Royal College of Art

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.

Building on existing foundation
Ranked as the leading art and design university (QS World University Rankings), the RCA continues to advance art and design education, to create new knowledge through research and to enhance knowledge exchange and foster innovation (**Strategic Plan 2016-21**). **Knowledge Exchange** is an integral part of the RCA's vision and will remain a priority for 2021-22 to 2024-25.

Commended by HEFCE as an exemplar knowledge exchange strategy along with eight other HEIs, the RCA's **Knowledge Exchange (KE) strategy 2016-21** has enabled the RCA to develop and embed a **cross-disciplinary STEAM agenda**, expand its **collaboration with industry and the public sector**, and develop **strategic partnerships** with other HEIs (e.g. MTSC, Aspect). With a strong focus on **public and community engagement** and the enabling **role of art and design in innovation**, the RCA's KE strategy 2016-21 laid the foundation for the RCA's high performance in the **Knowledge Exchange Framework (KEF),** where the College performed within the top 10 percent of HEIs in England in the "Public & Community Engagement" and the "Skills, Enterprise & Entrepreneurship" categories and demonstrated strong results in business engagement and IP commercialisation.

Aligning with the UK Government priorities
The RCA's Knowledge Exchange strategy 2022-25 will continue building upon its previous foundation focusing on the **UKRI priorities** and the role of universities in addressing the **COVID-19 crisis,** contributing to **economic, social and cultural recovery,** supporting the Government **levelling up agenda and the Green Industrial Revolution in order to achieve net zero carbon emission by 2050.**
The **UK Research and Development Roadmap** sets the goal to further **strengthen science, research and innovation across the UK**, and to drive progress towards the target for total UK investment in R&D (public and private) to reach 2.4% of GDP by 2027. The RCA's research centres and Schools are well equipped to support the UK Government **Plan for Growth** and its focus on **innovation, people and culture.** The RCA will continue developing and sharing its **interdisciplinary research in order to realise the benefits of diverse perspectives and**

technologies, particularly focusing on people's behaviours and risk perceptions.

The RCA has been at the forefront of engaging its students in **delivering Knowledge Exchange** and enhancing students **employability** prospects, a key priority for the Office for Students (OfS). The RCA will continue developing students skills via the revived **FuelRCA** programme, its Career Services, working closely with the RCA Students' Union, **InnovationRCA** and engaging students in industry projects.

Strategic priorities for Knowledge Exchange in 2022-25

The RCA's Knowledge Exchange strategy 2022-25 will focus on the following priority objectives:

(i) to continue developing robust **inter-disciplinary capabilities** to foster innovation, create economic and social impacts, and discover new areas of growth;

(ii) to continue developing strong **collaborations and partnerships with business, industry, and the public sector** in order to contribute to their innovation, business resilience and sustainability;

(iii) to continue **developing strategic partnerships with other HEIs** to develop new insights and capabilities;

(iv) to work with the RCA's academic staff, students and partners in order to identify, protect and increase the commercialisation potential of their **intellectual outputs**;

(v) to continue promoting the RCA's research and teaching expertise in art and design through a wide range of outreach activities and **public and community engagement** to support the **RCA's civic agenda**;

(vi) to continue developing strong **collaborations and partnerships with local organisations and community groups**, residents, schools and businesses to deliver innovative community and public engagement projects that diversify access to culture, skills and knowledge, and create a positive impact in the social and cultural fabric of our community;

(vii) to support existing and develop new **international collaborations for knowledge exchange through** both research and teaching activities;

(viii) to maintain a **balance between monetary objectives and qualitative goals** to achieve high impact from the RCA's knowledge exchange activities;

(ix) to continue developing an enabling and experimental **organisational culture** in order to further develop staff and student capabilities and to deliver a wide range of knowledge exchange collaborations.

Working in partnership: from knowledge co-creation to knowledge exploitation

In order to ensure a successful knowledge flow from knowledge co-creation to knowledge exploitation, the RCA will continue to develop collaboration with industry and external partners while building internal capacity and developing an agile organisational structure.

In 2022-25, the RCA will continue developing and engaging with a diverse range of knowledge exchange recipients, users, partners and groups including:

- **Students** - via refining and evolving the curriculum to meet new demand for new skills, work readiness, employability, inclusivity and accessibility;
- **Business and industry partners** - via engaging with businesses of all sizes to promote the role of art and design in innovation, help companies to reignite their innovation potential and creativity, increase productivity and growth;
- **Employers** - via partnerships with businesses in order to better understand their challenges and develop a future workforce capable to solve technological, environmental and social challenges;
- **Staff** - via developing training programmes to support academic and research staff in their interactions with businesses, communities and public to ensure bi-directional knowledge flow;
- **University partners** - via sharing and adopting good practices from other universities both in the UK and internationally in order to remain competitive and agile;
- **Public and community**- via developing public and citizen engagement agenda in order to keep both local and global communities fully engaged in our research and to recognise its impact;

- **Local SMEs** - we will expand our activities aiming at local and regional SMEs to ensure we support their growth and contribute to the development of innovation ecosystems and networked innovation.

Developing strategic directions with high impact

Arts and humanities research is vital for humanising technology and creating new possibilities for the future. A critical link in this process is developing early stage collaborations with industry, businesses, not-for-profit organisations and policy makers to ensure a high impact from art, design and humanities research to support the SHAPE (Social sciences, Humanities, & the Arts for People and the Economy) agenda developed by the British Academy.

We will continue building the RCA's leadership in art and design research and advancing interdisciplinary capabilities in order to develop stronger insights into economic, social and environmental challenges and achieve higher impact from our research. The key overarching themes, which underpin the RCA's knowledge exchange capabilities and expertise will include:

- **art and design for innovation** - a systemic and empathic approach to innovation using design as a bridge between R&D and technology applications;
- **inclusive design** - an approach, which removes barriers and "enables everyone to participate equally, confidently and independently in everyday activities" (Design Council). Pioneered by the RCA's Helen Hamlyn Centre for Design (HHCD), the methodology will be brought to live by the recently launched The Design Age Institute (DAI, UKRI funded);
- **open design and citizen science** - an approach, which places communities at the heart of research co-developing and co-designing new services, processes and experiences, e.g. Our Future Towns project on place-making and transport planning and Citizen NatureWatch project, which engages public in active co-learning through reflective practices;
- **future scenarios and forecasting** - there is growing demand from businesses and industries to re-imagine future and envisage new customer trends, e.g. The Grand Challenge 2020: 'Enhancing the Human – capability and performance' project with Logitech to explore future and design concepts for 2200;
- **design for digital economy** - it is predicted that 24.3% of global economy will be digital by 2025 ("Digital Spillover", Oxford Economics, 2017) and the world already witnessed the acceleration of digital disruption during the recent covid-19 pandemic. The design will play an ever-increasing role in humanising technology and facilitating new value creation. The RCA's research centres in intelligent mobility design (IMDC), computer science (CSRC) and Robotics Laboratory generate new insights and applications;
- **technology innovation with human-centred design** - is an area where the RCA brings deep insights to benefit individuals, society and **economic recovery** after the pandemic crisis. The pandemic brought new challenges and accelerated adoption of new technologies and services including novel working practices, new education and learning models, telemedicine, digital value chains transforming people's lives beyond imagination. The RCA's Executive Education and InnovationRCA, the College's centre for enterprise and entrepreneurship, lead the development of new skills, enterprise culture and future businesses;
- **healthcare, ageing, wellbeing** - research topics, which are embedded across the RCA's Masters and research degrees and research centres spanning service design, urban design, fashion, textiles and critical practices within the RCA's four Schools;
- **circular economy** - research expertise in the RCA's Materials Science Research Centre (MSRC) and a newly launched Textiles Circularity Centre (TCC, UKRI funded).

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.

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
To continue engaging with businesses to support their innovation effort and new product development through delivering **contract research and staff consultancy projects** <u>Target</u>: (i) 20% increase in income annually (ii) 10 KE Industry Advisors nominations awarded	30% HEIF for Facilitating Research the research exploitation process (non-TT) [to cover 60% of 1 FTE Head of KE, 45% 1 FTE RKE Development Manager and 100% 1 FTE new Business Engagement role]	Aligned with <u>HEIF priorities</u> - **contribution of universities to COVID-19 crisis and recovery**, such as place and civic contributions; Addressing the Government's levelling up agenda; Aligned with the UK Research and Development <u>Roadmap</u> to "further strengthen science, research and innovation across the UK" to tackle major challenges and taking advantage of opportunities towards the target for total UK investment in R&D (public and private) to **reach 2.4% of GDP by 2027**	The RCA's strategic goal 2 and goal 3; KE strategic priority (i) to develop interdisciplinary capabilities and (ii) to develop partnership with business, industry and the public sector	2022-2025 ongoing
To continue sharing the RCA capabilities and expertise in systems design and design thinking in order to support **circular economy** through research and KE within MSRC, TCC, IMDC and CSRC and collaboration with industry, HEIs, SMEs and policy makers <u>Target</u>: to engage with at least 10 new businesses every year	As above 30% HEIF for Facilitating Research the research exploitation process (non-TT) [to cover 60% of 1 FTE Head of KE, 45% 1 FTE RKE Development Manager and 100% 1 FTE new Business Engagement role]	Aligned with <u>The Plan for Growth</u>, **Green Industrial Revolution** and Ten Point Plan to achieve **net zero carbon emission by 2050**; Aligned with the <u>R&D Roadmap</u> to develop **people's behaviour and risk perception** - the RCA's research will aim to develop consumer agency to participate	The RCA's strategic goal 2 and goal 3; KE strategic priority (i) to develop interdisciplinary capabilities and (ii) to develop partnerships with business, industry and the public sector	2022-2025 Ongoing

		and contribute to circular economy and net zero goal		
To share the RCA expertise and sign post new jobs and skills requirements resulting from **digital technologies, AI and intelligent mobility** development by ensuring our MA and MRes programmes are informed by our research and by showcasing projects with impact Target: publish impact reports by RCA research centres annually	As above 30% HEIF for Facilitating Research the research exploitation process (non-TT) [to cover 60% of 1 FTE Head of KE, 45% 1 FTE RKE Development Manager and 100% 1 FTE new Business Engagement role]	Aligned with The Plan for Growth and upcoming **Digital Strategy** to promote the role of **digital and creative industry** sectors for the UK economy, innovation and growth	The RCA's strategic goal 2 and goal 3; KE strategic priority (i) to develop interdisciplinary capabilities and (ii) to develop partnership with business, industry and the public sector	2022-2025 ongoing
To continue developing student employability and work readiness through delivering **studio projects** Target: 20% increase in the number of studio project annually	As above 30% HEIF for Facilitating Research the research exploitation process (non-TT) [to cover 60% of 1 FTE Head of KE, 45% 1 FTE RKE Development Manager and 100% 1 FTE new Business Engagement role]	Aligned with the Office for Students Strategy 2018-21 to learn new knowledge, **skills, work-readiness and personal development** made by **students** during their time in higher education to ensure public trust in HE, national social mobility, equality, diversity and a dynamic workforce	The RCA's strategic goals 1, 2 and 3; KE strategic priority (ix) to develop enabling and experimental culture and (viii) to maintain balance between monetary objectives and impact goals	2022-2025 ongoing
To continue developing the RCA **Executive Education programmes** in order to: - **increase accessibility** of the RCA design, innovation and entrepreneurship short courses through online delivery; - **increase diversity** of participants through subsidised programmes; - **support SME's** in the UK regions with sponsorship from local partners; - **support developing countries** in the local growth & regeneration via partnership with local business partners and funders Target: (i) 20% increase in ExecEd income annually	10% HEIF (Skills and human capital development) - to cover 60% 1 FTE Head of Executive Education	Aligned with The Plan for Growth and upcoming **Places R&D strategy, Innovation Strategy and R&D People and Culture Strategy** and its pillars of **skills and innovation**; Aligned with the R&D Roadmap "to increase the **stock of knowledge** – including knowledge of humankind, culture and society – and to devise new	The RCA's strategic goal 1and 3; KE strategic priority (ii) to develop partnership with industry, (vii) international collaborations, and (iv) exploit commercialisation potential of intellectual output	2022-2025 ongoing

(ii) delivering 2,000 total learner days annually		applications of available knowledge"		
Enterprise and entrepreneurship To continue developing the RCA's staff and student enterprise via **InnovationRCA** in order to: - increase student start-ups with successful exit; - increase investment in start-ups; - increase the number of staff spinouts. <u>Target:</u> (i) to support up to 50 RCA companies by 2025; (ii) to increase access to entrepreneurship and IP training including online provision and bootcamps to RCA start-ups, spinouts and local SMEs: - overall target to support 25% more UK companies located outside London - engage with 200+ students and staff per year (iii) to continue building on the RCA's track record of supporting diversity and increase companies with women and BAME founders from current levels of 31% and 26% respectively (ongoing)	40% HEIF (Enterprise and Entrepreneurship) - to cover 50% InnovationRCA staff cost	Aligned with the UK <u>R&D Roadmap</u> and its focus on **developing healthy and vibrant ecosystem** of institutions, promote university commercialisation, focus on **talent development and entrepreneurship**; Aligned with the <u>Office for Students Strategy 2018-21</u> to learn new knowledge, skills, **work-readiness and personal development made by students**	The RCA's strategic goal 1and 3; KE strategic priority (iv) to exploit commercialisation potential of intellectual output and (ix) to develop enabling and experimental organisational culture	2022-2025 ongoing
Commercialisation and IP To continue building the RCA's capacity in **research commercialisation** via **InnovationRCA** through - supporting researchers and students and conducting due diligence and market analysis; - providing support to staff and students in knowledge protection and IP. - growing the RCA Angel Investor Club Ltd and developing an S/EIS investment fund; <u>Target:</u> - to increase flow of capital to the RCA's	20% HEIF (Commercialisation TT) - to cover 25% InnovationRCA staff cost	Aligned with <u>HEIF priorities</u> on **the vital role of students in delivering KE** and developing their **enhanced employability prospects**; Aligned with the <u>UK R&D Roadmap</u> and its aim to **remove barriers to interdisciplinary research** to realise the benefits of diverse perspectives and technologies	The RCA's strategic goal 2and 3; KE strategic priority (iv) to exploit commercialisation potential of intellectual output and (ix) to develop enabling and experimental organisational culture	2022-2025 ongoing

companies from £10m in 2020 to £20m by 2025				
To continue developing staff capacity for KE and embedding KE across the College through launching the **RCA Knowledge Exchange Academy** and celebrate KE success. Target: (i) 4 training modules developed by 2023 (ii) 200 academics trained by 2025 (iii) 5 KE Champion Awards nominated annually.	As above 30% HEIF for Facilitating Research the research exploitation process (non-TT) [to cover 60% of 1 FTE Head of KE, 45% 1 FTE RKE Development Manager and 100% 1 FTE new Business Engagement role]	Aligned with HEIF priorities in supporting delivery of the key foundations of the Industrial Strategy, around "**Ideas**", "**People**" and their role in supporting "Place"	The RCA's strategic goal 2and 3; KE strategic priority (i) to develop interdisciplinary capabilities, (iv) to exploit commercialisation potential of intellectual output and (ix) to develop enabling and experimental organisational culture	2022-2025 Ongoing
Public and community engagement Work with colleagues across the College to develop a robust and diverse public and community engagement programme for the hangar space in the RCA's new Battersea building. Target: 6 public events per year by end of 2022	Input from Head of KE, Head of ExecEd and Director of InnovationRCA as above	Aligned with HEIF priorities and the **university's civic contribution**; Aligned with local strategies within local Boroughs (Chelsea & Westminster, White City and Battersea) to fulfil the RCA's civic agenda and support the **regeneration agenda** through participating in the **South London Innovation corridor (SHIFT) and Battersea Digital Quarter**	The RCA's strategic goal 3; KE strategic priority (v) to promote the RCA's research via outreach and public engagement and (vi) collaboration with local groups	2022-2025 Ongoing
Public & community engagement and Local Growth & regeneration Set up a **Creative Careers Mentoring Programme** - work strategically with **local authorities in Wandsworth and Hammersmith & Fulham** to develop opportunities for RCA staff, students and alumni to visit local schools and sixth form colleges to talk about creative careers and	Input from Head of KE, Head of ExecEd and Director of InnovationRCA as above	As above; Aligned with The British Academy published the report "The Covid decade: understanding the long-term societal impacts of Covid-19" focusing on **community, culture, belonging and**	The RCA's strategic goal 3; KE strategic priority (v) to promote the RCA's research via outreach and public engagement and (vi) collaboration with local groups	2022-2025 Ongoing

pathways. <u>Target</u>: engage with 250 students over 3 years		**knowledge, employment and skills**		
Public & community engagement and Local Growth & regeneration As part of the **Albertopolis ecosystem** to continue developing collaborations with local partners including Imperial College London, the Royal College of Music, the Royal Geographic Society, the Science Museum, the Victoria & Albert Museum, the Natural History Museum and the Royal Albert Hall. Contribute the RCA's knowledge and expertise to improve sustainability, inclusivity and diversity. <u>Target</u>: collaboration and participation in Great Exhibition Road Festival and other Exhibition Road initiatives annually	Input from Head of KE, Head of ExecEd and Director of InnovationRCA as above	As above; Aligned with the British Academy goal to promote the role of **Social Sciences, Humanities and the Arts for People and the Economy (SHAPE);** Aligned with the **Arts Council England's 10 Year strategy for 2020-2030 "Let's Create"** to transform the UK into "a truly creative nation in which every one of us can play a part" and to achieve strategy outcomes including (i) Creative people, (ii) cultural communities and (iii) a creative & cultural country.	The RCA's strategic goals 2 and 3; KE strategic priority (v) to promote the RCA's research via outreach and public engagement and (vi) collaboration with local groups and (iii) to develop strategic partnerships with other HEIs	2022-2025 Ongoing
To continue developing student skills to enhance student career opportunities through **FuelRCA, Career Services, InnovationRCA** and working closely with **RCA Student Union**. <u>Target:</u> - every student participate in career events and workshops	Input from Head of KE, Head of ExecEd and Director of InnovationRCA as above	Aligned with the Office for Students Strategy 2018-21 to learn new knowledge, **skills, work-readiness and personal development** made by **students** during their time in higher education to ensure public trust in HE, national social mobility, equality, diversity and a dynamic workforce	The RCA's strategic goals 1 and 3; KE strategic priority (i) to develop interdisciplinary capabilities, (iv) develop intellectual outputs and (ix) develop enabling and experimental organisational culture	2022-2025 Ongoing
To continue **engaging with policy makers and support organisations** in order to	Input from Head of KE, Head of ExecEd and Director of	Aligned with Guidance from BEIS to Research England and	The RCA's strategic goal 3	2022-2025 Ongoing

promote the role of art and design in education, research and innovation via existing and new innovation platforms and networks including **NCUB, PraxisUnico, SRA International, Triple Helix Association, konfer, Knowledge Transfer Partnerships (KTP), Knowledge Transfer Networks (KTN), and Connecting Capability Fund**. <u>Target:</u> (i) continue RCA membership; (ii) attend annual events and conferences; (iii) co-deliver CCF funded projects MTSC and ASPECT.	InnovationRCA as above	the **Connecting Capability Fund (CCF)** supporting universities across England to collaborate together to pool their **capability, ideas and resources and scale** their collective offer, making it easier for business and investors to access opportunities	KE strategic priority (i) developing interdisciplinary capabilities, (iii) partnership with other HEIs and (ii) collaboration with businesses and the public sector	

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.

HEIF: allocation strategy
The RCA's strategy for the use of HEIF funding in 2021-25 will continue to use a value-based approach, allocating funds to support key knowledge exchange operations by covering staff time in our knowledge exchange, executive education and InnovationRCA teams.

Due to its size and specialism, the RCA's knowledge exchange function facilitates and provides support to most KEF perspectives, including engagement with industry and the public and not-for-profit sectors, skills and entrepreneurship, IP commercialisation, local growth and regeneration, and public and community engagement. This allows close integration between KE functions, cross-fertilisation and a stronger engagement with businesses across all KE perspectives.

As directed by the RCA's strategic objectives for Knowledge Exchange for 2021-22 to 2024-25, the HEIF fund will also be used to kick start strategic initiatives in order to support the College's KE priorities. This balanced and strategic approach to our HEIF funding distribution has in the past led to a high return on investment and strong results. For example, in 2017-18, the RCA invested 28% of its HEIF allocation to support the development and growth of the RCA's executive education programmes. In subsequent years, we have been able to reduce this to 14% (2018-21) and 11% (from 2021 onwards) as the activity has become financially self-sustaining, generating a significant surplus which has been reinvested in strategic RKEI development.

We plan to increase our HEIF support for facilitating the research and exploitation process (non-TT) from 22-24% in previous years to 30% from 2021 in order to support a growing research base within the Schools and Research Centres. The RCA's research income grew by 135% from £8.7m during the REF2014 period to £20.5m during the REF2021 period. The RCA's research staff capacity more than doubled from 60FTE to 122FTE during the REF2014 and REF2021 assessment periods. To reflect the growing need to support academic staff in their KE efforts, we plan to invest some HEIF funding in a new business engagement role in the KE team, to increase our capacity to facilitate and develop collaborations with business and industry.

HEIF: measuring progress and KPIs
We will continue building on the RCA's strengths and the RCA's Knowledge Exchange strategy 2016-21, adapting established KPIs in order to ensure continuity and growth and to facilitate our planning and reflection on and analysis of our progress over time.

In 2016-20, we developed a robust system of KE performance review, both quantitative and qualitative, which will support the RCA's knowledge exchange strategy in 2021-25. The system

allows us to monitor both ongoing and longer-term progress and impact of the RCA's knowledge exchange activities by collating case studies and quantitative data, and sharing lessons learned with colleagues and partners.

The RCA's KPIs will be linked to KE strategic objectives outlined in this document and will be broadly divided into the following three groups to ensure their strategic link to the UK Government priorities.

Business benefits to accelerate innovation, growth and productivity
New skills - measured by the number of executive education courses, number of delegates attended and learners days for both open and bespoke programmes;
Benefits to start-up businesses - measured by the number of start-ups, incubation support, mentoring support, a volume of seed funding from external and internal sources, number of new jobs created;
Innovation & technology development - measured by the number of collaborations with businesses including contract research, consultancy projects and studio projects;
New product development - measured on a contract by contract basis, KE income as an indicator of the RCA's input towards regional and national innovation, and the number of new products and services developed by the RCA's start-up companies;
Commercialisation of IP - measured by patent applications and a licensing income and the total KE turnover as a proxy for new services, technologies, products and business model development;
Improved business performance - this output is a result of open innovation and co-creation impact we achieve from our collaboration with industry, SMEs and the public sector;
Increased benefits to SME - measured by the number and volume of contracts with SMEs;
Support to high tech clusters - described by activities of the RCA's Research Centres including HHCD, IMDC, MSRC, CSRC and Robotics Laboratory.

Wider economic & social benefits in order to improve quality of life, sustainability, health, and wellbeing
Shaping & developing regional partnership - collaborations with HEIs, LEPs;
Strengthening innovation systems – via membership in professional organisations and bodies, including the Triple Helix Association, PraxisAuril, CHEAD, cumulus, conference speaking, interviews;
Labour market benefits - graduate employment statistics;
Skills development - measured by the number of cross-curriculum workshops for students (e.g. IP basics, IP clinics) and staff (e.g. business engagement skills, IP awareness);
Inward investment from graduates and placements – alumni's support, donations and sponsorships;
Promoting the leading role of art & design - marketing and communications metrics, events, and website traffic;
Design as a catalyst of innovation, growth, economic recovery - will be measured via stories and case studies of projects and activities which contribute to the Place agenda and economic recovery post pandemic.

Social & community benefits in order to promote diversity, inclusivity, empowerment, and resilience
Greater understanding of issues & solutions – measured by public & community engagement;
Partnership with local partners, groups, residents - monitored through projects undertaken by the RCA's Schools, Research Centres and Communications team, groups both locally (e.g. through the Albertopolis group in Kensington, and with partners near our campuses in Battersea and White City), regionally, nationally and internationally. This measure will also include joint projects with partners, local councils, activist groups and the resulting benefits to local growth and regeneration.

The RCA's Knowledge Exchange activities and KPIs are closely linked to the UK Government priorities as outlined in this document.

HEIF: performance review and improvement mechanisms

The above KPIs are collected into a multi-year HEIF tracker, which enables us to monitor KPIs related to business, economic, social, and societal outcomes both quantitative and qualitative. The performance tracker allows the College to make effective decisions and adjustments to the HEIF allocation in order to ensure the optimal use of the funding and to monitor return on investment.

Knowledge Exchange Concordat: support structures, systems, policies
In 2021, the RCA committed to the Knowledge Exchange Concordat (KEC) and developed its Action Plan to improve the College's processes, policies and performance in support of our knowledge exchange strategy, its implementation and delivery. We will continue working on refining and improving the College's systems, platforms, organisational support and environment in order to deliver a wide range of knowledge exchange activities, developing our KE culture, external collaborations and partnerships using feedback from multiple stakeholders:

- **Students** - via engaging students in studio projects with businesses, offering skills training and hearing their feedback;
- **Business and industry partners** - using feedback forms for Executive Education programmes, and introducing post-project surgeries to collect 360-degree feedback on project delivery from academic staff, professional services, students if applicable, industry partners, research partners, public if applicable;
- **Employers** - using feedback from the RCA Career Service, FuelRCA, and alumni to ensure we continue educating, developing and supplying work-ready creative talents;
- **Staff** - supporting academic and research staff in their knowledge exchange activities through professional service support, training and post-project surgeries in order to build a strong enterprise culture;
- **University partners** - supporting other HEIs in the UK through internal peer reviews, talks and sharing good practice;
- **Public and community** - via working with local and international community groups, local and national cultural initiatives to share the RCA's expertise, knowledge and skills in art and design;
- **Local SMEs** - to ensure they have access to the College's expertise, knowledge and skills.

In 2021-25, we will work to fully utilise the College infrastructure and capacity to generate maximum benefits to local businesses, SMEs, youth organisations, schools, and communities. The RCA's new research and innovation centre in Battersea will open its doors to staff, students and communities in 2022. The building plan and facilities have been designed to support the RCA's **STEAM agenda** and facilitate **interdisciplinary cross-pollination**, with a combination of specialist workshops and labs and discipline agnostic spaces.

The new building in Battersea will enable a stronger engagement with the public and the creation of a "**public realm**", which have been a cornerstone of the RCA's cultural strategy for the Battersea cultural and innovation programme. A spacious double-height hangar space will be open to local communities and businesses and will provide access for multiple activities including design jams, hackathons, arts and design shows, public lectures and presentations, public screening, life performances, and community events; and an industry-facing Visualisation Lab will be available to partners and organisations wishing to undertake KE projects with RCA staff.

We will continue developing support systems and processes for knowledge exchange including a robust costing and pricing framework, legal templates, proposal libraries and toolkits, IP related policies, and knowledge exchange trackers, pipelines and activity logs.

We will continue building staff capacity via maintaining a dedicated knowledge exchange portal on the RCA intranet, recognising staff achievements with our Knowledge Exchange Champion awards, sharing stories on the RCA website, and launching the RCA's Knowledge Exchange Academy to support staff in delivering knowledge exchange and developing their academic careers, experience and expertise.

We have invested in a new research information system (PURE), which will be launched in 2022. The new system will enable the College to integrate and consolidate its research and knowledge

exchange project details and data, facilitating robust project management, planning and information sharing across the College.

RCA Knowledge Exchange: governance

In order to support knowledge exchange activities at both strategic and operational level, the College established an effective governance system which includes:

- Research, Knowledge Exchange & Innovation Strategy Committee (RKEI), which reports to the College's Senate
- Research, Knowledge Exchange & Innovation Operations Committee, a sub-committee of the RKEI Strategy Committee
- KEF Strategy Group, a sub-committee of the RKEI Strategy Committee
- KEF Tasks groups to support the implementation of specific KE activities, e.g. self-evaluation for KEF Public and community engagement perspective, developing in-kind contribution principles, and working on the Knowledge Exchange Concordat (KEC).