

RE-P-2020-03-Annex B

University of Leicester

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 is currently refreshing our institutional strategy (will be finalised in summer 2021). Knowledge Exchange is embedded in our World Leading Research theme and will drive and enable the following strategic aims:

- Strategic Aim 2: Optimise the impact of our research and ensure that it creates positive change in economies, culture, communities and global society;

Objectives

- Embed impact development / co-creation with external partners into our research activity. We will embed a culture of research impact and knowledge exchange across the institution (from bid development, research outcomes to impact realisation);
 - Strengthen policy engagement so that our research creates positive change by engaging with regional, national and international policy makers;
 - Contribute to global challenges / SDGs by leveraging and strengthening our global partnerships (Nairobi Alliance) so that our research delivers transformational impact for key global grand challenges;
 - Strengthen public engagement with our research through community involvement, engagement and participation activities.
- Strategic Aim 3: Drive ambitious innovation and enterprise, drawing on our world-leading research strengths, to boost productivity, jobs and wellbeing.

Objectives

- Strengthen our external engagement with regional, national and international organisations / partners along with government, funding bodies and museums;
- Deliver on our ambitions for Space Park Leicester (SPL) to help position the East Midlands as a central hub for the space industry, and by playing a key role in attracting new businesses to Leicester;
- Establish a 'Heritage Hub' with civic partners that builds upon our strengths in urban development, tangible and intangible heritage (physical and virtual);
- Drive innovation in clinical research and healthcare solutions by leveraging our Biomedical Research Centre (BRC) and strategic relationship with Leicestershire Academic Health Partners (LAHP);
- Support our city and region by working as a critical partner to help boost productivity, job creation and the post Covid economic recovery of the region.

The University of Leicester is a signatory to the Knowledge Exchange Concordat. This four year HEIF Strategy / Accountability Statement builds upon and aligns with our recent successful KEF submission [1] and will be further enhanced as we conduct a gap analysis and development of our KE Concordat Action Plan.

Knowledge exchange (KE) is embedded across the institution, including our [Research Institutes](#) and Centres, with KE academic leadership in every School and Department through Research & Enterprise Directors and Impact Coordinators.

KE activities are also supported by dedicated expert professional service teams based in the Research & Enterprise Division. Leicester drives its major large scale KE activity through the following institutional enterprise beacons:

- **Space Park Leicester**: our flagship university-industry collaborative initiative positions the East Midlands as a central hub for the space industry, and will play a key role in attracting new businesses to Leicester and supporting the post-Covid economic recovery of the region;
- **Life Sciences**: Driving innovation in clinical research and healthcare solutions by leveraging our Leicester Life Sciences Accelerator (LLSA), Biomedical Research Centre (BRC) and strategic relationship with Leicestershire Academic Health Partners (LAHP), see: <https://le.ac.uk/enterprise/development/leicester-life-science-accelerator>);
- **Leicester Innovation Hub**: promoting innovation and collaboration between industry (especially SMEs), academics and students.

Student Enterprise

Knowledge Exchange will also be embedded in our Research-Inspired Education theme and will drive and enable the following strategic aims:

- Strategic Aim 2: Work in partnership with our students to push frontiers, generate new knowledge and nurture creativity, critical thinking and curiosity;
- Strategic Aim 4: Empower our students with the expertise and skills they need to realise their ambitions to become positive Citizens of Change.

We will therefore work in partnership with our student communities (both undergraduate and postgraduate) to push frontiers, generate new knowledge and nurture creativity, critical thinking and curiosity.

Our current student enterprise support and training provision will be enhanced by working in partnership with UoL's Careers Services and the Leicester Start-Up Accelerator at the Innovation Hub in order to:

- create an inclusive and vibrant environment so that students can develop and enhance their enterprise and entrepreneurial skills;
- increase student engagement and participate in KE activity;
- support new student-led businesses and start-ups.

[1] Leicester was ranked within the top 10% of UK Universities for Local Growth & Regeneration, and in the top 20% for Research Partnerships and Working with the Public & Third Sector.

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 gov't 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>Space Park Leicester (SPL)</p> <p>SPL is the University's major physical innovation asset and is due to open in summer 2021. It will provide a key vehicle for our knowledge exchange activity in partnership with the space and space-enabled sectors. SPL will combine science, innovation and industry on one site – creating a unique Space cluster at the heart of the UK. SPL will galvanise and leverage our world leading research & innovation capability (earth observation, artificial intelligence and space data) to strengthen our existing and broker new strategic industrial partnerships.</p> <p>SPL is the product of a shared vision co-developed in partnership with the City Council, Leicester & Leicestershire Economic Partnership and the Midlands Engine with strategic input from UK Space Agency and the Satellite Applications Catapult and National Space Centre along with a range of industrial partners (Airbus, Thales Alenia Space and European Space Agency).</p> <p><u>Research Collaboration</u></p> <p>We will deliver collaborative research programmes (space manufacturing, data & AI and Earth Observation) with industry partners such as Lockheed Martin, CGI and Earthsense.</p> <p><u>Inward Investment & Economic Development</u></p> <p>The Department of International Trade (DIT) have designated SPL as a High Potential Opportunity zone. The University of Leicester is working with DIT and the City to market SPL and attract new globally inward investment in SPL, the City and region.</p> <p><u>Innovation</u></p> <p>SPL will foster a dynamic innovation eco-system via our portfolio of nationally important innovation programmes and infrastructure, including:</p> <ul style="list-style-type: none"> • Space Research Innovation Network & Technology (SPRINT): Research England funded CCF programme led by Leicester which delivers innovation support to 72 Space / Space Enabled SMEs. • ESA Business Incubation Centre: funded by the European Space Agency. SPL will house five high growth SMEs. • Space Technologies & Applied Research (STAR): This unique ERDF / UoL funded programme, will provide regional SMEs to have free access to high tech facilities in order to develop new products. • Commercialisation Accelerator: We will pioneer a novel space commercialisation product in partnership with the Space Applications Catapult. <p><u>Pioneering Manufacturing</u></p> <p>SPL has pioneered the conceptual development of "New Space" production methods. SPL was granted 'Manufacturing Zone' status by MHCLG and SPL is working to deliver a Low Cost Access to Space manufacturing facility (LoCAS) which features in confirmed regional plans for a UK government sponsored East</p>	<p>HEIF supports the delivery of SPL as follows:</p> <ul style="list-style-type: none"> • Core SPL Operations Team (3 posts) (100% HEIF). • SPL Commercial & KE Manager (2 posts) (100% HEIF) • Technical partnerships team (3 posts). (100% HEIF). This supports Collaborative / Contract Research and Commercialisation in Space Engineering and Earth Observation data (by providing business consultancy, access to facilities & equipment at SPL) • Our dedicated Research & Partnership Development, Knowledge Exchange and Commercial teams in the Research & Enterprise Division (30 posts) provide dedicated expert professional support for the development of external collaborations, consultancy, CPD, Start Up, incubation and commercialisation activity at SPL.(100% HEIF Funded) • SPL innovation advisers (3 posts) (50% HEIF). Capital match funding for European Space Agency business incubator. • A Student Placement Programme (connecting students & post docs with businesses at SPL with match funded from industry (1 post: 50% HEIF funded). 	<p>Supports UK R&D Roadmap themes, including: "Levelling up R&D across the UK"; "Being at the forefront of global collaboration"; "Developing world-leading infrastructure and institutions"; "Ensuring a healthy R&D system of universities, research institutes, government labs, charities and businesses."</p> <p>Build Back Better themes including: "Backing the sectors and technologies that will shape the UK's future"; "achieve dynamic regional economies with high-value centres of excellence"; "Helping city regions become globally competitive"; "unleash the potential of our great cities, ensuring they drive growth in every region and nation in the UK"; "Catalysing centres of excellence and helping people connect to opportunity."</p>	<p>Aligns with the following World Leading Research theme strategic aim and associated objectives (see page 4):</p> <ul style="list-style-type: none"> • Strategic Aim 3: Drive ambitious innovation and enterprise, drawing on our world-leading research strengths, to boost productivity, jobs and wellbeing. <p>Objectives</p> <ul style="list-style-type: none"> • Strengthen our external engagement with regional, national and international organisations / partners along with government, funding bodies and museums; • Deliver on our ambitions for Space Park Leicester (SPL) to help position the East Midlands as a central hub for the space industry, and by playing a key role in attracting new businesses to Leicester; • Support our city and region by working as a critical partner to help boost productivity, job creation and the post Covid economic recovery of the region. 	<p>2019-20 onwards</p>

<p>Midlands Free Port. If fully realised this will provide be a potential “game changing” opportunity for the regional economy.</p> <p><u>CPD, Consultancy & Enterprise</u></p> <p>SPL is developing a training and executive education offer (including a proposed Institute of Technology) that will deliver skills for individuals and businesses in the global space sector. We are also developing a facilities access offer to businesses alongside a branded consultancy service.</p> <p><u>Student Enterprise</u></p> <p>SPL provides the following student opportunities:</p> <ul style="list-style-type: none"> • Placement offer at co-locating businesses. • Space & Space enable business accelerator (mentoring, hosting, business finance) • Space Park Recruitment Cadets (SPARC) – our partnership with Unitemps will help provide a flexible supply of graduates to SPL businesses. 				
<p>KE activity that supports our city and region</p> <p>The new University Strategy outlines our ambition to continue to support regional priorities by acting as critical partner and leveraging our KE capability to support and boost productivity, job creation and the post-Covid economic recovery of the region. Our key KE / innovation activities in this domain, include:</p> <p><u>Leicester Innovation Hub (LIH)</u></p> <p>LIH is the University’s ‘front door’ for business engagement and enables specialist delivery teams to support industry to develop and launch innovative products, services and processes. This innovation ‘front door’ includes the following externally funded (ERDF, CCF) projects:</p> <ul style="list-style-type: none"> • Leicester Innovation Accelerator (LIA) <ul style="list-style-type: none"> ▪ Marketing and Business Innovation/Development ▪ Data Analytics and AI ▪ Earth Observation and Geospatial Data ▪ Sustainability • STAR (Space Technology Applications from Research) Accelerator <ul style="list-style-type: none"> ▪ Engineering Design and Analysis ▪ Mechanical Manufacturing & Prototyping (Additive and Machining) ▪ Electronics Hardware Manufacturing & Testing • Leicester Life Sciences Accelerator (LLSA). <ul style="list-style-type: none"> • Clinical Data Science • Clinical trials • Diagnosis and rehabilitation of chronic disease <p>Collectively, these enable and help Leicester and our external partners to leverage and secure additional innovation and KE funding (KTPs, etc).</p> <p>Regional Business Engagement</p> <p>The University plays a pivotal role in supporting regional businesses by a variety of mechanisms outlined below.</p>	<ul style="list-style-type: none"> • HEIF partially funds core Leicester Innovation Hub activities LIA, STAR and LLSA teams (50% HEIF). • Knowledge Exchange and Research & Partnerships teams (100% HEIF) 	<p>Supports Build Back Better themes, including “Support and incentivise the development of the creative ideas and technologies that will shape the UK’s future high-growth, sustainable and secure economy.” “unleash the potential of our great cities, ensuring they drive growth in every region and nation in the UK”; “Catalysing centres of excellence and helping people connect to opportunity”; “Backing the sectors and technologies that will shape the UK’s future”.</p> <p>Supports BEIS priority in UKRI allocation letter of supporting “contribution of universities to COVID-19 crisis and recovery, such as place and civic contributions.”</p> <p>Supports UK R&D Roadmap themes, including: “Driving up innovation and productivity”; “make the most of our world-class research base and to increase the productivity of UK businesses all over the UK”; “ensure our excellence in discovery research, design, engineering, data science, and creative arts translates into commercial applications –</p>	<p>Aligns with the following World Leading Research theme strategic aims and associated objectives (see page 4):</p> <ul style="list-style-type: none"> • Strategic Aim 2: Optimise the impact of our research and ensure that it creates positive change in economies, culture, communities and global society; • Strategic Aim 3: Drive ambitious innovation and enterprise, drawing on our world-leading research strengths, to boost productivity, jobs and wellbeing. 	<p>2019-20 onwards</p>

<ul style="list-style-type: none"> • Working closely with our strategic partners, including the Midland Engine, Leicester and Leicestershire Enterprise Partnership (LLEP), LLEP Growth Hub, Leicester City Council, Leicestershire County Council, Innovate UK Regional, East Midlands Chamber of Commerce, Leicestershire Business Voice, FSB, Barclays Business Bank along with other local and regional organisations and partners. • Establishment of a new 'Heritage Hub' with civic partners that will build upon our strengths in urban development, tangible and intangible heritage (physical and virtual). This will build upon our considerable KE work in heritage, which has included: discovering the remains of Richard III, developing the Richard III Visitor Centre in Leicester, a strategic partnership with the National Trust, and the ongoing activity of University of Leicester Archaeological Services. <p>Our strategic engagement with partners along with the delivery of regional innovation programmes (outlined above) help to support the region's vibrant and rapidly developing innovation eco-system and community.</p>	<ul style="list-style-type: none"> • Leicester Innovation Hub Manager (50% HEIF) • Professional Learning Manager (100% HEIF). 	<p>increasing the productivity of our existing industries and creating new growth opportunities for the UK"; "boost business-led innovation activity and incremental innovation across the UK"; "encourage businesses in all sectors to adopt new innovations and technologies and innovate themselves"; "Levelling up R&D across the UK"; "Ensuring a healthy R&D system of universities, research institutes, government labs, charities and businesses."</p>		
<p>Health Technology Data Accelerator (HTDA):</p> <p>The HTDA will drive innovation in clinical research and healthcare solutions by leveraging our Biomedical Research Centre (BRC) and strategic relationship with Leicestershire Academic Health Partners (LAHP). It will catalyse and support the translation of our enterprise / KE activity in this domain in order to improve wellbeing for communities across Leicester, the region and nationally.</p> <p>We will leverage our world class expertise in health data, cardiovascular and respiratory medicine and environmental health to develop innovative strategies for health delivery including precision medicine, remote testing, device development and clinical trials. This includes a number collaborative industrial partnerships (Astra Zeneca, 3M, NTT Data) which drive our contract / collaborative research, consultancy, adoption of IP activity in this domain.</p> <p>We will support the delivery (with DIT) of a Life Science Opportunity Zone, attracting businesses to Leicestershire.</p> <p>Our Leicester Precision Medicine Institute will play a pivotal role in developing strategic enterprise partnerships and the commercialization of clinical research outcomes through licenses & spin outs.</p> <p>Leicester Innovation Hub (LIH) and Leicester Life Sciences Accelerator (LLSA) will help drive new enterprise activity by providing business support for life science / medical technologies SMEs.</p>	<ul style="list-style-type: none"> • Our dedicated Research & Partnership Development, Knowledge Exchange and Commercial teams in the Research & Enterprise Division (25 posts) provide dedicated expert professional support for the development of external collaborations, consultancy, CPD, Start Up, incubation and commercialisation activity in this domain.(100% HEIF Funded) • 4 Posts (50% HEIF funded) in the Leicester Life Sciences Accelerator (50% from ERDF) • Dedicated I.P. Commercial Manager (100% HEIF) 	<p>Supports UK R&D Roadmap themes, including: "Levelling up R&D across the UK"; "Being at the forefront of global collaboration"; "Developing world-leading infrastructure and institutions"; "Ensuring a healthy R&D system of universities, research institutes, government labs, charities and businesses."</p> <p>Build Back Better themes including: "Backing the sectors and technologies that will shape the UK's future"; "achieve dynamic regional economies with high-value centres of excellence"; "Helping city regions become globally competitive"; "unleash the potential of our great cities, ensuring they drive growth in every region and nation in the UK"; "Catalysing centres of excellence and helping people connect to opportunity."</p>	<p>Aligns with the following World Leading Research theme strategic aim and associated objectives (see page 4):</p> <ul style="list-style-type: none"> • Strategic Aim 3: Drive ambitious innovation and enterprise, drawing on our world-leading research strengths, to boost productivity, jobs and wellbeing. <p>Objectives</p> <ul style="list-style-type: none"> • Strengthen our external engagement with regional, national and international organisations / partners along with government, funding bodies and museums; • Deliver on our ambitions for Space Park Leicester (SPL) to help position the East Midlands as a central hub for the space industry, and by playing a key role in attracting new businesses to Leicester; • Support our city and region by working as a critical partner to help boost productivity, job creation and the post Covid economic recovery of the region. 	<p>2021-22 onwards</p>
<p>Embedding impact development and co-creation with non-academic partners into our core research activity</p> <p>Our new strategy outlines our ambition to further embed a culture of impact development, co-creation with non-academic partners and KE across the</p>	<ul style="list-style-type: none"> • Research and Partnership Development Team (15 roles), 100% HEIF funded 	<p>BEIS guidance: "Supporting sustainable economic growth and enhanced productivity</p>	<p>Aligns with the following World Leading Research theme strategic aims and associated objectives (see page 4):</p>	<p>2020-21 onwards</p>

<p>institution. This will be achieved through creating new Research & Partnership Development, Knowledge Exchange & Impact Development teams (based in the Research & Enterprise Division). These teams will support external engagement with our new and existing partners to ensure that co-creation and knowledge exchange are built in at the design phase of projects in order to maximise their economic and societal impact.</p>	<ul style="list-style-type: none"> Academic time of key R&E Leadership roles (50% HEIF) - to embed this culture across the University Research leaders' time in supporting non-academic partnership development (part funded by HEIF). 	<p>through the excellence of the UK's research base.”</p> <p>UK R&D Roadmap: “Driving up innovation and productivity, making the most of our world-class research base</p>	<ul style="list-style-type: none"> Strategic Aim 2: Optimise the impact of our research and ensure that it creates positive change in economies, culture, communities and global society; <p>Objectives</p> <ul style="list-style-type: none"> Embed impact development / co-creation with external partners into our research activity; 	
<p>Policy and public engagement activities</p> <p>Our planned activity in this domain includes:</p> <ul style="list-style-type: none"> Development of a new public engagement strategy that outlines our plans to engage the public, including in the co-production of research. One to one support for academics to design, develop and evaluate projects is provided by our Public Engagement Manager, Professor of Public Engagement, and will be supported by a new KE and Impact Team. Public engagement forum (led by our Professor of Public Engagement) to share & disseminate best practices across the university. UoL participation and engagement with Universities Policy Exchange Network (UPEN), Parliament KE Unit. <p>Key institutional-level relationships include: Leicester City Council; Leicestershire County Council; University of Leicester NHS Trust; Leicester/shire Local Enterprise Partnership (LEEP); Leicester City of Sanctuary; Citizens UK, National Space Centre & Academy.</p>	<ul style="list-style-type: none"> Public engagement manager post (100% HEIF) Professor of public engagement (50% HEIF) KE & Impact Development Team members (100% HEIF) 	<p>Supports BEIS and OfS/RE priorities on contribution to place and civic contributions</p>	<p>Aligns with the following World Leading Research theme strategic aim and associated objectives (see page 4):</p> <ul style="list-style-type: none"> Strategic Aim 2: Optimise the impact of our research and ensure that it creates positive change in economies, culture, communities and global society; <p>Objectives</p> <ul style="list-style-type: none"> Embed impact development / co-creation with external partners into our research activity; Strengthen policy engagement so that our research creates positive change by engaging with regional, national and international policy makers; Strengthen public engagement with our research through community involvement, engagement and participation activities 	<p>2020-21 onwards</p>
<p>Student Enterprise Activity</p> <p>UoL's Careers Service (undergraduates) and the Researcher Development team in the Doctoral College (postgraduates) provides a range of student enterprise support and training opportunities, including:</p> <ul style="list-style-type: none"> Mentoring and coaching network Entrepreneur in Residence support <p>The Leicester Start-Up Accelerator at the Innovation Hub also provides:</p> <ul style="list-style-type: none"> an inclusive and vibrant environment so that students can develop and enhance their enterprise and entrepreneurial skills; increase student engagement and participate in KE activity; 	<ul style="list-style-type: none"> 2 Careers Adviser (50% HEIF) HEIF funds (£25k) support our business kickstarter competition (match funded by industry) 	<p>Supports the RE-OfS priority on developing, identifying and monitoring student benefits of KE.</p> <p>Supports themes in R&D Roadmap and Build Back Better on supporting innovation and productivity through linking to the research base.</p>	<ul style="list-style-type: none"> Strategic Aim 2: Optimise the impact of our research and ensure that it creates positive change in economies, culture, communities and global society; Strategic Aim 3: Drive ambitious innovation and enterprise, drawing on our world-leading research strengths, to boost productivity, jobs and wellbeing. 	<p>2021/22 onwards</p>

<ul style="list-style-type: none"> • support for new student-led businesses and start-ups. <p>Student Enterprise is now embedded into the Research-Inspired Education theme of our New Strategic Plan. Detailed delivery plans for 2021/22 onwards are being developed (by summer 2021). This will include an enhanced programme of student enterprise & entrepreneurship support.</p>			<p>Aligns with the following Research-Inspired Education theme strategic aims (see page 5):</p> <ul style="list-style-type: none"> • Strategic Aim 2: Work in partnership with our students to push frontiers, generate new knowledge and nurture creativity, critical thinking and curiosity; • Strategic Aim 4: Empower our students with the expertise and skills they need to realise their ambitions to become positive Citizens of Change 	
<p>Growing and embedding KE across the institution</p> <p>Our Research & Enterprise leaders (PVC R&E, College Deans for R&E, College KE leads) have played and will continue to play a key role in embedding KE across the institution. KE and Enterprise have already been embedded within the responsibilities of these key leadership roles as well as into our academic promotions processes.</p> <p>Core support for our KE activity (outlined above) is provided by our dedicated Research & Partnership Development, Knowledge Exchange and Commercial teams in the Research & Enterprise Division.</p> <p>Proof of Concept / KE Development Pump Priming Funding schemes provide (on a competitive basis) crucial support that helps to stimulate and enable our KE activity.</p>	<ul style="list-style-type: none"> • Our dedicated Research & Partnership Development, Knowledge Exchange and Commercial teams in the Research & Enterprise Division (25 posts) provide dedicated expert professional support for the development of external collaborations, consultancy, CPD, Start Up, incubation and commercialisation activity in this domain.(100% HEIF Funded) • Academic Research & Enterprise Leaders (PVC R&E, College Deans for R&E, College KE leads (50% HEIF funded) • Proof of Concept / KE Development Pump Priming Fund. Competitive schemes accessed by academics / Prof Service KE leads to accelerate commercialisation (HEIF: £250k / year) • Academic KE & Impact development training 	<p>Supports Build Back Better themes, including “Support and incentivise the development of the creative ideas and technologies that will shape the UK’s future high-growth, sustainable and secure economy.”</p> <p>BEIS guidance: “Supporting sustainable economic growth and enhanced productivity through the excellence of the UK’s research base.”</p> <p>UK R&D Roadmap: Driving up innovation and productivity, making the most of our world-class research base.</p>	<p>Aligns with the following World Leading Research theme strategic aims and associated objectives (see page 4):</p> <ul style="list-style-type: none"> • Strategic Aim 2: Optimise the impact of our research and ensure that it creates positive change in economies, culture, communities and global society; • Strategic Aim 3: Drive ambitious innovation and enterprise, drawing on our world-leading research strengths, to boost productivity, jobs and wellbeing. 	<p>2020-21 onwards</p>

Question 3 – Monitoring success

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

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)

Managing our HEIF spending

The PVC R&E and the Research & Enterprise Committee have strategic oversight of our Knowledge Exchange strategy and priorities, including the development of our recent KEF submission and this four year HEIF Strategy / Accountability Statement.

The Registrar & Secretary (R&S) has executive oversight of HEIF spend through the University's annual planning and monitoring process. The Director of the Research & Enterprise Division (RED) provides operational oversight, working with the Division's Finance Business Partner and Management Accountant, to ensure that our institutional HEIF funding:

- supports the delivery of institutional strategic KE priorities;
- is compliant with Research England's HEIF regulations and annual monitoring processes (annual HEIF Accountability Statements);
- is being used to support eligible knowledge exchange activity;
- is being monitored (quarterly) to ensure that is spent within the financial year.

Measuring progress, evaluating outcomes and identifying lessons learned

The University is currently refreshing our institutional strategy (will be finalised in summer 2021). Knowledge Exchange is embedded in our World Leading Research and Research-Inspired Education themes (see question 1). For each of these strategic themes we are in the process of developing associated delivery plans, which will include SMART objectives for the strategic aims relating to Knowledge Exchange outlined in question 1.

The following well established and newly created mechanisms will be utilised to measure progress, evaluating KE outcomes and identifying lessons learned:

- Progress against KE objectives and broader outcomes will be monitored and reviewed as part of the university's annual planning and monitoring round;
- Progress against broader KE activities are monitored through data collection towards our annual HE-BCI annual reporting cycles and statutory returns to HESA;
- As part of our commitment to the principles outlined in the KE Concordat we will undertake the following:
 - carry out a self-evaluation and gap analysis (Apr-Jun 21) in relation to the principles of the KE concordat;
 - develop a KE Concordat Action Plan (Jun –Jul 21) that will be submitted on 31 July 21;
 - KE working Group (College and RED Enterprise leads) will monitor and review progress against our KE Concordat Action Plan;
- Each of these review mechanisms will also be considered by the University Research and Enterprise Committee to provide the necessary academic governance to ensure strategic alignment of our KE activities;
 - KE is already embedded as a standing agenda item on the University Research & Enterprise Committee;
 - KE will be embedded as a standing agenda item on College level Research & Enterprise Committees.

Progress of individual HEIF-funded staff and teams, and specific KE-related objectives / deliverables, will be monitored progress through our annual Performance Development Discussions.

Space Park Leicester has its separate institutional governance mechanisms. Our portfolio of externally funded enterprise awards (UKRPIF METEOR Award, SPRINT CCF Award and ERDF projects) all have their specific governance structures that oversee the delivery of individual projects.

The University will also establish (from 2021/22) a new Strategic Enterprise Projects, Spin Outs & Investments Board in order to:

- Provide enhanced strategic oversight across our full portfolio of externally funded strategic enterprise projects, Spin Outs and University Investment in Intellectual Property assets;
- Consider and evaluate proposed new strategic enterprise projects, Spin Outs and University Investment in Intellectual Property assets; make appropriate recommendations to Executive Board, Research & Enterprise Committee and Finance Committee regarding their formal approval;
- Provide effective and robust monitoring of project delivery and risk management both during the duration and beyond the project period.

These initiatives collectively will ensure that clear delivery and work plans, as well as robust monitoring and reporting mechanisms, are in place to provide the necessary level of assurance to the strategically important area of university activity.