

RE-P-2020-03-Annex B

University of Bradford

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 mission at Bradford is to drive sustainable social and economic development through outstanding teaching, research and innovation. Our vision is a world of inclusion and equality of opportunity where people want to, and can, make a difference. We want to be known as the place to be to make that difference.

Under our new strategy framework, knowledge exchange activities play key roles in each of our four sub-strategies (including Research and Innovation) but they are governed by the Business and Community Engagement sub-strategy. This sets out to establish Bradford as a university city, which shares knowledge to improve health, wealth and confidence in the communities we touch.

Driven by values of excellence, inclusion, innovation and trust, we will build on the enablers described in our strategy to reduce health inequalities, grow knowledge-rich employment and develop leaders for Bradford and the world.

Our Business and Community Engagement Strategy at-a-glance

Vision	Bradford will be a university city that shares knowledge in order to strengthen health, wealth and confidence across the many communities in which our students, staff and alumni participate								
Mission	Health, wealth and confidence: knowledge-rich employment – better health outcomes – pride in Bradford								
Approach	Connecting PEOPLE			Leading PLACE			Inclusion in PERFORMANCE		
Priorities	Maintain and cultivate strategic partnerships	Enhance pride in Bradford within the University and outside through engaging with the public	Engage people living locally in co-designing solutions which will make a difference to our lives	Engage employers in co-creation of curricula	Provide outstanding work-place experiences for students	Create inclusive approaches for developing innovation awareness, capability and capacity in society	Provide clear routes for accessing the University's research and innovation capabilities	Deploy our inventions and discoveries for societal benefit	
Outcomes	COMMUNITY STRENGTH AND GROWTH								
	Educational opportunity for under-represented groups		New firms to rebuild the economy in the post-COVID world		A city of research and invention, improving lives around the world		We celebrate economic recovery and social growth as a brilliant City of Culture in 2025		
	Future-proofing established firms through diversity, inclusion and widening work-place participation		Working with communities to solve local problems that reflect global challenges		A growing population of innovating, high-productivity social and commercial enterprises		Leadership for Bradford's future		
Measures	Employer engagement		Student impact		Our contribution		Income		Policy development
Enablers	Academics, students, alumni		Enterprise education		External communications		External advisory networks		Leadership and values
	Access and participation plan		Culture of openness		Diverse offer to partners		HE policy networks		Capacity and configuration

Our strategy reflects many connections with place and our institutional strengths. We want to enable people to make a difference; our District is rich with challenges to tackle, and our strengths in applied research and inclusive education represent capability and capacity to solve all manner of problems.

Over the last four years, our Institutional Knowledge Exchange Strategy (IKES) has provided a framework for knowledge exchange that focused mainly on developing relationships to stimulate innovation. We deepened our local strategic engagement, increased the proportion of academic staff leading KE activities, and grew operational partnerships across our three academic themes: Health and Care; the Engineered Environment; and Sustainable Societies.

For example, our alliance with local NHS and government has never been stronger. The Bradford Institute for Health Research at Bradford Teaching Hospitals NHS Foundation Trust is a research organisation of the highest quality and we are proud to partner with BIHR and the University of Leeds in the Wolfson Centre for Applied Health Research. In digital and manufacturing innovation, we delivered as many SME-led projects for the Leeds City Region Growth Service's Access Innovation programme as the other contributing HEI providers combined. Leaders from our institution have taken key governance positions in the region, including membership of the Leeds City Region

Enterprise Partnership Board, chair of the Bradford Economic Recovery Board, and chair of the Bradford Health and Social Care Economic Partnership Board.

HEIF will directly support strategic objectives within the following subset of the eight *priorities* identified in the business and community engagement strategy as listed in the table above:

- A. Engaging local communities in codesign and cocreation, through extending the scope and scale of our networks of public contributors to research.
- B. Creating inclusive approaches to innovation, through support for enterprise and entrepreneurship activities.
- C. Providing clear routes for communities to access our capabilities, by continuous improvement of our offer to and services for business.
- D. Deploying our inventions and discoveries for societal benefit, by investing in IP translation for maximal beneficial impact first, commercial return second.

Our approach will be to fund delivery by and improvement of a subset of the named *enablers*. We will monitor impact of HEIF against *measures* in the *contribution, income* and *policy development* categories. Given the uncertainty in the current environment, we assume £700k p.a. HEIF income for the period, of which ca. £605k funds a core plan. We indicate high-level strategic innovation options for investment, with a base level of £95k p.a. to invest in trial interventions. This is both a contingency against falls in HEIF revenue and variable should revenue grow and/or core priorities change.

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>Core plan: staff costs of Research and Innovation Services (RaIS) roles in relevant areas.</p>	<p>1 FTE leadership role 7.2 FTE professional roles in partnerships, commercialisation, marketing, contracts 1 FTE administrative role All 60% HEIF funded £340k p.a.</p>	<p>Our part-HEIF-funded RaIS teams deliver on the “Innovation” pillar of HMG’s “Build Back Better” (BBB) plan.</p> <ul style="list-style-type: none"> - Business innovation (collaborative and contract research). - IP commercialisation (spin-outs, licensing). <p>These teams support the BBB “Skills” pillar by enabling CPD / in-work training projects, and through the people development inherent in most innovation projects, e.g. KTP.</p> <p>Students are engaged in a delivery capacity in a minority of commercially-funded projects, representing opportunities for 10-20 students p.a.</p> <p>Our relatively strong performance with a regional focus is important for “levelling up” and the part-funded Associate Director role includes prominent, regional strategic engagement in growing the higher</p>	<p>A: Supporting public contributors B: Enterprise and entrepreneurship C: Services for business D: Commercialisation</p> <p>Enablers supported: Leadership and values; Capacity and configuration; Diverse offer to partners; HE policy engagement; External advisory networks; External communications; Culture of openness.</p>	<p>2021/22 onwards</p>

		education contribution to economic development in West Yorkshire.		
Core plan: Patent expenses, legal fees	50% of patent budget met from HEIF; 50% from originating Faculties. 100% commercialisation legal fees budget. £75k p.a. HEIF	Innovation: robust IP protection supports commercialisation and business innovation	D: Commercialisation, principally. Robust protection also supports B: Enterprise and entrepreneurship and C: Services for business. Enablers supported: Capacity and configuration; Diverse offer to partners.	2021/22 onwards
Core plan: Non-staff costs: routine costs for partnership marketing and the partnerships team; membership of University of Leeds-led Translate Med Tech partnership.	£40k p.a. costs met in full from HEIF.	Innovation: connecting university capabilities with business amplifies business R&D capacity. “Levelling up”: our marketing and partnership activities for knowledge exchange are largely regional in focus.	C: Services for business, principally. Also B: Enterprise and entrepreneurship and D: Commercialisation. Enablers supported: External communications; Diverse offer to partners; External advisory networks; Culture of openness.	2021/22 onwards
Core plan: Collaboration and IP development grants	£150k p.a. HEIF Additional leverage: required for IP development, desirable for collaboration development	Innovation: seed-corn investment in new partnerships and quality enhancing investment in IP opportunities lead to accelerated, extended impact.	C: Services for business D: Commercialisation Enablers supported: Capacity and	2021/22 onwards

		Skills: all our projects grow the experience and capabilities of their participants. A minority of funded projects provide research experience to 5-10 students p.a.	configuration; Diverse offer to partners; Culture of openness.	
<p>Strategic innovation options:</p> <ul style="list-style-type: none"> • Regeneration project development team • Facilities team [SURE-funded to 2022] • Public contributors' network. • Interfaces between commercialisation and enterprise education. • Strategic "platform" development, e.g. community researchers, Virtual Bradford, reliability engineering, MedTech IP commercialisation. 	<p>£95k p.a. HEIF</p> <p>Selected option(s) will follow a business case including a sustainability plan, and will ideally attract leveraged resources, either internal, external or both, from the outset.</p> <p>HEIF funds will be used in compliance with the applicable terms and conditions. Alternative resources will be used for HEIF-ineligible elements of respective plans.</p> <p>[NB: the proportions forecast in financial Annex C (estimated use of HEIF) exclude this flexible budget line and are based on the "core plan" defined above.]</p>	<p>Selected option(s) will follow a business case articulating alignment with government and RE/OfS priorities.</p> <p>As a general point, this ring-fencing of HEIF funding to support strategic innovation enables us to meet government's aspiration of balancing stability with genuine dynamism.</p>	<p>Selected option(s) will follow a business case articulating alignment with Business and Community Engagement Strategy</p> <p>Enablers: Selected option(s) will follow a business case articulating alignment with Business and Community Engagement Strategy</p>	<p>2021/22 onwards.</p> <p>Maximum 2 years per selected option before testing against sustainability plan.</p>

Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.

(Max 4 pages of A4)

Spend management

The University operates fully within the national regulatory framework for higher education and follows a comprehensive, published set of [Financial Regulations](#).

We manage HEIF spending through allocations to cost centre budgets held with the Research and Innovation Services (RaIS) department. Delegated authority and accountability for spend rests with the Deputy Vice-Chancellor (Research, Innovation and Engagement) (DVC (RIE)); responsibility for budgeting and delivery rests with the Associate Director, Research & Innovation.

Budgets are planned on an annual basis in consultation with the department's Finance Business Partner. Spend is monitored monthly and plans reprofiled if necessary on a quarterly basis.

Changes to planned staff expenditure arise from staff turnover, promotions, performance recognition and changes to pension status. These are all governed by robust HR processes.

Authorities to formally approve non-staff expenditure are further delegated to appropriate members of RaIS staff, depending on the value of respective transaction, in accordance with Financial Regulations.

Allocations to Collaboration and IP Development projects are made within a dedicated RaIS cost centre, each project being allocated a unique activity code. As such, transaction approvals sit with appropriate RaIS staff rather than Faculty administrators, mitigating the risk of HEIF-ineligible spend.

Progress measurement

Our Business and Community Engagement Strategy sets out our strategic objectives for knowledge exchange and is one of four sub-strategies within our new strategic framework. The others are Research and Innovation, Equality, Diversity and Inclusion, and Learning, Teaching and Student Experience.

University Council holds the Vice-Chancellor accountable for progress on strategy implementation overall. DVC (RIE) is accountable to the VC for the Business and Community Engagement Strategy. Executive Board (EB), chaired by the VC and of which DVC (RIE) is a member, serves as the programme board for implementing strategy.

University Senate oversees impact on academic development through the Research and Knowledge Transfer Strategy Committee (RKTSC).

(Responsible managers will report to RKTSC on discrete HEIF-funded activities, e.g. Collaboration and IP Development grants.)

A “BCE Steering Group” chaired by DVC (RIE) meets regularly to commission implementation actions and to track progress for reporting to EB. A current task for this Group is to develop a performance dashboard for business and community engagement, gathering measures and targets specified in the Strategy. This will include HEBCIS-reportable income, numbers of businesses assisted and other output measures of relevance to the subset of objectives to be supported by HEIF. It will also include outcome measures in the domains of health, wealth and confidence to inform evaluation.

Outcome evaluation

Some relevant quantitative outcome measures are straightforward to attribute to specific activities, e.g., jobs created by assisted businesses as a “wealth” indicator. “Health” and “Confidence” indicators, though, represent complex, multifactorial domains with no simple logic model to connect project outputs to changes in outcome.

Therefore, we will develop an evaluation framework that incorporates strong, consultative engagement with our communities to help build a qualitative picture of how our projects have brought about beneficial change.

Identify lessons learned

Subject to the availability of good-quality reporting and evaluation, our twin governance lines, executive and academic, are appropriately constituted to conduct periodic analyses of progress, identify lessons learned and commission action to apply them throughout the organisation.