

University of Bath

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.

The University of Bath was established to advance learning and knowledge by teaching and research particularly in science and technology, and in close association with industry. The University's current mission retains this purpose: '*to deliver world-class research and teaching, educating our students to become future leaders and innovators, and benefiting the wider population through our research, enterprise and influence*'.

The emerging University Strategy for 2021-2026 states that Bath as a 'dual intensive' university aims to advance its activities, scale, and impact through four key pillars:

1. **Driving excellence in education:** growing our reputation for education including through enhancing placement and employability. In relation to KE, the University is committed to teaching highly relevant content reflecting the most recent advances in research.
2. **Driving high-impact research:** growing our research power to drive research quality and impact. The University is committed to growing research income and focusing on three primary research themes: Sustainability, Health & Wellbeing, Digital.
3. **Fostering an outstanding and inclusive community:** growing our identity as a strong learning community. The University is committed to growing our network of people, programmes, initiatives, and tools designed to help employees grow and manage their careers, assist managers and leaders to build inclusive environments, and enable students to reach their full potential.
4. **Enhancing strategic partnerships:** growing our civic, corporate, and international partnerships to allow us to fulfil our vision in education, research, and enterprise. The University is committed to becoming more internationally leading whilst staying locally relevant, encouraging greater strategic and research alliances and partnerships with business and industry, and growing support for innovation and commercial activities.

The four key pillars align with and support the achievement of current, major external agendas and strategic priorities:

External agency	Strategic priorities
Bath & North East Somerset Council	<u>Health, wellbeing, sustainability, business growth, successful City, employment & skills</u> <u>Inclusive growth, productivity; low carbon, renewable energy</u>
West of England Combined Authorities Western Gateway	<u>Innovation, advanced manufacturing, creative, digital, cyber; finance, professional services</u>
Govt policy papers: -Build Back Better (COVID19 recovery) -Research Development Roadmap	<u>Creative ideas and technologies to shape high-growth, sustainable, secure economy. Start-up, scale up and SME support.</u> <u>University research activities are sustainable delivering greater impact; diverse roles in innovation and regional growth are supported. Become world-class at securing economic and social benefits from research</u>
UN Sustainable Development Goals (SDGs)	<u>17 SDGs tackling the world's most pressing challenges</u>

The global pandemic has generated a critical need for economic growth and impact, however, COVID19 has caused significant cultural, social damage and behavioural changes too including: a huge shift to remote learning and working; heightened reliance upon digital technology; the establishment of new practices to serve basic needs such as shopping and the delivery of health and welfare services; increased mental health issues and difficulties as well as new ways of maintaining social and community cohesion . It is likely that many of these new behaviours and issues will not only remain but also develop further still presenting the urgent need for the application of University research, knowledge, and expertise to provide expert knowledge, advice, and new solutions.

The University continues to recognise that KE is an important mechanism through which much of our research and expertise will be grown and shared, and our future ambitions delivered and achieved. Thus, the University has developed a set of KE priorities and objectives intended not only to support the economy, but also as a plan to assist local, national and international recovery and growth. Priorities and objectives are listed below.

PRIORITIES	OBJECTIVES
KE activity should focus on our primary research themes of Sustainability, Health and Wellbeing, and Digital.	a) To grow the income levels for KE metrics (HEIF), targeting our primary research themes, over the planning period at a rate greater than the average level per metric for our KEF cluster
To secure and establish high-value collaborative and sustainable KE partnerships and projects	a) To establish at least two new, large, sustainable partnership-based, collaborative projects with regional anchor institutions (from both public and private sectors)
To ensure that our KE activity will contribute to the achievement of economic	a) To increase the levels of consultancy, contract research b) To increase the number of SMEs that we work with

growth, development, and enterprise in line with our civic role and in response to regional, national, and international agendas	<p>through KE activities</p> <p>c) To evaluate the impact of our KE activities</p>
We will ensure wide engagement by delivering a broad range of types of KE activities that reflect the different strengths of our Faculties and School, and the diverse needs of our partners, clients, and regional communities.	<p>a) To increase participation in CE and CPD, credit and non-credit bearing, for companies, organisations and individuals - including through new, innovative digital online courses</p> <p>b) To increase public, civic, and third sector engagement through regional KE activity and events</p> <p>c) To develop placements including for PhD students in regional and national organisations</p>
We will continue to expand our enterprise provision and support for staff and students	<p>a) To increase skills of academic and professional staff in relation to KE</p> <p>b) To increase the number of staff promoted where knowledge exchange activities are mentioned as a part of a major contribution.</p> <p>c) To increase the number of start-ups and spin outs supported by the University through its KE activities</p>
We will continue to improve our institutional focus on, and performance in, KE	<p>a) To improve the governance and leadership of KE</p> <p>b) To grow University KE activities across each HE-BCI metric at a rate that is greater than the averages of our KEF cluster.</p> <p>c) To improve information systems and records to enable us to more accurately monitor and evaluate our KE activity and its impacts</p>

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	HEIF support	HEIF priorities	Strategic objectives	Indication of timescales
Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	How HEIF will be used to support the project?	How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Which institutional strategic KE objective does this relate to?	
Support SMEs and key companies in the region by increasing contract research, consultancy, and KTPs. <i>Target increase number of companies by 10%</i>	Head of KE, Industrial Partnership Manager for each Faculty, School of Management and SETsquared. Events and Contracts teams.	Supports 'Build Back Better' by enabling SME business growth	Priority 3 Objective a, b: Contribute to economic growth through consultancy and contract research, work with SMEs	2021 onwards
Secure high-value collaborative KE projects in the areas of creative and digital, health and welfare and sustainability with key industrial and anchor institutions in through regional partnership and network development. <i>Target at least 2 major collaborative projects over the 4 years</i>	Head of KE, Industrial Partnerships Managers for each Faculty, Head of Regional Development, Contracts team. Events co-ordinator. Marketing & Comms Officer, Consultancy Manager	Supports 'Build Back Better' Innovation - digital and creative sector, transition to Net 0 and clean energy Supports Research and Development Roadmap – innovation, application and development	Priority 1 Objective a: KE focus on primary research themes; Priority 2 Objective a: establish sustainable partnership-based collaborative project with anchor institutions	2021 onwards
Increase the annual levels of KE with local companies and organisations through establishing, and then supporting: a) the new industrial partnerships: Healthy Later Living, iCAST, IAAPS, Regional Translational Research Accelerators, Space and Defence cluster, Social Enterprise, WECA cyber cluster b) Our Shared Future, the major strategic partnership initiative aimed at bringing together skills, knowledge and expertise from the University, Bristol & North East Somerset	Industrial Partnerships Managers, Head of Regional Development, Contracts Team, Events Co-ordinator, Marketing & Comms Officer, Contracts Officer, Consultancy Manager Impact Team	Supports 'Build back better' Innovation in Health Care, Digital and Creative and Net 0 in automotive Supports Research and Development Roadmap – innovation, application, and development	Priority 1 Objective a: KE focus on primary research themes; Priority 2 Objective a: high value collaborative KE partnerships. Priority 3 Objective a, b, c: our KE activity will contribute to economic growth and enterprise.	2021 onwards

<p>Council, and across the city to explore and address major challenges in Bath and the region</p> <p>c) Our Civic Agreement currently being developed in collaboration with the local community, businesses and other institutions and organisations that will state publicly how we will operate in the region and contribute to its environmental, social, cultural, and economic wellbeing including by growing our work with the public, civic, and third sectors</p>			Priority 4 Objectives a, b: we ensure wide engagement through a broad range of KE activities	
<p>Support and grow local and regional innovation, enterprise, and acceleration. Including supporting student enterprise and innovation</p>	<p>Part fund the acceleration services provided by the SETSquared Innovation Centre including the Centre Manager and 2x Entrepreneurs in Residence.</p> <p>Provide KE services to support the Institute for Advanced Propulsion Systems. Contracts team, Tech Transfer team, Consultancy Services Manager</p>	<p>Supports 'Build Back Better': Innovation – development of creative ideas and tech to shape a high growth economy.</p> <p>Supports 'Build Back Better': Supports SME start-up and scale-up</p> <p>Support OfS in 'delivering high level skills to support the economy including in AI'</p>	Priority 3 Objectives a, b, c: increase levels of KE activity, increase number of SMEs supported, increase GVA in organisation with whom we work	2021 onwards
<p>Support creative and digital skills development and innovation through ISTART the new developing partnership between Bath College, Bath Spa University, the University of Bath, Bath and North East Somerset Council and West of England Combined Authorities.</p>	<p>Head of Regional Development; Industrial Partnership Manager, Contracts team</p>	<p>Supports 'Build Back Better': 'Innovation' and 'Higher Skills' in digital and creative sector</p>	Priority 1 Objective: a KE in primary research theme Priority 3 Objectives a, b: increase KE, increase SMEs that we work with	2022 onwards

			Priority 4 Objective a: increase participation in NCB CPD	
Support economic recovery through increasing higher skills for business growth, innovation, and leadership by expanding collaborative, digital CPD and NCB course provision.	Head of KE, Industrial Partnership Managers, Head of Regional Development	Supports 'Build Back Better' 'Innovation' in Digital and Creative, Fintech, SMEs	Priority 1 Objective: a KE in primary research theme Priority 3 Objectives a, b: increase KE, increase SMEs that we work with Priority 4 Objective a: increase participation in NCB CPD	2022 onward
Increase industrial networks and improve innovation, enterprise and employability through placements including for PhD students in regional and national companies.	Head of Regional Development; Industrial Partnerships Managers	Supports Build Back Better; Innovation, supporting SMEs, Scale-ups Supports UK Research and Development Roadmap innovation, application and development, inspiring talented people and teams.	Priority 1 Objective: a KE in primary research theme Priority 3 Objectives a, b, c: increase levels of KE activity, increase number of SMEs supported, increase GVA in organisation with whom we work. Priority 4 Objective c PhD placements	2023 onward
Increase our capability and capacity to provide KE by engaging and supporting researchers with specialist training to develop the KE potential of their research ideas and facilitate external and user engagement from the earliest stage	Head of KE (x1) and (0.2) events coordinator. Research Commercialisation Officer (0.2)	Supports UK Research and Development Roadmap: 'innovation, application and development', 'inspiring talented people and teams'	Priority 5 Objectives: a, c. increase KE skills among staff, increase numbers of start-ups and spin-outs supported by University KE	

<p>Protect and license academics' technology and IP to commercial companies and aiding them to form their own spin-out companies.</p>	<p>Technology Transfer Team, Contracts Team, Industrial Partnership Managers Team</p>	<p>Supports 'Build Back Better': Innovation – development of creative ideas and tech to shape a high growth economy Supports UK Research and Development Roadmap innovation, application and development of research, inspiring talented people and teams.</p>	<p>Priority 1 Objective a: grow KE income Priority 2 Objective a, b: increase KE skills of academic and research staff, increase number of spin-outs and start ups</p>	
<p>Improve institutional KE governance, information and policy development, evaluation, and improvement to better support its growth, delivery, and management.</p>	<p>Director of Research and Innovation Services, Head of Research Policy and Information, Head of KE, University Research and Knowledge Exchange Sub Group</p>		<p>Priority 6 Objectives a, b, c</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 our HEIF spending

Our HEIF funding is used to provide the professional services and expertise needed to lead, facilitate and support KE delivery across the University. In 2020-21, 78% of the award covered posts in Research and Innovation Services (RIS) directly involved in developing and supporting KE activity, while the remaining 22% was spent on non-pay items essential to support and promote KE. Teams in RIS supported by HEIF are Research and KE Policy and Information, Contracts, Knowledge Exchange and Industrial Partnerships Managers, Technology Transfer and Commercialisation, Regional Development and Enterprise. Non-pay expenditure includes Patent Fund, KE & Impact Fund, SETsquared subscription, Student Enterprise Fund, KE events.

The total expenditure is managed by the Director of Research and Innovation Services and is formally reported through the University's committee structure. This has been through the University Research Committee, which from 2021 has had its role and remit expanded and name changed to the University Research and Knowledge Exchange Committee. The Committee meets 6x per year and is Chaired by the PVC Research.

Measuring progress

We will measure progress continuously by monitoring and reporting our performance against our KPIs including HEBCIS and HEIF metrics, and qualitative and quantitative data that are identified in the table below. The data will be collated and presented as a KE dashboard to the University Research and Knowledge Exchange Committee (URKEC) each year, with annual reviews at Faculty and University level to assess performance. URKEC in turn reports to the University Senate. Measuring progress in this way will allow us to assess our performance and quickly revise and adapt our planning if and where it might be necessary.

Institutional KE priority /objectives	Approach /metrics
1. To grow the income levels for KE, targeting our primary research themes, over the planning period at a rate greater than the average level for our KEF cluster	<ul style="list-style-type: none">• Total KE income, income per HEIF metric• Number of companies engaged
2. Establish 2 new large sustainable, collaborative projects	<ul style="list-style-type: none">• Progress reports at University Research and Knowledge Exchange Committee (URKEC)
3.a) Increase consultancy, contract research, KTPs, learning and training b) Increase number of SMEs that we work with c) To evaluate the impact of our KE activities	<ul style="list-style-type: none">• HEBCI & HEIF metrics - reported against each year at Faculties' and University Research and Knowledge Exchange Committees• Number of SMEs (+10%)• Surveys and interviews with external clients, partners, and participants
4.a) Increase participation in NCB CPD b) Increase public and community engagement c) Placements including for PhD students	<ul style="list-style-type: none">• HEIF metrics - reported against each year at Faculties' and University Research and Knowledge Exchange Committees• Number of events and participants• Number of placements
5.a) Increase KE skills of academic and professional staff b) More staff promotions through KE c) Increase start-ups, spin outs and student enterprise	<ul style="list-style-type: none">• Number of events and staff participants per year• Number of staff promotions where evidence of KE activities are mentioned as a part of a major contribution• Number of students engaged in enterprise programmes; number of start-ups supported, and spinouts created.
6 a) Improve governance	<ul style="list-style-type: none">• Improvement against KEC self-assessment

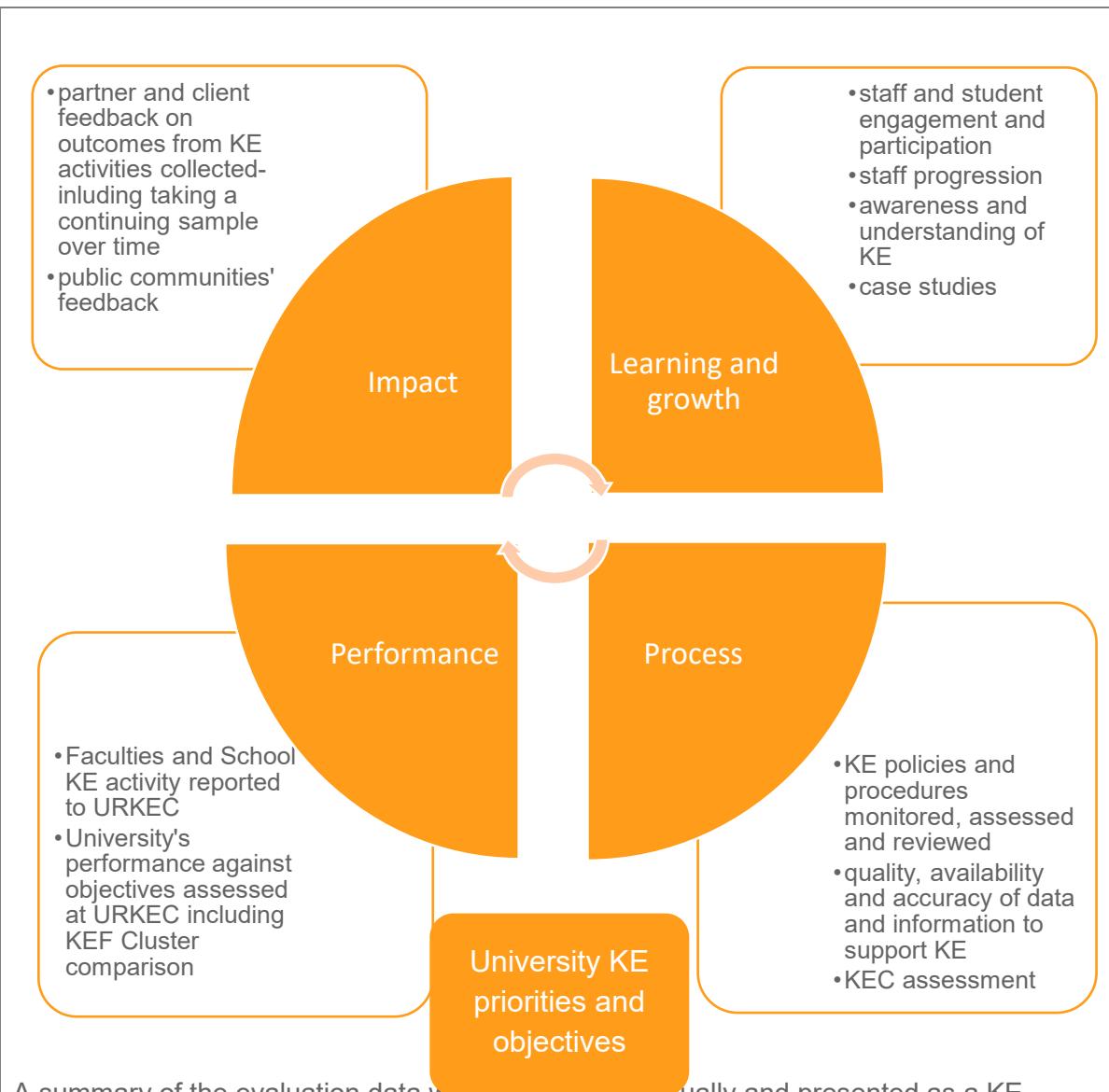
and leadership of KE
b) Greater annual growth than KEF cluster average
c) Improve KE data and information

- University performance against the KEF cluster & HEBCIS metrics
- KE dashboards for faculties and university; progress reported to URKEC

Evaluating outcomes

Formally evaluating KE is an important new activity for the University, and it features as one of the institution's KE objectives as described in question 1.

We aim to evaluate the outcomes of KE activity, and the use of our HEIF award thoroughly, through a multi-level assessment framework. We will integrate this within existing processes while ensuring that it is as simple as possible to undertake. The evaluation will be at activity, Faculty, and institutional levels, and we will also evaluate the impact of KE activities over time. The information we collect will feed into a 'Balanced Scorecard' dashboard to make it easier to assess and understand the complexity, extent, and value of the KE activities of the University.



A summary of the evaluation data will be produced annually and presented as a KE balanced scorecard reported to the University's Research and Knowledge Exchange Committee.

Identifying lessons learned

One of the four key dimensions of our evaluation model is 'Learning and Growth' and we are committed to 'identifying lessons learned' through formal and informal mechanisms.

- The University will use the KEC to guide the development of continual assessment and improvement of the processes supporting KE.
- Our evaluation model is to be multi-layered and will focus on practitioner, project, Faculty, and institution levels with formal reports, including learning gained, made through Faculty and University Research and Knowledge Exchange Committees.
- Case studies will be identified and shared through the committee as good practice.

- The balanced scorecard will enable us to regularly monitor and identify strengths, opportunities, and failures of our overall approach to KE
- We will encourage the development of a community of professional practice in KE to support learning and development among staff and which will identify and share experience and practice in KE