

HEIF accountability statement

**Narrative return template for HEIF funding period
2022-23 to 2024-25**

Return date: December 2022

University of Cumbria

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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 strategic context for knowledge exchange is articulated in the University of Cumbria's institutional strategy 'Towards 2030'. In brief, our applied research focus and knowledge exchange activities seek to:

- address region and demand-led opportunities,
- accelerate and increase the expertise we export nationally and internationally and
- co-create and apply new knowledge and practice.

Towards 2030 describes an ambition for the University to become an engine of economic growth, strongly anchored in 'place' but responsive to wider regional, national and international needs. It strategically positions KE activity as core to realising impact from research and teaching as well from the exploitation of our professional expertise, resources and infrastructure more holistically.

The University of Cumbria adopts a broad definition of knowledge exchange as 'any process through which academic ideas and insights are shared and used by external organisations and conversely, how external perspectives and experiences are brought into academia'.

Indeed, the University diffuses knowledge through four different categories of activity all of which can be delivered by academic staff and/or students and where appropriate, will be underpinned by research:

1. Problem-solving: e.g. performing contract research.
2. People-based: e.g. attending conferences
3. Commercial services: e.g. delivering masterclasses and employee training
4. Community-based: e.g. performing arts, exhibitions etc

The aim of the University's knowledge exchange activities is to benefit socio-economic systems regionally, nationally and internationally. Regional industry-specific challenges enable new products and services to be introduced or improved and may upskill employees or generate new jobs e.g. nuclear industry and tourism industry. However, the University contributes to national and regional impact through, for example, addressing the challenges of filling critical capacity and skills gaps in the NHS. Moreover, ensuring sustainability through responsible consumption and protection of natural capital also demonstrates the University's commitment to and alignment with the United Nations Strategic Development Goals.

The University of Cumbria has the following knowledge exchange objectives:

1. To develop our academic culture and capacity to engage with both research and knowledge exchange activities;
2. To enhance how we identify and engage external organisations in activities which lead to social, cultural and economic prosperity;
3. To expand our knowledge exchange repertoire by encouraging our staff and students to adopt a more commercial and entrepreneurial perspective as appropriate.;
4. To use evaluation of our impact as an evidence-based approach to investment;
5. To be a partner of choice and repute in helping to improve Cumbria's prosperity by remaining business-relevant in approaches to solving problems and co-creating innovations.

We are obtaining traction in many dimensions of knowledge exchange as evidenced through the KEF 2021 results and securing HEIF for the first time in seven years. We are committed to further improvement and expansion of our activities over the HEIF period and beyond.

Question 2 – Use of HEIF

How do you intend to use your 2022-22 to 2024-25 HEIF allocations?

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2022-23 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2022-23 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. 2022-23 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 2022-23 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>Funding in support of <i>ad hoc</i> KE projects/activities focussed around the UN Sustainable Development Goals</p>	<p>Non payroll contributions</p>	<p>Potentially supports all 5 pillars of IS</p>	<p>Objectives 1,2,4</p>	<p>2024 onwards</p>
<p>Funding to offset payroll costs of buying current KE-engaged academic staff out of teaching</p>	<p>Contributions to payroll budget</p>	<p>Supports 'ideas' pillar of IS by giving academic staff the time and space to engage with external organisations/projects.</p>	<p>Objectives 1,3,4</p>	<p>2022-2025</p>
<p>Mapping and recording existing KE activity to assess impact and following up identified new partner leads.</p>	<p>Contribution towards existing KE professional support staff costs</p> <p>Hosting 'show and tell' and networking events.</p> <p>Consultant to evaluate our KE impact.</p>	<p>Supports 'ideas' and 'place' pillars of the IS by identifying and fully exploiting KE connections between regional organisations</p>	<p>Objectives 2, 4</p>	<p>2022-2024</p>
<p>Development of a Centre for Digital Transformation. Development of microcredentials and mobilization of our digital offer. Potential to capitalise on the creation of the 'NW Cyber Corridor'</p>	<p>Posts will develop & deliver digital solutions for businesses and develop digitally capable employees</p>	<p>Supports all 5 pillars of the IS: ideas, people, infrastructure, business environment and place by linking</p>	<p>Objectives 1,2,3,5</p>	<p>2022 onwards</p>

		people to markets, transforming businesses, developing capability and creating jobs.		
Development of KE programmes with SME's in the arts and creative sector associated with the establishment of a 'Centre for Arts Participation'. Target to engage 30 SME's.	Support for staffing, KE engagement and networking activities.	Supports 'ideas' 'people' and 'places' pillars of the IS by enabling regional SME business development and growth..	Objectives 2,3,5	2022-2025
Student enterprise Academic enterprise- commercialisation Commercialisation of assets	50% cost of student enterprise advisor Costs associated with establishing student start ups and academic spin outs. Costs associated with asset curation, management, IP protection & exploitation	Supports 'ideas' 'people' 'business environment' and "places' pillars of the IS by translating ideas into products and services, creating jobs, building business skills and supply chains and therefore creating more prosperous communities.	Objectives 1,3	2023 onwards 2024 onwards 2024 onwards
Academic & practitioner KE activities	Project development/initiation and oversight. Payroll contribution to KE dedicated professional staff.	Supports the 'ideas', 'business environment' and 'places' pillars of the IS by translating ideas, brokering	Objectives 1-5	2022 onwards

		partnerships and laying the foundations for enhanced prosperity.		
Carlisle Business Exchange (multi-purpose facility including business incubation space)	100% cost of manager for incubator. Non pay costs of establishment.	Supports the 'ideas' and 'infrastructure' pillars of the IS by connecting opportunities to people and markets, brokering partnerships and building skills.	Objectives 2,3,5	2024 onwards
Support for existing (e.g Electech) and new regional innovation clusters	Funding to enhance engagement with Innovate UK Edge Facilities charges and hosting networking events;	Supports the 'business environment', 'infrastructure' and 'ideas' pillars of the IS by linking up people and businesses with markets, connecting businesses with each other and developing innovative ideas.	Objectives 2,3,5	2022-2025
Develop & implement a KE training framework for academic staff	External trainer and/or system	Supports the 'ideas' and 'people' pillars of the IS by helping to build capability and capacity.	Objective 1	2023-2025
Dedicated KE professional support	Posts in RKE for bid writing (e.g. KTPs) and KE impact: 1 x Snr Innovation Officer	Supports the 'ideas' and 'people' pillars of the IS by helping to build KE capability	Objectives 1-5	2023 onwards

	<p>1 x Snr RKE post (50% from HEIF)</p> <p>1 x impact & engagement post (50% from HEIF)</p> <p>Costs associated with membership of learned organisations for KE e.g PraxisAuril and attendance at events.</p> <p>Subscription to the Universities Economic Development Unit (or its new incarnation) to obtain advice and support on engaging with regionally focussed KE bids.</p>	and capacity amongst our academic staff and research students.		
Development of KE programmes and industry engagement plans associated with the establishment of an Institute of Engineering, Computer Science and Advanced Manufacturing in Barrow	<p>Consultancy</p> <p>Contribution to staffing, KE engagement and networking activities</p>	Supports all pillars of the IS by translating research into application, delivering skilled technical education, linking people to markets, seeding collaborations and attracting innovators. All of this improves community prosperity.	Objectives 2-5	2023-25
Enable NW universities to collectively drive economic development in Lancashire and	Contribution to a shared management /co-ordinator	Supports the 'business	Objectives 2,4,5	2023 onwards

beyond in line with regional innovation priorities, the Northern Powerhouse and the Industrial Strategy	post 'Lancashire Universities Innovation Manager'	environment', 'infrastructure' and 'ideas' pillars of the IS by linking up people and businesses with markets, connecting businesses with each other and developing innovative ideas.		
Student and graduate placements with local SMEs	Salaries or contribution to salaries at living wage	Supports the 'people' and 'business environment' pillars of the IS by building talent, fostering ideas and creating jobs.	Objectives 2,3,5	2022-23

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.

Professional Service colleagues within the University's Research & KE (RKE) Directorate, will manage our HEIF budget and collate financial information for reporting requirements. Regular budget meetings considering any potential under or over spend will be undertaken and the budget has a dedicated and unique work-order code within our finance management system. Purchases are made against a procurement card, purchase order or contract and coded to the specific budget. Invoices are checked against the purchase order/contract on receipt and any queries addressed. Checks are made to ensure the goods or services have been satisfactorily delivered and that value for money was considered by 3 quotes being obtained or a tender process being conducted if applicable. The University's Financial Regulations and Scheme of Delegation dictate the approvals required for differing levels of expenditure and all staffing posts are approved via the associated HR recruitment system.

Progress is measured against the approved expenditure plan and associated deliverables with anticipated University and Research England reporting requirements in mind. Any significant risks would be recorded on the RKE institutional risk register which is reviewed at the RKE Committee with onward reporting to Academic Board. Should delays become apparent in the initiation or delivery of activity, for example linked to staff recruitment, we have identified further areas of investment which were not prioritised for this first year of HEIF but could be brought forward to ensure the full allocation is spent within the 2022/23 financial year. New post holders will have defined job descriptions and their inductions will include identification of short and longer term objectives which

will form part of their appraisal process, and progress towards these will be reported on by the staff member and ratified by their line manager as their roles are externally funded.

RKE will deploy a mixed-methods evaluation of our wider RKE KPIs and objectives using both quantitative and qualitative data, and evaluation of outcomes associated directly with the HEIF allocation can be identified within this. Our University Annual Operating Plan (AOP) and associated objectives were revised to reflect the HEIF allocation and the Director of RKE will report on this throughout the year. Any academic areas receiving specific associated support will be required to report outcomes, impact, successes, failures and lessons learned and this will be reviewed and collated within RKE to inform in-year planning and that for 2023/24 and 2024/25.