

RE-P-2020-03-Annex B

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.

Established for over 125 years, and part of the University of London, Goldsmiths spans the arts, humanities, social sciences, cultural studies, computing, business and management, and law. It is also a provider of professional training in teaching, social work, counselling and therapy practice. Knowledge creation and exchange – from curiosity-driven research to work that applies its research to real-world issues – underpins its intellectual, creative and social culture.

As a campus-based university in the London Borough of Lewisham, an area of significant deprivation, as well as being racially diverse, its local economic, cultural and social impacts are highly significant and Goldsmiths recognises that these impacts will become even more important for its local community in the future. New Cross in South East London is one of the most deprived areas in the UK, and one that is also diverse with people from BAME backgrounds accounting for the majority of the population. Yet as well as being an area of relatively high deprivation New Cross and Deptford is also an area of change. Over the period 2016-41 the population is projected to increase by 30,000, an increase of over 50%. This combination of an area of high deprivation under pressure for growth and regeneration means that the role of Goldsmiths in shaping future development will become even more important in the future for its local community.

Making a difference through its research and knowledge exchange is therefore one of our four strategic priorities (see link to the Strategy for 2018-23:

https://www.gold.ac.uk/media/documents-by-section/about-us/Goldsmiths-Strategy_Exp_13.compressed.pdf).

Other relevant themes within our institutional strategy include: strengthening our international relationships and profile (4.4, 4.6 & 4.7) ; civic engagement for mutual benefit: active partnership with our community (5.1,-5.6); and our Public Engagement Strategy: [Public Engagement Strategy](#)

[2018-23](#) which includes a focus on developing a sector leading, sustainable culture of public engagement.

The College is currently developing its Civic Strategy (expected to be approved at the end of June 2021), which will be facilitated by a Civic University Agreement (CUA). CUAs seek to enable universities to have a more systematic and strategic approach to their civic role, based on the needs of the place in which they were located and on each university's particular strengths. CUAs set out a locality's priorities and where universities are best placed to focus their efforts, with delivery often in partnership with other local universities, businesses and communities. Goldsmiths is working with eleven anchor institutions in the Borough of Lewisham and will sign a CUA (and accompanying action plan) focused on making Lewisham the best place in London to live, work, create and learn. The CUA has four priorities: educational opportunities; economic growth and prosperity; well-being and quality of life (including a focus on arts and culture); and environmental sustainability. Our immediate aim has been to support post-Covid economic and social recovery in the locality.

Our knowledge exchange priorities have been focused on the following objectives:

OBJECTIVE 1 – ECONOMIC GROWTH, JOBS AND PROSPERITY

- 1. Fostering local growth.** This has become an even higher priority for the College post-COVID given the high levels of unemployment (the third highest of all the London boroughs) in our area. There are few large-scale employers in the Borough – hence our focus on working with local SMEs, many of which are in the creative and digital sectors – one of the College's strengths. Our business growth programmes – DEK business growth and Digital Grid – have been commended by Lewisham Borough Council and GLA. So we are building on this successful track record going forward. We are working closely with the Lewisham Borough Council on its vision for inclusive recovery and growth.
- 2. Supporting SMEs through the launch of our Virtual Enterprise Hub.** We have developed online training, networking and mentoring, building on the success of the online workshops we delivered for local SMEs affected by COVID-19. There is a particular focus on encouraging female entrepreneurs and those from BAME backgrounds. Two months after launching this offer, we already have 329 subscribing businesses to this network.
- 3. Supporting student enterprise initiatives.** Goldsmiths has a strong track record in supporting successful student enterprise, as evidenced by a recent report on students at UK universities starting their own businesses, which **ranked Goldsmiths as 6th out of the 121** universities analysed from the Guardian's university league table.

OBJECTIVE 2 – CREATIVITY, IDEAS AND INNOVATION

4. Heightening the strategic focus and impact of our Research Themes. These research themes (and their interdisciplinary ethos) have helped Goldsmiths to develop a reputation in fields such as creative computing, practice-based research, creative and cultural studies, understanding ourselves and others, how we interact with new technologies, and social justice. One example is our work on Immersive, which includes: running regular Goldsmiths UK-China Immersive Assemblies, bringing together creative industries' leaders with academics; exploring the development of an Immersive HQ, to co-ordinate some of the pioneering work undertaken by multiple academics and research groups across Goldsmiths.

5. Increasing the number of Spin outs and KTPs. We are conducting a College-wide push on spinout company formation. We are involved in active discussions around three potential spinouts.

6. Facilitating and encouraging further academic engagement in KE activities. This includes: capacity building through training workshops and support; reviewing the incentives and recognition for undertaking KE activities; encouraging more consultancy and contract research, especially with public and third sectors.

OBJECTIVE 3: SKILLS

7. Developing flexible learning opportunities, with a particular focus on our local community. We are currently reviewing our unaccredited short course and executive training provision, as well as exploring the growth of accredited short courses. This will include a focus on our community's need to reskill and upskill.

8. Strengthening our partnerships with local FE Colleges. We are increasingly working closely with our local FE Colleges, Lewisham FE College in particular, on joint initiatives that play to our respective strengths while responding to the needs and demands of our community.

9. Development of higher-level skills programmes. We are also expanding our programme of executive and specialist training, including training of social, community and youth workers.

Question 2 – Use of HEIF

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

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

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

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

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

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

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>Civic Engagement – delivering the commitments set out in the Civic Strategy and the CUA.</p>	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x Head of Civic Engagement • 1x Policy Officer (part HEIF funded) 	<p>Supports “infrastructure” pillar of growth (Build Back Better)</p>	<p>KE Objective 1 – Economic growth, jobs and prosperity. KE Objective 3 - Skills</p> <p>Institutional Theme 5.1 - We will form strategic partnerships with anchor institutions in our local communities.</p>	<p>2021 onwards</p>
<p>NX Hub – virtual offer for SMEs in London and Southeast England, particularly in the creative industries. This will include consultancy, workshops, student placements, office space, etc. Many of these opportunities will also be open to Goldsmiths’ students and graduates who are interested in establishing businesses.</p>	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x virtual NX Hub Manager whose remit includes this area. Over time, we will be seeking to use income generated from these business support activities to invest and grow this activity. • 0.4 x Academic Lead (Enterprise) 	<p>Supports “Innovation” pillar of growth (Build Back Better). Supports RE/OfS objective for student involvement in KE.</p>	<p>KE Objective 1 – Economic growth, jobs and prosperity.</p> <p>Institutional Priority 6 – supporting student enterprise. Institutional Theme 3.4 – we will seek and engage with enterprise collaborations. Institutional Objective – Graduate Success</p>	<p>2019/20 onwards</p>
<p>Regeneration funding – delivery of ESF and Stride projects (2021-23) plus applications for future funding e.g. through UK Shared Prosperity Fund</p>	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x Deputy Director of Research and Enterprise • 1x Business Engagement Manager • 1x Business Engagement Officers 	<p>Supports “Infrastructure” and “skills” pillars of growth (Build Back Better), plus “Level up the whole of the UK” ambition.</p>	<p>KE Objective 1 – Economic growth, jobs and prosperity. KE Objective 3 - Skills</p> <p>Institutional Theme 5.3 – we will embed ourselves as an integral part of the local skills and education infrastructure.</p>	<p>2020-21 onwards</p>

	<ul style="list-style-type: none"> • 0.4 x Academic Lead (Knowledge Exchange) • 0.4 x Academic Lead (Enterprise) <p>HEIF-funded staff at the bid/application stage, then any funding awarded contributes to staff time</p>			
<p>Delivery of Lewisham CEZ Business Exchange Network supporting creative sector businesses in Lewisham.</p>	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x NX Hub Manager • 0.4x Academic Lead (Enterprise) • 1x Business Engagement Officer 	<p>Supports “Innovation” pillar of growth (Build Back Better).</p>	<p>KE Objective 1 – Economic growth, jobs and prosperity.</p> <p>Institutional Theme 5.3 – we will embed ourselves as an integral part of the local skills and education infrastructure.</p>	2021
<p>Goldsmiths Open Innovation Network – continue to develop this following its establishment in the last HEIF period.</p> <p>Looking at other models for engaging in networks e.g., NX Hub network, Culture Mile network etc. Stride, CEZs etc. CBEN, CIF</p>	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x Deputy Director of Research and Enterprise • 0.3x Academic Lead (Knowledge Exchange) • 1x Business Engagement Manager • 2x Business Engagement Officers 	<p>Supports “Innovation” pillar of growth (Build Back Better)</p>	<p>KE Objective 1 – Economic growth, jobs and prosperity.</p> <p>KE Objective 2 – creativity, ideas and innovation</p> <p>Institutional Theme 3.4 – we will seek and engage with enterprise collaborations.</p>	2021-23
<p>Sustainability-focussed Research delivered as part of Goldsmiths’ Green New Deal</p>	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x Deputy Director of Research and Enterprise • 1x Policy Officer (part HEIF funded) 	<p>Supports government ambition to “transition to Net Zero” (Build Back Better)</p>	<p>KE Objective 2 – creativity, ideas and innovation</p> <p>Institutional Values – actively promoting sustainability.</p>	2021-22 onwards
<p>Goldsmiths’ Research Themes – ensuring these are embedded into Goldsmiths’ culture, and that these have a legacy beyond the last HEIF period to create and drive the following impacts:</p>	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x Deputy Director of Research and Enterprise 	<p>Supports “Innovation” pillar of growth (Build Back Better).</p>	<p>KE Objective 2 – creativity, ideas and innovation</p>	2021-22

<ul style="list-style-type: none"> Strengthen and promote relationship between KE and research Increase activities in impact, public engagement, collaborative and contract research, consultancy, CPD and online course development Increase funding for knowledge exchange More efficient and targeted use of existing resources to support KE. 	<p>Research Theme Champions and seedcorn funding to heighten the impacts and KE activities of the strategic themes.</p>			
<p>Short courses and executive training. Imminent review of Short Course offer across Goldsmiths (unaccredited and then accredited)</p>	<p>A proportion of:</p> <ul style="list-style-type: none"> 1x Director of Research, Innovation and Knowledge Exchange 1x Deputy Director of Research and Enterprise 1x Short Course Manager 2x Short Course Officers 0.4x Academic Lead (Enterprise) <p>Online delivery platforms funded by HEIF.</p>	<p>Supports “skills” pillar of growth (Build Back Better)</p>	<p>KE Objective 3 - Skills</p> <p>Institutional Theme 1.6 – we will explore new ways of delivering our academic offer.</p> <p>Institutional Theme 5.6 – we will make our knowledge and learning available to the widest community.</p>	<p>2021 onwards</p>
<p>SYNAPSE entrepreneurship programme – expanding delivery outside of Goldsmiths by working with UCL, UAL and creative SSIs to support creative endeavours across London.</p>	<p>0.4x Academic Lead (Enterprise)</p>	<p>Supports “Innovation” and “Skills” pillars of Growth (build back better)</p>	<p>KE Objective 1 – Economic growth, jobs and prosperity.</p> <p>KE Objective 3 - Skills</p> <p>Institutional Theme 5.2 – we will look to form partnerships with other London universities.</p>	<p>2021-22 onwards</p>
<p>KTP working group to advance KTP and Management KTP opportunities</p>	<p>A proportion of:</p>	<p>Supports “Innovation” pillar of</p>	<p>KE Objective 2 – creativity, ideas and innovation</p>	<p>2021-22 onwards</p>

at Goldsmiths. Aim to deliver at least one new KTP per year.	<ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 0.6 x Head of Contracts and Intellectual Property <p>KTP information events with KTP regional advisor</p>	Growth (Build Back Better).	Institutional Theme 3.4 – we will seek and engage with enterprise collaborations.	
Increasing Spin-Outs from Goldsmiths IP	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x Deputy Director of Research and Enterprise • 0.6 Head of Contracts and Intellectual Property • 0.4x Academic Lead (Knowledge Exchange) 	Supports “ innovation ” pillar of growth (Build Back Better)	<p>KE Objective 2 – creativity, ideas and innovation</p> <p>Institutional Theme 3.1 – we will develop our support for departments across all disciplines.</p> <p>Institutional Theme 3.3 – we will invest in our research infrastructure.</p>	2021-22 onwards
Student Enterprise – working more closely with Careers & Employability to create opportunities for students, staff and businesses which are mutually beneficial. Continue to offer start-up support to students and graduates.	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x NX Hub Manager, 1x Business Engagement Manager – both work closely with Careers & Employability to identify suitable opportunities. 	<p>Supports “Innovation” pillar of growth (Build Back Better)</p> <p>Supports RE/OfS objective for student involvement in KE.</p>	<p>KE Objective 1 - Economic growth, jobs and prosperity</p> <p>Institutional Theme 3.4 – we will seek and engage with enterprise collaborations.</p> <p>Institutional Objective – graduate success</p>	2021 onwards
Institutional approach to Knowledge Exchange: Delivering a robust KEC to improve Goldsmiths’ performance in the KEF, particularly in areas such as collaborative research, consultancy and contract where we underperform compared to Cluster E.	<p>A proportion of:</p> <ul style="list-style-type: none"> • 1x Director of Research, Innovation and Knowledge Exchange • 1x Deputy Director of Research and Enterprise • 1x Knowledge Exchange Manager • 0.4 x Academic Lead (Knowledge Exchange) 	Supports the Government, RE and OfS ambition to balance the KE formula with the KEC and KEF.	<p>KE Objective 2 – creativity, ideas and innovation</p> <p>Institutional Theme 3 – Making a difference through our research and knowledge exchange</p>	2021 onwards

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.

Goldsmiths' HEIF spending is managed by the Director of Research, Innovation and Knowledge Exchange, with support from Goldsmiths' central Finance department. She has regular meetings with colleagues in central Finance to monitor the budget. Since the majority of spend is on staff costs, further support is also provided by HR who assist with ensuring roles are correctly graded and subject to a robust business case for each role.

Day-to-day budget management falls to senior members of the Research and Enterprise team, with dedicated work orders for activity within the department. Expenditure must be approved by a designated authorised signatory, with approval from the Director, Deputy Director or Pro-Warden (Research, Enterprise and Knowledge Exchange) required for expenditure above a certain level.

HEIF expenditure is subject to Goldsmiths' financial policies and procedures which ensure budgets are managed robustly and that spend is ethical. Many of these policies are publicly available here: <https://www.gold.ac.uk/governance/policies/>. Goldsmiths' procurement policy ensures a consistent, transparent and effective approach to the procurement and contract management of goods, services and works. Under this policy, written quotes are required for any expenditure above £2,000. At least three quotes are required for spend between £5,000 and £40,000, and Procurement Team and SMT approval is required for expenditure above £40,000.

Ultimately, the Director of Finance is responsible for overseeing all of Goldsmiths' expenditure, alongside the Finance and Resources Committee, a subcommittee of Goldsmiths' Council.

Research and Enterprise has increased its engagement in Regeneration and Development projects during the last HEIF period. These have had the dual advantage of bringing some income to the department, while also allowing for the reputation- and network-building alongside the development of activity which can later be commercialised.

Measure progress.

Governance and Oversight. A number of procedures exist for measuring progress, evaluating outcomes and identifying lessons learned. This work is led by the Research and Enterprise team under the leadership of the Pro-Warden (Research, Enterprise and Knowledge Exchange) and the Director of Research, Innovation and Knowledge Exchange.

The College's Research and Enterprise Committee (REC) has strategic oversight of research and enterprise matters, and receives termly reports of developments. REC is a subcommittee of Goldsmiths' Academic Board, and its membership comprises academic and professional services staff spanning departments across the College. The Pro-Warden (Research, Enterprise and Knowledge Exchange) chairs the group. Ex officio members include the Director and Deputy Director of Research, Innovation and Knowledge Exchange, and the Academic Leads (Enterprise, Knowledge Exchange). The committee's terms of reference are [published online](#). Goldsmiths' Council has oversight over some areas of Knowledge Exchange, notably staff spin-offs, which has been identified as a priority area for growth in the upcoming HEIF period.

In addition, a dedicated working group has been established to develop and deliver Goldsmiths' KE Concordat. Chaired by the Academic Lead (Knowledge Exchange), this group is working to embed the eight principles of the KE Concordat into Goldsmiths' culture. As part of this, the recently appointed Knowledge Exchange Manager will work with stakeholders such as the Academic Leads (Knowledge Exchange, Enterprise) alongside Heads of Department (academic and professional services) and departmental Directors of Research to identify any gaps and room for improvement. This will include rigorous analysis of KEF and HE-BCI data to identify areas where departments or the College as a whole may be underperforming or underreporting, and helping departments to identify ways in which to mitigate this. The post-holder will undertake year-on-year analytics to make internal and external comparisons, working with stakeholders across Goldsmiths to implement ways to improve performance.

Key Performance Indicators. Goldsmiths' Strategic Planning and Projects department plays a central role in facilitating and supporting performance analysis, planning and change at Goldsmiths. This includes maintaining oversight of the institutional Strategy, including monitoring implementation activity and reporting progress against the related Key Performance Indicators. In relation to Knowledge Exchange activity, Goldsmiths' KPI is:

- KPI 12 - Income from research related activities, business and community services, regeneration & development programmes and intellectual property per academic (T&R) staff FTE

Goldsmiths' Research and Enterprise Team works closely with Strategic Planning to monitor this KPI year-on-year and provide relevant information. Competitor analysis currently includes relevant institutions identified by Goldsmiths.

Programme Evaluations. As a condition of grant, our externally funded business growth programmes (DEK and Digital Grid) are evaluated against the funders' assessment criteria. This is a mix of quantitative and qualitative measures, including specific targets for new products and services created as a result of the programme, as well as the creation of new jobs. The attached case study provides more detail. Throughout the delivery of these kinds of programme, we are mindful of the needs of participating businesses, as well as our stakeholders, and we ensure that there is sufficient flexibility to enable us to adjust our offer in the light of the feedback we receive and our own insights on what is working best. For example, we had to change the focus of both programmes in the light of Covid. We therefore changed the focus to building business resilience, helping businesses to manage the challenges of the recession and adapt their businesses and underpinning business models accordingly.

Demand and feedback from short course participants. Similarly, we measure the demand for each individual unaccredited course. We also actively seek out feedback from course participants to inform the programme's development.

Data collection. From early 2021 onwards, Goldsmiths has implemented a new Research Management system, Worktribe. As a result, we are using an IT system to support our grant management activities, rather than having to rely solely on manual systems. Over time, this system will automate the collection of much of our data, which will in turn strengthen our understanding of our performance.

Evaluation

In 2019, Goldsmiths commissioned external consultants (CAG consulting) to evaluate the College's local and regional impacts. We also appointed external consultants (Chalkstream) to assess what our local community most valued from us, and to identify areas where the community would like us to do more. The findings of the impact evaluation have (together with the evaluations outlined above) informed the development of our objectives for this forthcoming HEIF period. Together with the findings from the Chalkstream report, these insights have also influenced the development of our civic strategy. Alongside this, we talk regularly to our stakeholders, including the eleven anchor institutions in the Borough of Lewisham, to assess their view of our effectiveness.

In addition, we have a rolling programme to assess particular workstreams within our KE programme, and the policies and operations that underpin them. In 2020, we reviewed our consultancy policies, as well as the support provided for consultancy activities. Similarly, in 2021 we are reviewing our short course and executive training programme.

Identify lessons learned

As mentioned above, we adapt our activities in the light of our experience and seek to ensure that there is sufficient flexibility in our approach to allow us to do this. For us, it is essential that there is sufficient **agility and flexibility** to ensure that we continue to deliver impactful KE activities. Post-Covid, we had to adapt our business growth programmes quickly to respond to changing needs, demands and priorities. Our responsive approach meant that we will be able to continue to deliver what participating SMEs most needed post-Covid. While we have set out our seven commitments for the four years ahead, we consider it essential that Research England recognises that (as with the recent pandemic) there may be times when planned programmes have to be reframed in the light either of external events or experience of what's working most effectively.