



**LEEDS
BECKETT
UNIVERSITY**

HEIF accountability statement

Summary document

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



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.

Our plans for the use of HEIF funding between 21/22 and 24/25 are framed by two key documents. Firstly, a new five-year University Strategic Plan (from 21/22) which is in the final stages of development. There are two key aims of relevance taken from the proposed new Strategic Plan which are:

- Through our Excellent Research and Innovation, we aim to be recognised globally as an outstanding university generating original, rigorous and significant research with far reaching positive impact; and
- We aim to be recognised globally for the positive difference we make as an inclusive anchor with the people, organisations and diverse communities of the Leeds City Region.



Secondly, our Knowledge Exchange (KE) Institutional Narrative provides a key driver of our HEIF plans. Salient points from that narrative are detailed below

- “At Leeds Beckett University, the exchange of knowledge between all aspects of university life and the individuals and organisations we work with, is woven into our institutional fabric.
- At the heart of our KE is a common aim: to ensure all communities, students, staff, businesses and organisations we touch, are better after our interaction than they were before.
- Our Knowledge Exchange (KE) strategy, led by our Deputy Vice-Chancellor for Research & Enterprise, focusses on: developing our regional engagement; supporting local skills and economies; growing our KTP portfolio; and enhancing our Health and Wellbeing, Culture and Sustainability knowledge strengths. Our HEIF funding is used to support and deliver this strategy which is governed through our R&E Sub-Committee of Academic Board.

Following on from the impending agreement of our new Strategic Plan we will develop a more specific research development plan which will also be of relevance to our HEIF plan and how this is framed in relation to our KE. Common strategic themes are expected to include:

- A requirement for all university schools to develop plans to build critical mass in areas of research excellence and to ensure these plans reflect the integration of research, impact and knowledge exchange
- A focus on collaboration to ensure research and KE plans consider interdisciplinary, cross school, and external relationships and through building global partnerships, deliver research & KE of global significance and impact.

The following Research and Knowledge Exchange Performance Indicators (by 2026) are expected to be agreed:

- 80% academic staff are independent researchers with significant responsibility for research.
- Annual research income £10m in 2026.
- Annual research and innovation income £30m in 2026 (as measured by the HE-BCI return).
- 100 PhD graduations per year.

Our recent Research Excellence Framework submission provided returns in 15 Units of Assessments. We plan to grow these based on the REF results and use our REF submission as a reference point for many of the themes highlighted below.

In distilling all the influencing factors and strategic direction of our research and knowledge exchange, our HEIF plan will deliver against the following 7 key strategic themes:

- 1) Supporting the Development of new Research and Innovation Contracts.
- 2) Building new Research & KE Partnerships.
- 3) Supporting the regional economy through knowledge exchange (link to Anchor).
- 4) Support our students to become successful entrepreneurs through our research and KE partnerships.
- 5) Invest in enhanced R&E Governance and Reporting.
- 6) Enhance Community & Public Engagement through our Research and KE.
- 7) Invest in the Development of our staff to deliver enhanced research, impact and KE.



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.

I: Manage HEIF Spending

LBU's approach to monitoring success in this new HEIF plan is informed and enhanced by our experiences of monitoring HEIF spend and activity throughout previous HEIF funding rounds and plans.

The governance of our HEIF funding is led by our Deputy Vice-Chancellor (DVC) for Research & Enterprise. The DVC devolves the day to day planning and delivery of our HEIF funding to the University Research & Enterprise Service. We plan our detailed spend on HEIF in line with funding allocations on an annual basis which is agreed as part of the university's annual budget cycle with the Director of Finance & Resources. This detailed spend is in line with our agreed HEIF plan and strategy.

Delivery against this spend is reported quarterly to the University Research & Enterprise Committee (chaired by the DVC) which is a formal sub-committee of Academic Board (chaired by the Vice-Chancellor) which is accountable to our Board of Governors. The reporting related to this new HEIF plan will be set out against the themes and activities detailed in Q1 and Q2 of this submission.

We will continue to evidence our HEIF spending through the Annual Monitoring Statement. This activity is currently delivered by our Research & Enterprise Service through detailed spending records (using university financial and accounting systems) and project activity monitoring for specific outputs.

Operationally, the majority of our HEIF funding is used to resource the University Research & Enterprise Service. Through their teams, the service supports the whole university to deliver the objectives detailed in this plan.

The Research & Enterprise Service teams include:

- 1- Pre-award support undertaken through our Business and Research Development Managers in our Research and Innovation team.
- 2- Post award support undertaken through our dedicated post award team supporting project delivery and reporting of research and enterprise contracts.
- 3- Operation management supporting the administrative, training, communication and events functions of Research and KE activity.
- 4- A new Research Information and Governance (RIG) team which will have oversight on project monitoring and performance at a programme and project level. This team will be responsible for reviewing current and future processes, policies and reporting and ensuring that they are fit for purpose with a view to continuous quality and process improvement.

The objectives of the new RIG Team of relevance to this HEIF plan include:

- Setting up Policies and Protocols for institutional Research and Enterprise practice to assist in achieving institutional Research and Knowledge Exchange KPIs and their quality assurance.
- Completing Annual Statutory returns relating to Research and Knowledge Exchange.
- Setting up agreed metrics, processes, monitoring and reporting for all relevant statutory returns

II: Measure Progress and III: evaluate outcomes

The RIG team will adopt both programme level and project management techniques (e.g. MSP, PRINCE 2 Agile) for oversight and these will be applied against an iterative framework for review of our HEIF funded activities at development, engagement, and completion. The framework is built around “Five P’s” - People, Place, Process, Practice and Policy which all feed into a virtuous circle as follows:

Development Stage:

1. People – Do we have the right people in place for the activities/interventions (skills evaluation), how are they performing?
2. Place – Is LBU engaging in projects where it can make a significant difference to a place? And will it be measurable or provide tangible evidence of step change?
3. Process – What processes will we use for monitoring performance, assurance, finance, and risk management.
4. Practice -What Knowledge exchange practices, knowledge base or knowledge exchange will this activity support and develop?
5. Policy – Does the activity support University and Government Policies? (Eg. Strategic Plan, Strategic KPIs, Government Roadmap)

Engagement and Completion Stages:

1. People – Measure the LBU impact on people supported through HEIF Project Interventions (external and internal)
2. Place – Measure the LBU impact on place supported through HEIF Project Interventions (external and internal)
3. Process – Continuous review and monitoring of our processes and their fitness for purpose (including quality assurance, financial monitoring, risk management and KPIs)
4. Practice – Continuous review of our knowledge exchange practices, training, incentivisation and new ideas and innovation emerging from that practice.
5. Policy -Continuous review, feedback and monitoring of our current institutional policies based on the outcomes and emerging themes from our activities. Review of Policies that need to be introduced or changed as a result of lessons learned.

This will support Leeds Beckett in assessing our benefits to the economy and society and enable a more agile approach compatible with fast paced societal changes including unprecedented events such as pandemics and changes to approach to working and living.



**LEEDS
BECKETT
UNIVERSITY**

IV: Identify lessons learned

Through the above framework we will capture the lessons learned in a SMART way to provide continuous improvement and development around what, and how we do things funded by HEIF. LBU will share high level lessons learned with other HEPs through our networks such as the University Alliance in order to help inform meaningful change across the sector.

The Framework will also provide additional benefit in strengthening and developing our performance around KEF and Impact; and support and inform our planning cycle for the Research and Enterprise Services.

Our annual report to the Research & Enterprise Committee and Academic Board will also be informed by a consolidation of all our HEIF reporting against the 5 attributes of the framework and the 7 strategic themes of this proposed HEIF plan.

If you would like any further information regarding the HEIF accountability statement – please contact Simon Baldwin, (S.Baldwin@leedsbeckett.ac.uk)