Humanities; building and maintaining community relationships through the</p>	<p>Training sessions in public engagement and related skills, offered as part of regular staff development courses. Bespoke courses are also developed on request, for example for cohorts of doctoral training centre students, or for whole research collaborations. C. 300 people trained each year. These courses are</p>	<p>Supports the Government objectives of helping our local community understand how R&D drives societal, health and wider technology improvements in their local environment and services and looks to attract diverse talent to the Institution</p>	<p>Objectives 2 and 3</p>	<p>Ongoing</p>

<p>Community Engagement Officer; increasing partnerships with our local NHS Trusts and Council.</p>	<p>supported by existing professional services staff identified at row 1.</p>			
<p>Student entrepreneurship and skills development programmes, delivering support to local businesses and society, e.g. qMentoring programme with mentors from a wide range of employers including Deloitte, the Civil Service and NASA; qLegal delivering a mix of training and drop-in clinics for local businesses, developing legal toolkits to support their decision making and providing work experience for students. (http://www.qlegal.qmul.ac.uk/media/qlegal/docs/qLegal-Review-2019.pdf); The Student Consulting Project offers consultancy to local businesses/charities; qNomics provide free financial guidance to tech start-up companies and entrepreneurs.</p>	<p>Supporting c.1500 students and c. 250 businesses p.a. The funding for these programmes is capped at c. £120K each year</p>	<p>Supports “ideas” and “places” pillars of the former Industrial Strategy by enabling R&D collaborative research, consultancy and wider local and regional business development in support of KE and business growth. It also supports the “people” pillar, in terms of supporting staff and students and engagement with local people and place. It also looks to attract diverse talent to professional sectors that are actively seeking to enhance the diversity of their workforce, by enabling real life experience and graduate outcome improvements for students.</p>	<p>Objectives 1-3</p>	<p>On going</p>
<p>Increased support in continuing professional development and Executive Education programmes, building on the successful launch of the QMUL University Enterprise Zone</p>	<p>Programmes to be scaled and new offers developed over 2021/22. These are developed through existing professional services staff, identified at row 1, this is an additional priority for Queen Mary from these teams.</p>	<p>Our work will bring our excellent research and development knowledge to a wider, and in the target audiences of our courses, a more diverse range of businesses, for improved economic and social benefit. We will “cross-sell” from these courses into collaborative R&D projects, industrial studentships</p>	<p>Objective 1 and 2</p>	<p>From 2022</p>

		etc. increasing the industrial investment in R&D and solving industrial problems. We will continue to support entrepreneurship and business scale up through new knowledge and training.		
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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.

Each year our HEIF spending plans are developed with the relevant professional services leads in consideration of our own Institutional Strategy and important external drivers like the Knowledge Exchange Framework and Concordats. Proposals are discussed with the Vice Principal Research and Development management board in terms of agreeing the priorities and budget envelopes for the year. Updates are provided to our Senior Executive Team to ensure they support the direction of travel.

Budget codes are allocated and budget-monitoring meetings held each month by the Director of Research, Enterprise and Partnerships, working with their finance business partner. The same people also monitor end of year performance in compiling annual returns to Research England.

In the last 2 years, we have broadened governance to ensure there is better join up in how we are engaging external partners across the R&I, education and civic objectives of our HEIF strategies. Our knowledge exchange activity is now overseen by the Engagement, Impact & Enterprise Strategy Group (with Senior Executive Team sponsorship), with a connected cross-university Community of Practice. Additionally, we will shortly receive the recommendations of an independently commissioned analysis of our local social and economic impact, including local civic and business engagement, which will guide our future direction of travel.

Our evaluation plan for the coming HEIF period is still in development and is focussed on further examination of the KEF benchmark data that was released in April 2021. This was too late for us to complete the work in way where academic colleagues are involved, before having to submit our accountability statement. We assume there will be an opportunity to update this statement when our work is complete later in 2021. Research Services teams have been focussed on ensuring UKRI's additional CoA and PhD funding has been successfully distributed in line with the rules and dealing with Overseas

Development Assistance budget cuts, both of which have slowed progress in developing future evaluation plans.

We continue to track progress through HE-BCI Indicators and have a range of metrics as described below for each aspect of our KE activities. Progress against our Indicators of Progress is reviewed by the Director of Research Enterprise and Partnerships. This allows us to regularly assess our outcomes, impacts and achievements as well as disseminating examples of good practice across the Institution.

The areas where we are setting metrics are below.

Innovation, Enterprise and Business Engagement:

The KEF has grouped QMUL within Cluster V. For our innovation and commercialisation activities, annual performance will be based on increases in the following metrics that best measure the different commercialisation stages and improvement in the ranking position amongst other Cluster V HEIs:

- Number of IP disclosures;
- Number of IP agreements;
- IP Income from licensing agreements; and
- Proceeds from the realisation of value in spinout companies.

In addition, performance will be monitored against the following KEF metrics for IP commercialisation:

- Average external investment per formal spinout;
- Estimated current turnover of all active firms per active spinout; and
- Licensing and other IP income as a proportion of research income.

QMUL has the aim of re-investing the proceeds from spinouts, created with the support of HEIF during their development, into new spinout opportunities, thereby creating a long-term recurring cycle of economic and social benefit from its research activity. The KPI would be the number and level of new spinouts supported from the proceeds of existing spinouts. Our IP licensing and patenting targets are delivered through a wholly owned subsidiary of QMUL. We are in the process of reconstituting the Board, which will be in place by summer 2021, and assessing targets for future years.

Our 2030 Strategy has ambitions to substantially increase our income through grants and collaborations with industrial partners. Data for this is tracked through the annual planning round. One of our Institutional Key Performance Indicators is research income, which is reported to our Finance and Investment Committee twice a year and tracked through our Institutional Risk Register.

We have also developed new management information that is instantly available through a digital interface and updated each month with data from our grant management, finance and HR systems. We are tracking research income per academic, broken down

by School and plan to carry out more detailed benchmarking with HESA data is updated for 2020.

Between 2020/21 and 2024/25, we will increase the value and volume of industrially sponsored studentships by 300%.

Skills, Employability and Entrepreneurship IoPs:

We have an ambitious programme on degree apprenticeships, having made recent investments to strengthen the team. We are planning to grow numbers to over 1000 students by 2024/25 from c. 250 currently. We are finalising a plan for increasing income from continuing and professional development programmes as we have brought in new resources to support these activities. Targets will be defined by the end of 2021.

To increase student and graduate engagement, we will:

- Utilise the annual Careers Registration Survey to identify students who have expressed an interest in entrepreneurship or social enterprise and signpost them to enterprise funding, support and programmes.
- Work with academic departments to include, where appropriate, intra- and entrepreneurship education in in-curriculum modules.
- Increase the time after graduation that graduate entrepreneurs can access enterprise funding from 2 to 5 years after graduation.

To improve entrepreneur tracking, we will:

- Utilise the Careers and Enterprise CMS system Target Connect to run all student enterprise activity. This will enable Careers and Enterprise to track student applications and appointments, run regular engagement reports and automate regular check-in emails with student entrepreneurs. Recent graduates can currently use Target Connect for 2 years after they graduate.
- Partner with the QMUL Alumni team to utilise the ThankQ database to continue to track graduate entrepreneurs further than 2 years after graduation.
- We will create an entrepreneur eco-system that encourages graduate entrepreneurs to continue to engage with the university.
- Develop a suite of opportunities for QMUL graduate entrepreneurs to come back and mentor, act as panel judges for funding awards and enterprise programmes, either virtually or in-person.

Social, Cultural and Community Engagement IoPs:

Targets and actions:

- Platinum Engage Watermark – by 2022
- 100% increase in the number of staff and students receiving support from the CPE (training courses, advice surgeries, peer networking sessions) – by 2024/25

- A clear understanding of external civic, cultural and public engagement funding secured by staff and students and a subsequent 50% increase – by 2024/25
- A launched Civic University Agreement – by 2022
- QMUL Culture, Community and Civic research fellowship scheme launched – by 2022
- Develop an equity-based model of funding that ties students to QMUL as an investor. All equity earned by QMUL goes back into funding student awards or new student/graduate support initiatives (i.e. maintenance costs help with childcare for carers).
- Create a physical enterprise space in the new Student Hub that will act as a co-working space where graduates and student entrepreneurs can collaborate and network with one another.
- Create virtual online community of peer-to-peer support for QMUL student and graduate entrepreneurs to encourage them to build networks with one another.