

University of Roehampton

HEIF accountability statement

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

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Question 1 – Strategic objectives

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

(max 2 pages of A4)

The University of Roehampton's five-year HEIF strategy is articulated within, and implemented as part of our [Enabling Strategies \(2020 – 2025\)](#). These strategies are shaped around three central themes: 1) student education, focused on delivering outstanding teaching and learning, and an excellent student experience; 2) research and knowledge exchange (RKE), focused on building on our diverse research profile and increasing the impact we have on society; and 3) sustainability, focused on how we will deliver on our strategic aims in an economically and environmentally sustainable way. Across these themes, we deliver an array of knowledge exchange activities situated within our five key disciplinary priorities, reflective of the strength and reach of our research: creative ecologies, health and wellbeing, inclusive societies, faith and society, and, ecological conservation and economic sustainability. These disciplinary priorities leverage the institution's existing expertise and research strengths while aiming to build on opportunities identified for further investment and growth, and address national and sectoral priorities supporting advancements in health, creative industries, social inequalities and natural preservation.

Knowledge Exchange is embedded across each of the Enabling Strategies and core five themes, which are united in our objective to pursue partnerships and collaborations that deliver mutual benefits to our regional and national communities, the institution, and our staff and students. Central to the practical expression of our RKE and HEIF strategies is our partnership with the Greater London Authority-funded [South London Knowledge Exchange Partnership \(SLP\)](#) and the [BIG \(Business, Innovation and Growth\) scheme](#), the product of a sub-regional collaboration between five London Boroughs and six universities, to transform the place-based economy and society. In the 2020-2025 period, we are increasing support for academic staff in their KE endeavours to more directly address some of the key social and economic challenges the world faces, including the direct ramifications and impact of COVID-19.

Objective 1: Student Education

Our strategy for Student Education articulates our commitment to providing a distinctive and transformational educational experience across all levels of study, preparing our students for an ever-increasingly competitive professional environment, and providing them with the skills and professional experience to achieve consequent success. Central to our KE objectives are our efforts to build and nurture a strong entrepreneurial culture among our student body by supporting student-led innovation, and equipping students with the tools and skills to pursue entrepreneurship opportunities.

We plan to achieve these ambitions through solidifying and extending our partnerships with external organisations, pursuing business and innovation-led funding, launching student-focused research initiatives in order to provide opportunities for students to study, volunteer and develop the connections they need to be successful graduates, and through reshaping our course structures, embed work experience and work placement opportunities. We are building the infrastructure needed to identify business development opportunities benefiting our student cohort, and boosting our CPD and short course provision. KEF results show that Roehampton still has a gap to bridge in our collaboration with businesses, and so in the 2020-2025 period we are extending our reach and relationships with local and London-based businesses, both SMEs and non-SMEs, building on our existing networks (i.e., South London Partnership, Roehampton Climate

Network). The development of these relationships, particularly with local-based partners, is common across our Enabling Strategies and their objectives.

The successful implementation of our student and RKE strategy directly supports our objective to develop employability and entrepreneurship opportunities for our students, and experiences that will equip our students with the knowledge and skills for lifelong learning. We also want to support an inclusive research and KE environment, increasing the diversity of our business and community engagement through dedicated programmes of support that benefit our staff and students, as well as our local community.

Objective 2: Research and Knowledge Exchange (RKE)

Our Enabling Strategy for RKE builds on our excellent reputation for research which reflects a distinctive culture and sets out our ambitions to prioritise KE and grow our civic presence. We endeavour to create the space and attract the resources needed to develop new streams of activity, ensuring we can respond more effectively to the shifting external environment. We plan to achieve this by enhancing our engagement with external academic networks and non-academic partners, both nationally and internationally, ensuring that resources and infrastructures are in place to deliver on our ambitions, and ensuring that our KE work is financially sustainable.

We are leveraging our research expertise to collaborate, co-design and produce new research programmes aligned with our core five themes in order to consolidate existing links and extend our networks with local boroughs, including growing our links with our local community on the Alton Estate. Our community engagement is central to our KE mission, and we aim to be recognised for our local community and public engagement. We are increasing our support for start-ups, SMEs and community organisations through enhanced KE and innovation funding with dedicated professional staff to support capturing KTPs, GLA and LEAP funding; we also plan to establish an enterprise incubator which will consolidate our existing student and staff entrepreneurship programmes (Launchpad), as well as springboard new initiatives aimed at graduate employability, business development and facilitate knowledge transfer opportunities for our staff and students. The enterprise incubator will provide an additional platform for the institution to increase external investment in our research through dedicated staff support for partnership development by diversifying our successful grant capture beyond currently funded research projects, seeking opportunities to grow contract research and consultancy income, IP and commercialisation activities, and expand our CPD and short courses provision.

Objective 3: Sustainability

Our sustainability strategy ensures that financial sustainability is central to building our capacity for KE and delivering on our core missions. We seek to significantly contribute to the key challenges our planet faces, particularly climate change, which we are already investing in via the recent creation of the [Roehampton Climate Network](#). We will respond to these challenges by being as environmentally sustainable as we can be ourselves, but also by driving change and awareness through the education we provide, the research our staff undertake and the strategic partnerships we develop. Knowledge Exchange is central to our sustainability. We are extending innovative partnerships with educational partners across the world, with business, cultural and sporting partners in the UK that can provide placements for our students, and with civic leaders and community groups locally. We are also developing an employer-led education offer, across apprenticeship degrees and CPD and short courses. Central to these developments are sustained engagement and KE with a range of major employers.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

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.

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
Invest in capturing strategic innovation- and business-led funding (GLA, LEAP, Innovate UK, ESF) to diversify and increase external KE income, deliver student and business benefitting development programmes, facilitate capacity and capability building, and drive the application of our research to real-world problems	Combined 30-40% FTE of 3x professional knowledge exchange posts & 1x legal advisor post to drive activities with split disciplinary focus & support legal compliance and negotiation with the increased activities	Plan for Growth, supporting local and regional community growth and skills development to boost productivity through the delivery of business-led programmes (digital and creative industries, aligned with our creative enrichment strategic priority) R&D Place Strategy, supporting local and regional business and community organisations in levelling up,	Objective 2: RKE, diversifying and increasing income, consolidating and gaining new partnerships with external stakeholders Objective 1) student education, creating opportunities for student development and graduate employability Objective 3) financial sustainability	2021-22 onwards

		aligned with our inclusive societies theme		
<p>Design and deliver business-led programmes aligned with our strategic priorities for regional and local start-up/SMEs in collaboration with external stakeholders, to facilitate business growth and development, student engagement (350+ PGR students will have access) and knowledge transfer.</p> <p>Programmes will seek to create opportunities for student-led projects, placements and work experience; training and business mentoring for local start-ups and SMEs; linking academic expertise to emerging business needs; and facilitate transfer of knowledge through contract research and consultancy</p>	<p>Combined 20-25% FTE of 3x professional knowledge exchange posts to drive activities with split disciplinary focus</p>	<p>Plan for Growth / Levelling up via delivery of programmes within health and wellbeing, creative enrichment, economic sustainability and inclusive societies.</p> <p>UK R&D Place Strategy supporting regionally disadvantaged areas; BAME representation and equal access</p> <p>Student-driven innovation, student benefit and graduate employability</p>	<p>Objective 1: student education</p> <p>Objective 2: RKE / business development, university-business collaboration, partnerships</p>	<p>2021-22 onwards</p>
<p>Co-redesign our CPD and short courses provision with academic departments and our existing expertise and external partnerships to accurately identify and address current business development needs (via survey/workshops), developing resources fit for purpose that address life-long</p>	<p>Combined 20% FTE of 3x professional knowledge exchange posts to drive activities with split disciplinary focus</p> <p>Dedicated 0.5FTE Academic Development lead</p>	<p>Levelling up agenda, addressing business needs and skills gap</p> <p>Plan for Growth, enabling economic sustainability through capability and capacity building, transfer of knowledge, real-world application of research</p>	<p>Objective 2 RKE: Income increase and diversification, community and business provision, skills and business development</p> <p>Objective 3: Financial sustainability</p>	<p>2021-22 onwards</p>

<p>learning and career development opportunities for external stakeholders, and align with the current economic climate that will boost productivity and financial sustainability for industries operating in our research areas.</p>		<p>Addressing KEF/KE Concordat principles</p>		
<p>Drive provision of Knowledge Transfer Partnerships with a target of 2-3 KTPs in the development pipeline per annum. We will adopt a proactive approach and seek to map existing partnerships (i.e., SLP, Roehampton Climate Network, etc.) to reach out to potential business partners and identify opportunities for KTPs across our core research themes, including health and wellbeing</p>	<p>Combined 30-40% FTE of 3x professional knowledge exchange posts & 1x legal advisor post to drive activities with split disciplinary focus & support legal compliance and negotiation with the increased activities</p>	<p>Graduate employability Plan for Growth (skills, innovation, knowledge transfer and capacity building to address local and regional gaps Levelling up agenda Value for money/ economic and societal benefit Meeting KEF/KE Concordat institutional targets</p>	<p>Objective 1: Student education, through building new partnerships with external stakeholders Objective 2: RKE (increase and diversification of income; research partnership provision and external engagement promotion; knowledge transfer and capacity building)</p>	<p>2021-22 onwards</p>
<p>Developing portfolio of sector-focused knowledge exchange events aligned to our disciplinary priorities, focusing on health and wellbeing, societal benefit and economic sustainability. To include research dissemination events and practitioner and professional practice events, networking (hybrid) to expand</p>	<p>Combined 20% FTE of 3x research development posts & 3x knowledge exchange posts to drive activities with split disciplinary focus</p>	<p>R&D Roadmap (pathways to better university-business collaboration; real-world research application; commercialisation)</p>	<p>Objective 2: RKE / business development, university-business collaboration, partnerships; research partnership provision; external engagement promotion and knowledge transfer. Objective 3: Build new relationships with civic leaders and policymakers; Encourage</p>	<p>2021-22 onwards</p>

our research partnerships and collaborative opportunities. Target to develop 1-2 events per academic department, per annum.			staff to develop and extend their professional networks	
<p>Improve information management and legal support:</p> <ul style="list-style-type: none"> Improved resource provision to the academic community through redesigned intranet staff pages Improved legal support services to ensure appropriate legal infrastructures are in place to support enhanced knowledge exchange activities (IP/commercialisation FAQs/advice in place for academics) Improved pre-award and on-award institutional processes to streamline financial and legal support services at the point of contract negotiations 	<p>15% FTE of 1x legal advisor post to support legal services provision review to be fit for our KE endeavours</p> <p>Combined 20% FTE of 3x research development & 3x knowledge exchange posts to support the implementation and delivery of improved pre-post award processes</p>	R&D roadmap, through supporting the reduction of bureaucracy, ensuring flexibility, diversity and necessary accountability.	Objective 2: developing our infrastructure to ensure the delivery of KE; provide outstanding support services to academics and the postgraduate research community; provide enhanced training and development opportunities	2021-22 onwards
Establish a physical enterprise incubator to 1) consolidate existing student	15% FTE of 1x knowledge exchange to administratively	Student-driven innovation (opportunities to collaborate on	Objective 1: Student education and professional opportunities	2021-22 onwards

<p>entrepreneurship programmes and delivery of business support activities under a single hub, ensuring a resourceful infrastructure and coherent delivery of service, and 2) to create a platform to pursue KE, business start-up support for students and staff, increased contract research and consultancy projects, and facilitate internship/work placements opportunities for all students for one year during their studies.</p>	<p>support staff KE activities within the incubator</p>	<p>contract research/consultancy projects) RE/OfS student benefit through professional experience Graduate employability</p>	<p>Objective 2: Provide dedicated support for innovation and ideas incubation.</p>	
<p>Develop an infrastructure and support services to identify and promote IP / commercialisation opportunities within our core areas of research, diversifying income and increasing economic and societal benefit</p>	<p>Combined 15% FTE of 1x legal advisor post to support the development of licensing frameworks & 1x research development post to support the identification of commercialisation opportunities</p>	<p>R&D roadmap: maximising the impact of IP on innovation through efficient collaboration between universities and businesses. Levelling up agenda (SME/start up/people support)</p>	<p>Objective 2: increasing and diversifying income streams; seek and develop opportunities to commercialise IP; develop framework for licensing IP for free where it delivers clear social benefit.</p>	<p>2021-22 onwards</p>
<p>Drive knowledge exchange activities and increase KE income through our newly established Roehampton Climate Network and new RKE Centres, creating opportunities for interdisciplinary, collaborative research and KE</p>	<p>Combined 20-30% FTE of 3x professional knowledge exchange posts to drive activities with split disciplinary focus & Graduate School post to support PGR initiatives Dedicated 0.5FTE Academic Development lead</p>	<p>R&D Roadmap (tackling climate change) Levelling up agenda</p>	<p>Objective 1: Student education Objective 2: RKE, increase research partnerships and external collaborations; diversify and increase income; address national priorities through our core themes</p>	<p>2021-22 onwards</p>

<p>and PGR research opportunities.</p> <p>We will leverage existing networks in areas of climate change, ecological conservation and health and wellbeing to identify national opportunities for cross-sector collaborations; signal interest and drive to pursue KE activities such as consultancy, KTPs, contract research, etc</p>			<p>Objective 3: Contribute to environmental sustainability and national climate change targets</p>	
<p>Develop a Civic University Agreement in line with the recommendations from the UPP Foundation Civic University Commission</p>	<p>5-10% FTE of 1x knowledge exchange post to drive delivery</p>	<p>Knowledge transfer and capacity building to address local and regional gaps (levelling up; Plans for Growth; KE Concordat</p>	<p>Objective 2: aligning RKE activities with the needs of the communities we serve; consolidate existing links and extended our networks and partnerships with local boroughs</p>	<p>2021-22 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?

(Max 4 pages of A4)

i. Management of HEIF spending

The University of Roehampton utilises a robust management and governance structure to oversee the pursuit of effective knowledge exchange and the management of HEIF funding.

The [Vice-Chancellor's Advisory Group \(VCAG\)](#), composed of senior management members of staff, provides a regular forum for members to discuss all aspects concerning the University's activity, including RKE, making strategic decisions concerning the allocation of resources, including HEIF funding. RKE funding and activity falls specifically under the responsibility of the Vice-Provost (Research and External Engagement) who also oversees the University's Research Services, which play a crucial role in supporting KE activity across all academic departments and Research Centres. Led by the Head of Research Services, the team comprises dedicated positions in all our areas of responsibility, including Research Impact and Knowledge Exchange, Research Development, Open Research and Open Access, Research Integrity and Ethics, Legal Services, and dedicated Graduate School roles for PGR support.

All reporting and data analysis and benchmarking is overseen by VCAG regularly, informing strategic decisions and institutional direction, application of resources and further filters down to academic departments for scrutiny and analysis, helping inform departmental business planning, strategic priorities and departmental investment of resources. It also informs our returns to HE-BCI and KEF, which consequently enables us to measure and benchmark the success of our KE strategy against other HEPs.

ii. Measurement of progress

In line with the KE Concordat's aim to provide clear indicators of performance improvement, and its principles to work transparently, ethically and to constantly evaluate success, the progress of our KE activity is tracked and monitored through our internal structure and dedicated monitoring systems, which together compile accessible and transparent records of all KE activity across the institution. These records are the base of our returns to HE-BCI and KEF, which consequently further inform the assessment of progress, evaluation of outcomes and identification of areas to improve, as explained below.

All researchers across the institution register their KE activities on our research management system, PURE. The system's detailed record-keeping capacity enables us to quickly produce in-depth reports on various strands of KE activity. PURE is managed by Research Services, and academic staff are directly supported by the Research Impact and Knowledge Exchange Officers and the Open Access and Research Information Officer, who provide dedicated technical training and support, and encourage the academic community to engage with PURE. Our Research Development team, with support from Finance, manages and monitors pre-award and post-award processes. Our Alumni and Development, Careers, and Placements teams monitor student-led entrepreneurial initiatives, internships, placements and institutional partnerships through the use of the Access thankQ CRM database. The implementation of these various monitoring and reporting systems and processes enables regular reporting on all strands of KE activity.

The Research and Knowledge Exchange and Research Integrity and Ethics Committees, as committees of Senate, are responsible for monitoring, assessing and implementing the institutional RKE strategies and targets, directed by the Vice-Chancellor's Advisory Group (VCAG). The [RKE committee](#) is responsible for developing the policies, procedures, and guidelines necessary to support high-quality research and KE; overseeing delivery of all RKE activity and ensuring progress against the RKE Enabling strategy targets; monitoring and responding to developments in the external RKE environment, identifying and mitigating against high-level external and internal risk; and overseeing the submissions to external RKE assessment exercises such as KEF. The [Research Integrity and Ethics committee](#) ensures that RKE activity at the university is conducted in accordance with the highest standards of research integrity and ethics in line with sector best practice and legislative requirements. Research Services provides on a regular basis metrics-driven reports to relevant governing bodies to inform strategic decisions in order to identify where additional resource may be needed and further investments made. Student and alumni-led entrepreneurial initiatives, internships, placements and institutional partnerships are overseen and monitored by our Alumni and Development, Careers and Placements teams, who work closely with Research Services to drive CPD, short courses and business development and entrepreneurship opportunities for our students.

iii. Evaluate outcomes

Our monitoring and reporting systems around knowledge exchange both within academic departments and at university level enable support and investment in new activity, building on past successful approaches. Through these systems we are able to consider the allocations of resources where activities are not able to deliver sufficiently on initial potential, so ensuring a continuing dynamic of support and focus.

The internal and external evaluation of our KE activity follows the key enablers identified in KE Concordat's eight principles, specifically regular reporting on KE activity to our governing structures and the use of benchmarked evidence. Our KE activity is internally assessed against the aims, objectives and outcomes outlined in our Enabling Strategies, following the principles of the KE Concordat and externally through comparison and benchmarking exercises against other HEPs based on the HE-BCI return and KEF results.

We analyse the data provided by HE-BCI and KEF annually against our proposed outcomes and objectives, the performance of the other HEPs in our KEF cluster, other London-based HEPs and the national Higher Education context. The Research Impact and Knowledge Exchange officers create assessment and comparison frameworks for all strands of KE measured by these exercises, particularly the ones that are directly aligned with the key aims and objectives set out in our Enabling Strategies, such as our capacity to work with business, including contract research, consultancy and facilities income with SME and non-SME businesses; the progress of our CPD portfolio, both generated income and number of learner days delivered; the entrepreneurial initiatives of our students and alumni through tracking the number of new start-ups. These frameworks and reports inform discussion on a senior level.

iv. Identify lessons learned

The in-depth analysis of these internal and external assessment, comparative and benchmarking exercises provides us with a holistic overview of our KE institutional strengths and weaknesses. It allows us to evaluate the implementation of our strategic priorities, consider the success of our strategy and the achieved outcomes, identify areas where we have underperformed, consider the factors behind this underperformance, and consequently plan and act to rectify it. These processes enable us to reconsider the allocation of resources, ensuring a flexible, dynamic response to better support our KE activity and reaching our RKE targets.