

RE-P-2020-03-Annex B

The University of Leeds

HEIF accountability statement

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

Return date: 21 May 2021

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Question 1 – Strategic objectives

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

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

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

The University's academic strategy, titled *Universal Values, Global Change*, oversees a 10 year period, 2020 to 2030, and sets a blueprint for a values-driven university that harnesses our expertise in research and education to help shape a better future for humanity, working through collaboration to tackle inequalities, achieve societal impact and drive change.

There are three over-arching elements which shape all aspects of Leeds activities:

- Our **Community** of students and staff will work in partnership, and our research and education enrich and support each other;
- We will foster a **Culture** of collaboration, both internally and externally, rather than competition to create excellence in research, education and societal impact; and
- **Impact** will be maximised by focusing our efforts on the research areas in which we can be a global leader; by educating talent internationally and nationally; by using digital innovation to increase the global and local reach of our academic activities; and by working closely with our communities.

The Strategy outlines the vision, aims and objectives for our core missions: Research and Innovation, Student Education, Digital transformation and International. Knowledge Exchange is integral to each of these missions, rather than considered as a standalone activity.

The University's Academic Strategy drives our planning processes and priorities. It is supported by the Strategic Delivery Plan, encompassing the key enablers, working

conditions and environment, role in the city and region, and financial and environmental sustainability.

To operationalise our strategic objectives, the University operates an annual Integrated Planning Exercise (IPE) to ensure that academic faculties and professional services have aligned activities, with effective implementation to achieve targets. Plans are regularly reviewed to allow adaptation to changes in our operating environment. KE and impact are explicit elements of each academic faculty's plan. Monitoring of KE activity, plus resource requests to support this activity, form part of the annual IPE programme of meetings involving the University Executive Group.

The Research and Innovation Service (RIS), the professional service responsible for co-ordinating KE, produces an overarching Delivery Plan that articulates the University's KE priorities. Our KE priorities for the period 2021/22 to 2024/25 are as follows:

Priority 1: Create an environment & culture that enhances our capacity to deliver KE

- a. Develop and support academics at all career stages to reach their full potential;
- b. Encourage a positive culture of research and KE through the Research Culture Working Group which supports and rewards KE activity at all career stages;
- c. Ensure that innovation and entrepreneurship opportunities are made available to our undergraduate and taught postgraduate programmes;
- d. Strengthen University-wide, flagship centres and institutes to enable them to work across disciplinary, institutional and geographical boundaries to form collaborative partnerships that integrate research, student education and KE;
- e. Strengthen our effective partnerships with national institutes to ensure integrated research, student education and KE; and
- f. Deliver targeted KE development and training opportunities to PGRs and ECRs.

Priority 2: Act as a catalyst for improving the prosperity of Leeds and the Leeds City Region

- a. Through our leadership of the MIT Regional Entrepreneurship Acceleration Programme, enhance the LCR Innovation Ecosystem with targeted support to nurture high growth businesses which can generate significant impact for our economy;
- b. Work with our LCR partners to drive the development of the Leeds Innovation District and achieve our vision to create a 21st century science and innovation park in the centre of Leeds;
- c. Develop effective partnerships with civic and regional governance to influence policy and maximise opportunities to derive positive societal and economic benefit for the region arising from the University's R&I strengths; and
- d. Establish a Frontiers Institute to grow collaborations in emergent interdisciplinary areas engaging researchers, policymakers, businesses, third-sector organisations and people from around the world to address major societal challenges.

Priority 3: Generate impact through increased breadth and depth of our key external partnerships

- a. Enhance strategic engagement with business (SMEs and corporate partners) to increase the volume, impact and sustainability of our research, and create new opportunities for our staff and students;
- b. Maximise opportunities through our Business Engagement Framework to provide seamless support for external partners to work with the academic community and access research, knowledge, talent, facilities and skills development;
- c. Grow opportunities for new collaboration partnerships (SMEs, corporate, HEIs, public and third sector) to generate mutually beneficial research and KE outcomes;
- d. Expand our portfolio of accessible, innovative digital education for international learners and through bespoke courses for external partners; and

- e. Adopt flexible and pragmatic models for co-development and licensing of intellectual property to our partner organisations.

Priority 4: Maximise our opportunities to create and grow early-stage businesses

- a. Harmonise our research translation support and funding in alignment with UKRI to ensure co-ordinated pathways to progress ideas all the way to impact;
- b. Scale and maximise the impact of the Nexus community of innovative start-ups, SMEs and academics;
- c. Boost the creation of innovation-driven start-ups through activities targeted at graduate, postgraduate, staff, and local/national entrepreneurs; and
- d. Establish the Northern Gritstone investment company, in partnership with the Universities of Manchester and Sheffield, to produce a step change in the availability of investment capital that drives the creation of innovative companies and accelerates their growth.

Priority 5: Create a positive culture for public engagement and support for engaged research

- a. Foster a collaborative, open and communicative internal community of academic and professional staff;
- b. Create spaces for curiosity and creativity to foster innovative thinking and inspiration for academic and local community;
- c. Support academics to form meaningful relationships with local people and organisations for engaged research; and
- d. Ensure public engagement activity is represented in impact portfolios, providing support and guidance for collection of evidence for impact of public engagement.

Leeds aims to proactively engage across the full breadth of KE activities and this requires a broad range of funding to be accessed to enable our KE priorities to be met. HEIF is a key underpinning enabler and is strategically used alongside a range of institutional and external funds to ensure delivery of these activities.

Question 2 – Use of HEIF

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

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

Planned areas of HEIF supported KE activity Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	HEIF support How HEIF will be used to support the project?	HEIF priorities How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Strategic objectives Which institutional strategic KE objective does this relate to?	Indication of timescales
<p>Engagement and Partnerships with National Institutes - Facilitating KE through academic to academic and academic to industry collaborations involving UK National Institutes (including Henry Royce, Alan Turing Institute, Centre for Innovation and Excellence in Livestock, Rosalind Franklin and the Met Office). Activity includes KE development support, facilitating co-working with partners and ensuring effective representation to enhance Leeds engagement and contributions to UK R&D Roadmap and competitiveness.</p> <p>Our aim is to ensure Leeds is positioned to make a full contribution to the UK's leading research strengths and foster KE through increased R&D funding.</p> <p>Specific outcomes include academic secondments (10 over the period), academic fellowships (50 over the period), and challenge-led collaborative events resulting in new R&D projects that create partnerships with 100 organisations over the period.</p>	HEIF supports 4 FTE Development Managers, 0.25 of a Director and contributes ~£200k pump priming funding	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: Attract the brightest and best people, boosting growth and driving the international competitiveness of the UK's high-growth, innovative businesses. - Level up the whole of the UK: Catalyse centres of excellence, supporting individuals across the country to access jobs and opportunities <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - increase our investment in research, unlocking new discoveries and applying research to solving our most pressing problems in government, industry and across society - attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society 	<p>Priority 1: Create an environment and culture that enhances our capacity to deliver KE</p> <p>e. Strengthen our effective partnerships with national institutes including Alan Turing, Rosalind Franklin, Henry Royce, CIEL and the Met Office to ensure integrated research, student education and KE;</p>	2021-22 to 2024-25
<p>Student Enterprise Events and Workshops - Multi function, multi discipline events which support the development of University-wide entrepreneurial students. Activities include mentor workshops - external relationships with local, regional and national business leaders who impart their knowledge and experience to young entrepreneurs. Target 12 events per annum. Workshop series - develops student's enterprise skills, attributes and mind set through engagement with external business experts - available to all students.</p>	HEIF funded – 0.25 FTE Senior Manager, 0.1FTE Project Officer	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Skills: Productivity growth through high-quality skills and training <p>RE-OfS:</p> <ul style="list-style-type: none"> - Outcomes: Students able to progress into employment, further study and fulfilling lives, their qualifications hold value over time. - Value for money: students receive value for money 	<p>Priority 1: Create an environment and culture that enhances our capacity to deliver KE</p> <p>c. Ensure that innovation and entrepreneurship opportunities are made available to all of our undergraduate and taught postgraduate programmes;</p>	2021-22 to 2024-25
<p>Student Enterprise Annual Spark Impact Report - Review to capture economic, social, cultural and environmental impact of our student/graduate (Spark) supported businesses. Highlights numerous case studies that are used to encourage participation and demonstrate impact to stakeholders.</p>	HEIF funded – 0.05 FTE Senior Manager, 0.05 FTE Project Officer and ~£15k for production of materials	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Skills: Productivity growth through high-quality skills and training - Innovation: development of creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision <p>RE-OfS:</p> <ul style="list-style-type: none"> - Outcomes: Students able to progress into employment, further study and fulfilling lives, their qualifications hold value over time. - Value for money: students receive value for money 	<p>Priority 1: Create an environment and culture that enhances our capacity to deliver KE</p> <p>c. Ensure that innovation and entrepreneurship opportunities are made available to all of our undergraduate and taught postgraduate programmes;</p>	2021-22 to 2024-25

<p>Community of Innovative Businesses – Nexus is the University's Innovation Hub. We will build the Nexus community of innovative high growth companies to at least 200 members by 2024/25. Activities include relationship management of interactions, operating an oversight/brokerage service to facilitate access to University KE (innovation, skills and talent) and obtaining community feedback to assess the impact and further improve our interactions.</p> <p>Targets over the HEIF period for 500 jobs created of which at least 20% will be Leeds graduates, 300 student placements/ internships and support for achieving the University targets for contracted services and collaborative research (as outlined below contracted services: £280m & collaborative research: £120m).</p>	<p>HEIF funded – 1 FTE - x2 Relationship Managers (50% HEIF)</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. - Innovation: attract the brightest and best people, boosting growth and driving the international competitiveness of the UK's high-growth, innovative businesses. - Skills: Productivity growth through high-quality skills and training <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision - take greater account of place-based outcomes in how we make decisions on R&D in the UK, ensuring that our R&D systems make their fullest contribution to our levelling up agenda <p>RE-Ofs:</p> <ul style="list-style-type: none"> - Outcomes: Students able to progress into employment, further study and fulfilling lives, their qualifications hold value over time. 	<p>Priority 1: Create an environment and culture that enhances our capacity to deliver KE</p> <p>c. Ensure that innovation and entrepreneurship opportunities are made available to all of our undergraduate and taught postgraduate programmes</p> <p>Priority 2: Act as a catalyst for improving the prosperity of Leeds and the Leeds City Region</p> <p>b. Work with our LCR partners to drive the development of the Leeds Innovation District and achieve our vision to create a 21st century science and innovation park in the centre of Leeds;</p> <p>Priority 4: Maximise our opportunities to create and grow early-stage businesses</p> <p>b. Scale and maximise the impact of the Nexus community of innovative start-ups, SMEs and academics</p>	<p>2021-22 to 2024-25</p>
<p>Enhance the Culture of KE - Operationalising a culture of KE and enterprise to support new research and innovation leaders. Activities include provision of innovation and enterprise development programmes, creation of academic & professional service networks and providing business mentoring support to academics. Over the period target to support 60 new academic Innovation Fellows and deliver a skills development programme for 400 ECR and PGRs.</p>	<p>HEIF funding of 2 FTE Development Managers and enabling funding of ~£60k p.a.</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Skills: Productivity growth through high-quality skills and training <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision 	<p>Priority 1: Create an environment and culture that enhances our capacity to deliver KE</p> <p>a. Develop and support academics at all career stages to reach their full potential</p> <p>f. Deliver targeted KE development and training opportunities to all PGRs and ECRs.</p>	<p>2021 Onwards</p>
<p>Support for Innovation-Driven Enterprises - Nurture and support high growth start-ups & SMEs and drive innovation in corporates in the LCR region by leveraging the enterprise and innovation expertise within the Nexus community and the University. Example activities include scaling the BUILD pre-accelerator (focused on addressing big societal challenges), working with partners to deliver corporate accelerator programmes and creating innovation pop-up's with key public sector partners.</p> <p>KPIs will be developed for each programme in collaboration with our delivery partners.</p>	<p>HEIF funded - 1 FTE- x 2 Development Managers (50% HEIF Funded)</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: attract the brightest and best people, boosting growth and driving the international competitiveness of the UK's high-growth, innovative businesses. - Level up the whole of the UK: Catalyse centres of excellence, supporting individuals across the country to access jobs and opportunities. <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up 	<p>Priority 2: Act as a catalyst for improving the prosperity of Leeds and the Leeds City Region (LCR)</p> <p>a. Through our leadership of the MIT Regional Entrepreneurship Acceleration Programme, enhance the LCR Innovation Ecosystem with targeted support to nurture high growth businesses which can generate significant impact for our economy;</p> <p>Priority 4: Maximise our opportunities to create and grow early-stage businesses</p> <p>b. Scale and maximise the impact of the Nexus community of innovative start-ups, SMEs and academics</p>	<p>2021/22 - 2022/23 (review in 2023 for forward activities)</p>

<p>Research and KE Institutes and Centres - Create new, and enhance existing, University-wide flagship centres and institutes to ensure that KE opportunities are maximised. Aim to effectively leverage the University's distinct, large scale interdisciplinary research strengths and capabilities across all core missions of the University; Research, KE, student education, international and digital transformation. Activities include development and implementation of each institute's KE offer to ensure it optimally addresses the needs of industry, civic and research partners, securing of additional resource/external funding to further build capabilities, provide project management to ensure effective KE engagement and capture the outcomes of KE engagement. KPIs will be developed for each institute in collaboration with key stakeholder groups.</p>	<p>HEIF funded - 2 FTE Major Research Initiative Managers and 3 FTE Development Managers.</p> <p>HEIF Development funding assessed and agreed based on strategic business case review process overseen by the Executive Team.</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. - Innovation: attract the brightest and best people, boosting growth and driving the international competitiveness of the UK's high-growth, innovative businesses. <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society - take greater account of place-based outcomes in how we make decisions on R&D in the UK, ensuring that our R&D systems make their fullest contribution to our levelling up agenda <p>RE-OfS:</p> <ul style="list-style-type: none"> - Outcomes: Students able to progress into employment, further study and fulfilling lives, their qualifications hold value over time. 	<p>Priority 1: Create an environment & culture that enhances our capacity to deliver KE</p> <p>d. Strengthen University-wide, flagship centres and institutes to enable them to work across disciplinary, institutional and geographical boundaries to form collaborative partnerships that integrate research, student education and KE;</p>	<p>2021-22 to 2024-25</p>
<p>Local Growth and Regeneration - Regional development and contribution to LCR innovation strategies. Activities include working collaboratively with the West Yorkshire Combined Authority, new Metropolitan Mayor and other regional HEIs to provide strategic oversight and coordination of the University's contributions to the Innovation Framework and the West Yorkshire Economic Recovery Board. University engagement with the West Yorkshire Innovation Network (created in support of the devolution deal for West Yorkshire). Contributing to the creation of the Leeds Innovation District to provide support and space for companies developing innovative new products and services. Target University participation in at least 9 of the priority programmes within the Innovation Framework; Leading role in delivery of regional health tech strategy, net zero innovation and working with SMEs.</p>	<p>HEIF funded ~0.25 Head of Innovation development, 2 FTE Development Managers and £50k operational budget.</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. - Level up the whole of the UK: Catalyse centres of excellence, supporting individuals across the country to access jobs and opportunities <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - take greater account of place-based outcomes in how we make decisions on R&D in the UK, ensuring that our R&D systems make their fullest contribution to our levelling up agenda - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society 	<p>Priority 2: Act as a catalyst for improving the prosperity of Leeds and the Leeds City Region (LCR)</p> <p>b. Work with our LCR partners to drive the development of the Leeds Innovation District and achieve our vision to create a 21st century science and innovation park in the centre of Leeds;</p> <p>c. Develop effective partnerships with civic and regional governance to influence policy and maximise opportunities to derive positive societal and economic benefit for the region arising from the University's R&I strengths;</p>	<p>2021-22 to 2024-25</p>
<p>Evidencing Market Need - Undertaking external evaluation of market need and capturing the value of our KE activities. Activities include identification of market need through commissioned market surveys (e.g. mini SIAs), KE project management, KE reporting and support for implementation of the KE Concordat.</p>	<p>HEIF funding 0.5 FTE Director, 1 FTE Programme Manager and 1 FTE Project Coordinator.</p> <p>HEIF funding for market assessment agreed based on strategic business case review process overseen by the Executive Team.</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. <p>RE-OfS:</p> <ul style="list-style-type: none"> - Outcomes: Students able to progress into employment, further study and fulfilling lives, their qualifications hold value over time. 	<p>Priority 2: Act as a catalyst for improving the prosperity of Leeds and the Leeds City Region (LCR)</p> <p>Priority 3: Generate Impact through increased breadth and depth of our key external partnerships</p>	<p>2021-22 to 2024-25</p>

<p>Frontiers Institute - Establish a Frontiers Institute (FI) to bring together new research teams, identify and develop emergent areas of interdisciplinary grand challenge research, and foster a culture of KE, partnership and collaboration, including with external research and KE organisations.</p> <p>The FI will deliver the following activities: 20 collaborative 'sand-pit' events a year (interdisciplinary match-making, workshopping emerging collaborations, etc.), 4 high-profile events a year (bringing high profile external speakers to galvanise research for community, national and international impact), 6 workshops a year with international research partners to develop/consolidate international partnerships and establish 3 new interdisciplinary research teams a year around themes developed by the FI and ready to tackle major global challenges.</p>	<p>HEIF funding - ~2 FTE Development Managers.</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. - Innovation: supporting and incentivising the development of creative ideas and technologies, including through investment in the Advanced Research & Invention Agency <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - be a partner of choice for other world-leading research and innovation nations, - increase our investment in research, unlocking new discoveries and applying research to solving our most pressing problems in government, industry and across society. - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society 	<p>Priority 2: Act as a catalyst for improving the prosperity of Leeds and the Leeds City Region (LCR)</p> <p>d. Establish a Frontiers Institute to grow collaborations in emergent interdisciplinary areas engaging researchers, policymakers, businesses, third-sector organisations and people from around the world to address major societal challenges.</p>	<p>2021-22 to 2024-25</p>
<p>Promotion and Management of Contracted R&D - Deploy our research capabilities and infrastructure to enable engagement and delivery of contracted research and services for commercial and non-commercial organisations. Activities include supporting academics to engage with external partners, development of R&D programmes, facilitating partner access to our research facilities/equipment, providing oversight of finance and contractual processes and supporting delivery of work R&D programmes.</p> <p>Target to provide £280m of contract research, consultancy and equipment facilities over the period, through 2000 contracted interventions.</p>	<p>HEIF funded -3 industry facing development managers, 0.25% Director, 0.25 Head of function, 1.5 FTE Contract Managers and 1 FTE contract support.</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - increase our investment in research, unlocking new discoveries and applying research to solving our most pressing problems in government, industry and across society 	<p>Priority 3: Generate impact through increased breadth and depth of our key external partnerships</p> <p>a. Enhance strategic engagement with business (SMEs and corporate partners) to increase the volume, impact and sustainability of our research, and create new opportunities for our staff and students;</p> <p>b. Maximise opportunities through our Business Engagement Framework to provide seamless support for external partners to work with the academic community and access research, knowledge, talent, access to facilities and skills development;</p> <p>c. Grow opportunities for new collaboration partnerships (SMEs, corporate, HEIs, public and third sector) to generate mutually beneficial research and KE outcomes.</p>	<p>2021-22 to 2024-25</p>
<p>Technology Licensing - Support the development of technologies into licensing opportunities, build relationships with partner organisations and management of technology transfer. Activities include, implementation of 'Fast Licensing' portal to improve business access to University IP, shaping of opportunities in to licensable propositions and increased focus on working with select partners to assist them to bring higher value /disruptive technologies to market. Target to secure 150 licences a year from 2020/21 rising to 200 per year within 4 years.</p>	<p>1.5 FTE Senior Manager, 2 Licensing Managers, 0.5 FTE Commercialisation Solicitor and 0.5 FTE Business administrative support - HEIF funded</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - become world-class at securing the economic and social benefits from research 	<p>Priority 3: Generate impact through increased breadth and depth of our key external partnerships</p> <p>e. Adopt flexible and pragmatic models for co-development and licensing of intellectual property to our partner organisations.</p>	<p>2021-22 to 2024-25</p>

<p>Managing a Portfolio of Collaborative Research - Attract and facilitate collaborative research and KE in partnership with private sector organisations through targeted innovation support, business engagement and secondments to drive increased innovation, productivity and competitiveness in the UK.</p> <p>Activities focus on strategic engagement at senior company level; to facilitate the development of research questions with the academic community that reflect commercial and societal challenges, maintain an oversight of subsequent opportunities across the University, and to develop long-term resilient relationships that realise significant industry funded outcomes.</p> <p>Target over the period to undertake 750 collaborative R&D projects (50% with SMEs), initiate 45 new KTPs and attract £120M of leveraged funds (public) to enable these interactions.</p>	<p>HEIF funded - 5 FTE Innovation support / Industrial Strategy managers, 3 FTE Corporate Relationships Managers, 1 FTE Contract Managers and ~£150k project initiation funding.</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - increase our investment in research, unlocking new discoveries and applying research to solving our most pressing problems in government, industry and across society - take greater account of place-based outcomes in how we make decisions on R&D in the UK, ensuring that our R&D systems make their fullest contribution to our levelling up agenda - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society - become world-class at securing the economic and social benefits from research 	<p>Priority 3: Generate impact through increased breadth and depth of our key external partnerships</p> <p>a. Enhance strategic engagement with business (SMEs and corporate partners) to increase the volume, impact and sustainability of our research, and create new opportunities for our staff and students;</p> <p>b. Maximise opportunities through our Business Engagement Framework to provide seamless support for external partners to work with the academic community and access research, knowledge, talent, access to facilities and skills development;</p> <p>c. Grow opportunities for new collaboration partnerships (SMEs, corporate, HEIs, public and third sector) to generate mutually beneficial research and KE outcomes</p>	<p>2021-22 to 2024-25</p>
<p>Research Translation into KE Opportunities - Manage and deliver a research translation portfolio of ~£1.5m pa. The activities include project development, market review of opportunities, proposal writing, funding and management and outcome reporting. Scope includes business R&D projects, academic and partner secondments (outwards and inwards), proof of market and proof of concept projects, training & development of academic staff to promote KE skills, support impact networks and facilitate policy engagement.</p> <p>Over the period we will undertake 10 secondments (inward and outward), deploy up to £6m development awards that leverage and secure up to £2.5m of partner contributions to take new technologies to market and support companies to improve existing products and processes. Target of 150 new disclosures per annum.</p>	<p>HEIF funded 6 FTE Development / commercialisation Managers, 1 FTE IP / Market Analyst Officer, 0.25 FTE Director, 1.5 FTE Senior Manager, £250k pa project funding plus contribution to patent budget ~10%.</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. - Innovation: Attract the brightest and best people, boosting growth and driving the international competitiveness of the UK's high-growth, innovative businesses. - Innovation: Support access to finance to help unleash innovation - Skills: Productivity growth through high-quality skills and training <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision - become world-class at securing the economic and social benefits from research. - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society 	<p>Priority 3: Generate impact through increased breadth and depth of our key external partnerships</p> <p>a. Enhance strategic engagement with business (SMEs and corporate partners) to increase the volume, impact and sustainability of our research, and create new opportunities for our staff and students;</p> <p>Priority 4: Maximise our opportunities to create and grow early-stage businesses</p> <p>a. Harmonise our research translation support and funding in alignment with UKRI to ensure co-ordinated pathways to progress ideas all the way to impact</p> <p>Priority 1: Create an environment and culture that enhances our capacity to deliver KE</p> <p>a. Develop and support academics at all career stages to reach their full potential;</p>	<p>2021-22 to 2024-25</p>
<p>Create IP-Rich Companies - Support the creation of new spinout companies and support the development of our existing portfolio of early stage companies. Activities include validation of business value proposition, achieving commercial proof of principle, preparing investment cases, building initial company management teams and working with investors and other stakeholders to secure the resources for business launch. Target to create at least 35 invested new companies over the period.</p>	<p>1.5 FTE Senior Manager, 2 Venture Managers, 0.5 FTE Commercialisation Solicitor and 0.5 FTE Business administrative support - HEIF funded</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - become world-class at securing the economic and social benefits from research. 	<p>Priority 4: Maximise the opportunities to create and grow early-stage businesses</p> <p>c. Boost the creation of innovation-driven start-ups through activities targeted at graduate, postgraduate, staff, and local entrepreneurs;</p>	<p>2021-22 to 2024-25</p>

<p>Student and graduate business creation - Identification and support for new, developing and growing student businesses. Activities include support to allow students to recognise business opportunities, develop strategies to conduct market research, implement their findings through formal business start-up procedures (Proof of Concept support) and delivery of an annual Business Plan competition available to all students. Target to create 50 start-up businesses per annum.</p>	<p>HEIF funded – 0.7 FTE Senior Manager, 0.85 FTE Project Officer</p>	<p>R&D Roadmap:</p> <ul style="list-style-type: none"> - attract, retain and develop the talented, diverse people and teams that are essential to delivering our vision <p>RE-OfS:</p> <ul style="list-style-type: none"> - Outcomes: Students able to progress into employment, further study and fulfilling lives, their qualifications hold value over time. - Value for money: students receive value for money 	<p>Priority 4: Maximise our opportunities to create and grow early-stage businesses</p> <p>c. Boost the creation of innovation-driven start-ups through activities targeted at graduate, postgraduate, staff, and local entrepreneurs;</p>	<p>2021-22 to 2024-25</p>
<p>Provision of Investment Capital - Support the creation of the Northern Gritstone Investment company (with Manchester and Sheffield universities) to provide early stage and growth capital to increase the volume of high-quality spinout companies. Target to raise initial investment of £150m by end 2021 and up to £500m by 2023-24.</p>	<p>0.25 FTE Director / 0.25 FTE Senior Manager – HEIF Funded</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy - Innovation: Finance to unleash innovation - Level up the whole of the UK <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up 	<p>Priority 4: Maximise the opportunities to create and grow early-stage businesses</p> <p>d. Establish the Northern Gritstone investment company, in partnership with the Universities of Manchester and Sheffield, to produce a step change in the availability of investment capital that drives the creation of innovative companies and accelerates their growth.</p>	<p>2021/22 Onwards</p>
<p>Public Engagement Support Programme - Delivery of PE-support programme to embed engaged research practice leading to impactful research. Targets per annum: Research Development funding [3 rounds; ROI >£1500], training workshops [12], public facing events [4], ongoing online community network support [2 networks], bespoke individual support [20].</p>	<p>1 FTE Public Engagement officer - HEIF funded</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - Engage - ensure future generations are inspired to pursue careers in R&D in a wide range of sectors and show that science is for everyone. - increase the attractiveness and sustainability of careers throughout the R&D workforce 	<p>Priority 5: Create a positive culture for public engagement and support for engaged research</p> <p>a. Foster a collaborative, open and communicative internal community of academic and professional staff</p> <p>b. Create spaces for curiosity and creativity to foster innovative thinking and inspiration for academic and local community.</p> <p>c. Support academics to form meaningful relationships with local people and organisations for engaged research.</p>	<p>2021-22 to 2024-25</p>
<p>Public Engagement Dissemination - Development of creative content from research that leads to engagement with research to existing and new communities. Activities include mentoring and supporting researchers for impactful storytelling.</p> <p>Targets to provide 4 hybrid engagement events and 4 social media campaigns per annum</p>	<p>1 FTE Digital Engagement officer - HEIF funded</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Level up the whole of the UK <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society. - ensure future generations are inspired to pursue careers in R&D in a wide range of sectors and show that science is for everyone 	<p>Priority 5: Create a positive culture for public engagement and support for engaged research</p> <p>b. Create spaces for curiosity and creativity to foster innovative thinking and inspiration for academic and local community</p>	<p>2021-22 to 2024-25</p>
<p>Leadership for Public Engagement - Support and engaged research practice; engaged for impact strategy implementation and delivery; maintenance and new relationships with external communities and organisations; mentoring of engagement champions and online staff communities.</p> <p>Target to increase engaged research online community by 150 new members per annum.</p>	<p>0.7 FTE Head of Public Engagement - HEIF funded</p>	<p>Build Back Better:</p> <ul style="list-style-type: none"> - Innovation: development of the creative ideas and technologies that will shape the UK's future high-growth, sustainable and secure economy. <p>R&D Roadmap:</p> <ul style="list-style-type: none"> - engage in new and imaginative ways to ensure that our science, research and innovation system is responsive to the needs and aspirations of our society 	<p>Priority 5: Create a positive culture for public engagement and support for engaged research</p> <p>a. Foster a collaborative, open and communicative internal community of academic and professional staff</p>	<p>2021-22 to 2024-25</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?

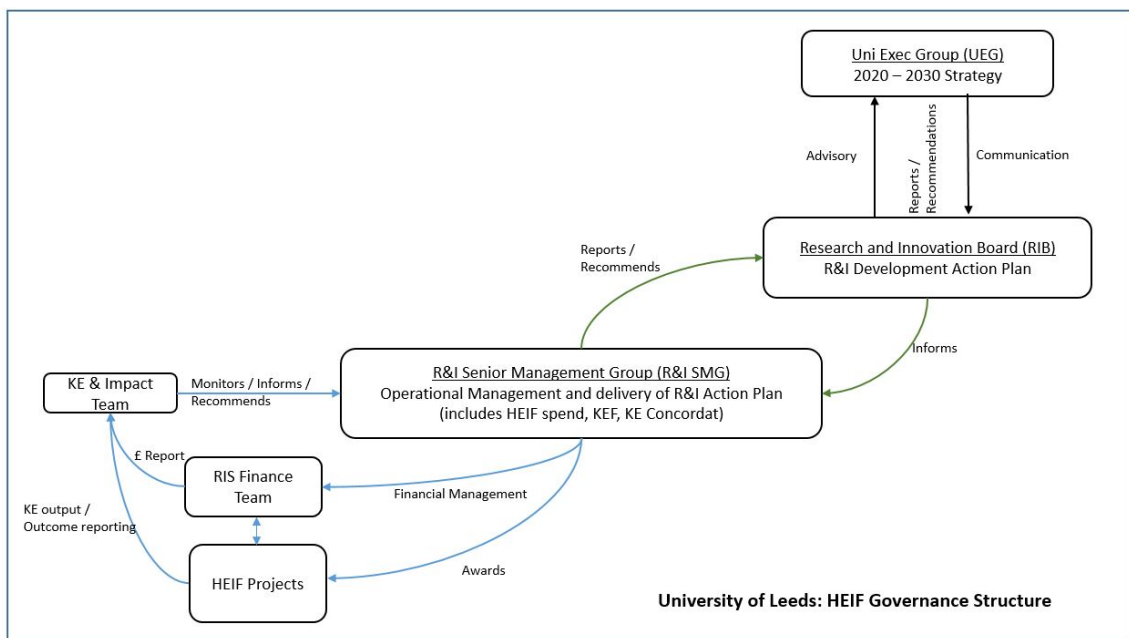
Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- 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.

Managing HEIF and HEIF Expenditure:

HEIF is managed and monitored through the University's established governance structures. These are summarised in the following diagram:



Leadership and executive oversight of the academic faculties and professional service functions is the responsibility of the University Executive Group (UEG). Membership of UEG comprises the Vice-Chancellor, Deputy Vice-Chancellors, Senior Directors of University Services (HR, Finance, Facilities and Marketing) and Faculty Executive Deans.

Our Research and Innovation Strategy, which includes our KE priorities, is overseen by the Research and Innovation Board (RIB) which reports to UEG. The strategic oversight of HEIF activities, expenditure and reporting of progress is the responsibility of RIB. This formal monthly Committee is chaired by the Deputy Vice-Chancellor Research and Innovation (DVC R&I) and includes academic faculty Pro-Deans for Research and Innovation, Directors of supporting professional services (e.g. Research and Innovation Service, Library, Organisational Development etc.) and other key research and innovation leaders. RIB is responsible for setting research and KE strategy, resource prioritisation, advising on key research and KE matters and reviewing performance.

The operational management of our KE priorities is the responsibility of the University's Research and Innovation Service (RIS). The R&I Senior Management Group (R&I SMG) is accountable to RIB and is chaired by the DVC R&I and includes senior academic members (i.e. Deans for Postgraduate Research, Interdisciplinary Research, Research Culture, and Research Quality) and the RIS Directors responsible for all research and innovation professional service teams. The annual HEIF budget is reviewed and approved by R&I SMG. Elements of HEIF are used as development funding and can be flexibly allocated to activities throughout the financial year. All requests for HEIF development funding are formally made to R&I SMG and decisions based upon alignment with KE priorities, identified need, anticipated outputs and value for money.

The Director of KE and Impact is a member of both RIB and RIS SMG, and has lead responsibility for financial monitoring of HEIF. The RIS Finance Team prepare 5-year KE budgets that are incorporated into the University's financial plans; these are formally reviewed on a quarterly basis to monitor expenditure and update the expenditure forecast for the balance of the financial year. Monthly RIS Finance meetings are held where information across all KE funding sources is reviewed, including a detailed breakdown of HEIF expenditure against budget. Any significant variances are reported at R&I SMG, discussed, and appropriate action agreed.

KE in academic faculties is overseen by Faculty Research and Innovation Committees which are led by Pro-Deans for R&I, who in turn report to RIB, ensuring alignment to the university strategy and allowing coordination of activities between faculties. Each faculty takes part in the annual Integrated Planning Exercise (as outlined in question 1), evaluated by members of the University's Executive Group. The IPE sets out each faculty's key priorities in KE; the resources required to successfully deliver these priorities; reflects on KE achievements over the last year; and measures performance against targets. HEIF deployed within the faculties to support KE is managed through the relevant Faculty Finance Office, but oversight remains with the central RIS Finance Team to ensure eligibility of expenditure and timely use of funds.

Measuring Progress and Evaluating Outcomes:

To measure progress and evaluate outcomes we have management structures, policies and processes in place to ensure effective deployment of HEIF and generation of ongoing management information.

The KE management structures, as outlined above, play a pivotal role in monitoring ongoing KE performance. Based upon alignment to the University Strategy and Delivery Plans, and informed by Faculty IPE submissions, current progress against targets and the external environment, the RIS SMG create an annual activity plan. Within this plan, each RIS Director is directly responsible for delivering specific KE activities and reporting progress. Monthly R&I SMG meetings provide a forum to report on key activities, discuss information reports and present strategy papers sponsored by relevant Directors. In addition, a key element of the University's Integrated Planning Exercise requires each Director to report progress against priorities to UEG.

To ensure consistency across KE activities and to provide a structured approach to evidence gathering, progress monitoring and outcome evaluation, in 2020/21 Leeds established a KE and Impact Team. A new senior role of Director of KE and Impact has been appointed, supported by a KE Programme Manager, KE Officer, Public Engagement team and Policy Leeds Officer. Reporting to the DVC R&I, this team is responsible for effective co-ordination of our KE priorities and associated delivery plan. They lead monitoring and evaluation of institutional KE and work across the University to ensure alignment with evidenced need and that routes to achieve and measure impact are considered at the earliest stage of activity development.

The University's institutional policies aim to inform and promote KE. They cover the breadth of our KE activities and are designed to support researchers to collaborate with external partners and to provide effective routes for KE. For example, following feedback from external partners, the University's Business Engagement Framework (BEF) was developed to provide additional support and clarity over how we work with business. The BEF was launched in 2019 and is showing benefits in setting expectations for work with external organisations and enhancing the co-ordination of our activities. Period reporting of KE activities to RIB ensures that policies and processes are fit for purpose and act as enablers of KE.

There are a range of mechanisms in place designed to provide ongoing indicators of KE activities and progress against plan. Examples include:

1. **KE and Impact Team** – their focused remit is to support the development of, and capture the outcomes that arise from, our KE activities. Regarding reporting, the Team works with University academics to capture the value created across all KE projects and programmes and liaises with external organisations to evidence the impact of these interventions. This work informs capability building in key areas of the University's research; facilitates the creation of new partnerships; and provides tangible evidence of the value of research and KE and underpins our external reporting. We are incorporating outcome reporting mechanisms in all of our KE project proposals and the accompanying contractual agreements. At an early stage of our partner interactions, we co-develop how outcomes will be captured and that these will be used by the University to inform and improve our KE. The Director of KE and Impact is a member of the RIB and R&I SMG and provides ongoing reports detailing progress in achieving KE priorities and works to actively identify gaps in our provision.
2. **Review of performance and benchmark data** – The Knowledge Exchange Framework (KEF) and contributing HEBCI data provides a useful insight into the University's performance for key KE metrics. KEF results are reviewed by UEG, RIB and Faculty Executive Groups. The underlying data is analysed by our Strategy and Planning Service to understand what has led to this performance and to identify areas of potential learning. We gather and review data against several aspects of the HEBCI return on a quarterly basis to enable timely action to be taken throughout the financial year. This information is used to report to University Council on performance against our KE activity KPIs and is circulated widely within the University, including to the academic community and KE operational teams. Formal reporting and review occurs through the RIB, allowing R&I SMG to adapt KE delivery plans, as required.
3. **Structured partner feedback** - Our KE teams (e.g. Corporate Partnerships, KTP, Nexus, public engagement) obtain formal feedback from our partner communities. They have regular (at least quarterly) reviews with senior colleagues from partner organisations and, in addition, undertake annual surveys to obtain quantifiable measures of the effectiveness of our interactions. This provides intelligence on

market opportunities for future activities and feedback on what is working and what is not.

4. **Market intelligence** – We collate and share market intelligence generated across our KE teams, for example our 22 Research and Innovation Development Managers – who are line managed through RIS but embedded within academic faculties and research institutes – gather intelligence relevant to their area and share this with their peers through monthly dissemination sessions. We use a Client Relationship Management system (CRM) to record partner enquiries and interactions. Our CRM Manager provides regular analysis of KE engagement across the institution, and we track these against the outcomes achieved. This enables us to better target our external engagement activities, identifying areas of strength and areas for improvement.

Sharing Lessons Learned:

We have several mechanisms that help us to identify gaps in our provision, adopt best practice, and implement improvements to our KE planning and delivery.

Over the next 3-4 years, we will build upon our recent appointment of a Director for KE and Impact within the RIS SMG, plus associated teams, to significantly enhance our approaches to the systematic collection of the information required to evidence KE need and outcomes. Leeds is participating in the KE Concordat pilot, and the Concordat is being integrated with our existing planning processes. Incorporation into our planning processes is critical as the Concordat will provide a framework for the University to better understand and guide the development of our KE provision.

Examples of the approaches that we currently deploy to share lessons learned and inform strategy are as follows:

1. **KE and Impact Team** - As outlined above, Leeds has recently created this new capability to provide improved structure and processes for our collection and dissemination of KE performance. This team will be responsible for undertaking the KE Concordat self-assessment and support implementation of our action plans.
2. **KE capacity building across academics and professional services staff** - we actively identify KE best practice from across the sector (UK and International) and have programmes in place to share this knowledge and help build KE related skills across our academic and professional services staff. As an example, the 'Michael Beverley Innovation Fellowship' – primarily funded through an entrepreneur's donation – will support 60 early career researchers to undertake a 6-month programme to develop innovation and entrepreneurship skills (2021-2026). The programme provides mentoring, guidance and financial support to enable academics to take a research idea through to a new product, service or way of working.
3. **Collaborative working and sharing of best practice with HEI partners** – We are active partners across a broad range of KE collaborations and networks with UK and International HEIs. We share best practice and hold regular updating sessions with our academic and professional service colleagues to ensure dissemination. This close working has proven to be highly productive and an effective way of implementing change; for example, the Northern Gritstone collaboration with Manchester and Sheffield has helped to inform and improve our working practices for shaping research opportunities into commercial propositions and has led to very close alignment across the partner universities' TTOs. This joint working will also be fundamental for the generation of the £500M investment fund to support these ambitions.

4. **Market assessments** – We regularly commission specific reviews to understand partner needs and use this to inform strategy and KE delivery. For example, we annually survey Yorkshire start-up businesses to understand their future requirements and challenges. The findings are published as the Business Barometer Report, showcasing work with over 100 businesses and exploring the experiences of these start-ups and the role of innovation support in their growth. Importantly, we use the Business Barometer Report to shape KE activity through our Nexus Innovation hub. Other reviews aim to understand the needs of target industry sectors, helping align our KE offer. Typically based upon the model adopted for the Science and Innovation Audits, this work aims to better understand the innovation needs of those industries, and the supporting innovation infrastructure. Recent examples include the rail industry and the colour and textiles industry, with the outcomes being used to shape the KE offer of our Institute of High Speed Rail and System Integration and our Institute of Colour, Fashion and Textile Industries.
5. **KE reviews and development plans** – On an annual basis we conduct reviews of selected areas of KE activity. This can be either initiated due to indicators of our relative performance in an activity or due to a change that the Director of that activity wishes to explore. Following approval by RIB, a working group is formed to undertake the review, which includes benchmarking of our approach against other HEIs and discussions with key stakeholders. The output is a change plan that implements lessons learned to improve this aspect of our KE offer. An example of such work led to the development of our Business Engagement Framework, meeting the need of business for a simple, professional entry point to build University research and KE partnerships.