

RE-P-2020-03-Annex B

Keele University

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.

(max 2 pages of A4)

Knowledge exchange is embedded in *Our Keele*, the refreshed strategic plan and mission for the period to 2022. The University's mission is to "make a difference in society by providing innovative, high-quality education for students from all backgrounds and by undertaking world-leading research that transforms understanding and brings benefit to society, communities and **individuals**'.

The strategic plan highlights knowledge exchange in relation to:

Purpose

- *Leadership in environmental sustainability as a critical behaviour to secure a sustainable future*
- *An anchor higher education institution that makes a genuine and measurable difference to the health, culture and economy of our region*

Place

- *We will develop even further the civic role that we have to play in the private, public, cultural, energy and health economy around us*

Partnerships

- *We will also continue to have external partnerships that we can be proud of*

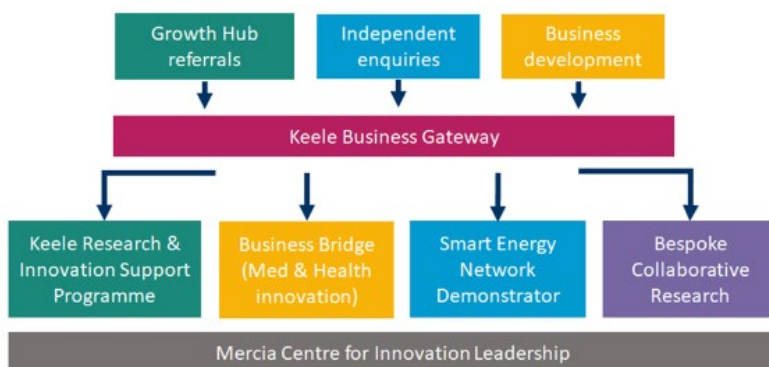
We will be retaining a specific Strategic Plan for knowledge exchange, which is currently being developed and will be confirmed following further UK Government guidance in the autumn, including the review of HIEF and place-based R&D strategy.

The main areas of focus of the current strategy (16/17 to 21/22), have made significant progress are repeated here for the purposes of Question 2.

- (1) Delivery of the ‘New Keele Deal’ for innovation-led growth
- (2) The Keele University Business Gateway
- (3) Enhancing programmes with experiential employer-based learning
- (4) The Mercia Centre for Innovation & Leadership
- (5) An international-centre of excellence in smart energy network demonstration
- (6) A new medical open innovation programme and infrastructure
- (7) The Keele Police Academic Partnership (K-PAC) and other multi-agency initiatives
- (8) Our Community Animation & Social Innovation Centre (CASIC)

Our local thematic KE plans are negotiated and agreed with local partners through a series of *Keele Deals*, aimed at providing a partnership environment for research and education to create impact at scale at the local level through our research and education.

The first deal [Keele Deal | Economy](#) was developed in 2016 and launched the following year, setting out an ambitious £70m programme of investment to drive a culture of innovation in the business community, address the exceptionally low levels of investment in business R&D and the associated impacts on GVA levels and incomes. It also placed the University at the heart of the drive to reduce carbon emissions, capitalising on identified clusters in energy and environmental technologies and high employment in life sciences (1st out of 19 LEP areas with potential employment clustering in this area).



Among the projects created (which have helped over 600 SMEs), arguably the most impactful has been the [Smart Energy Network Demonstrator](#), a new generation smart localised energy system, the largest of its kind in Europe, delivered on campus in

partnership with Siemens UK with co-investment from BEIS and the EU for an industry-facing doctoral academy and supply chain development. This has led to the UK first hydrogen in the gas network trial with Cadent, a DfT transport innovation programme, a role for Keele in the design of a smart localised energy system for the town of Rugeley in Staffordshire (led by Engie UK) and a collaborative funding proposal to design a smart energy network for Newcastle-under-Lyme.

This first Deal was underpinned by the [2016-20 Knowledge Exchange Strategy](#), which also included priorities aimed at reinforcing delivery and impact of the Deal:

Creation of a **Business Gateway** - a welcoming front door for businesses and a single easily navigable way to connect with Keele's expertise.

- **Apprenticeships:** A stronger contribution from Keele's education programmes to meeting local employment needs through the development of higher and degree level apprenticeships;
- A **scaling of student and graduate placements** in industry.

The first [Keele Deal](#) was followed by a [Keele Deal | Culture](#) in 2018 and [Keele Deal Health](#) in 2019 - each making different contributions to local growth and with different geographies to reflect our existing footprint of partnerships and/or the areas of need and opportunity for the intended impacts.

And most recently the [Keele Deal Recovery](#), launched in February this year. The Deal sets out medium-term priorities to support the area's post pandemic recovery in a range of areas. These form part of the University's KE Plan for the period to 2025.

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 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 How HEIF will be used to support the project?</p>	<p>HEIF priorities How does this relate to govt priorities and RE-OfS strategic objectives?</p>	<p>Strategic objectives Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>SME innovation</p> <ul style="list-style-type: none"> ▪ Maintaining a focus on the development of a strong place-based innovation alliance to drive forward progress on the UK Government’s 2.4% target for R&D investment, ensuring this is appropriate to the local context and adequately resourced. ▪ Continue to deliver a programme of support for SME innovation in the local business base, with the aim of helping a further 500 SMEs transition to or sustain R&D and innovation between 2021 and 2025, driving up business investment in R&D. <p>This includes:</p> <ul style="list-style-type: none"> ▪ Further expanding Keele’s portfolio of innovation support for local businesses into advanced data analytics, smart energy supply chain development and digital health. ▪ Developing our programmes of leadership skill-building for SME owner managers and senior teams to better respond to the demands of the recovery period through product and process innovation. ▪ Building on the foundations of SME innovation put in place over the last HEIF period to develop our portfolio of collaborative industrial innovation projects, supporting an increased 	<p>HEIF to provide project and partnership development capacity and match funding in operational phase via KE teams, as well as senior level leadership in innovation within local economic and strategic partnerships.</p> <p>Funding of the Business Gateway team and development work</p>	<p>Build Back Better priorities – Innovation, Level up the whole of the UK.</p> <p>OfS priorities – experience, outcomes. We envisage at least 200 student and graduate projects will be delivered</p>	<p>(1) delivery of the New Keele Deal for innovation-led growth.</p> <p>(2) Keele University Business Gateway</p>	<p>2021-25</p>

<p>number of businesses to attract significant government funding into industrial Research, Development and Innovation with the University. The aim is to seed an additional 15 projects over the next four years.</p> <ul style="list-style-type: none"> Further development of the Business Gateway to improve partner experience and facilitate increasing intensification of RD&I relationships. 				
<p>Keele Science and Innovation Park</p> <p>To continue to develop Keele Science and Innovation Park as high value employment growth site, attracting and developing sectors able to benefit from Keele’s research and expertise. Innovation Centres 7 & 8 (advanced digital and veterinary science) to be completed by 2022, and a further two expected to be completed before 2025 (Innovation Centre 9 - Materials for Sustainability and Health is currently in early stages of development).</p> <p>Further develop the research, student, graduate and technician engagement with Science Park companies.</p> <p>We envisage at least 30 student and graduate opportunities over the period to 2025.</p>	<p>HEIF supports development and delivery capacity for collaborative R&D development, design and construction, and provides match funding for revenue-funded programmes.</p> <p>HEIF funds time input from the Head of Partnership Development, which is roughly 0.5/0.6 FTE when development activity is at its most intensive (a period of around two years). Senior HEIF-funded Other Professional Services roles contribute approximately 1.0 FTE into Science Park related projects over the plan period.</p> <p>Business Development and Marketing contribute</p>	<p>Build back better priorities – Innovation, Level up the whole of the UK, Support the transition to Net Zero. OfS priorities – experience, outcomes.</p>	<p>(1) Delivery of the New Keele Deal for Innovation-led growth</p> <p>(2) Keele University Business Gateway</p>	

	<p>approximately 1.0 FTE in HEIF funded over all for Science Park development and associated revenue programmes. HEIF does not fund Science and Innovation Park management or operations.</p>			
<p>Smart Energy Network Demonstrator (SEND) Realise the full benefits to the local area of Keele's pioneering Smart Energy Network Demonstrator developed with Siemens UK, working with partners to deliver a programmed roll-out of localised smart energy systems, including the completion and initial implementation of Zero Carbon Rugeley, and the design and early delivery of a system in Newcastle-under-Lyme. Keele will contribute programmes of applied collaborative research, innovation, KE and evaluation. Develop improved pathways for skills development linked to smart energy management, building on the national analysis being undertaken by the EnergyRev consortium, and local analysis with partners in SEND and Rugeley.</p>	<p>HEIF supports partnership development and senior management input for collaborative R&D, design, community readiness, supply chain development, skills pathways, and provide match funding for project and programme funds. This accounts for around 1.2 FTE in total.</p>	<p>Build back better priorities – Infrastructure, Skills, Innovation, Level up the whole of the UK, Support the transition to Net Zero</p>	<p>(5) An international Centre of Excellence in smart energy network demonstration</p>	
<p>Skills, progression and social mobility Develop a local skills and progression strategy aligned to the role of the University in supporting the area's recovery, innovation, inclusive green growth and social mobility.</p>	<p>HEIF will fund staffing capacity for development of collaborative programmes involving external partnerships, industry engagement, and</p>	<p>Build Back Better priority – Skills, Level up the whole of the UK. OfS priorities – Participation, Outcomes</p>	<p>(3) enhancing programmes with experiential employer-based learning</p>	<p>2021-24</p>

<p>Agree a further programme of degree and higher level apprenticeships and related professional learning in this context.</p> <p>Support the development of T-level skills in the local area through the Institute of Technology proposal with Newcastle and Stafford College (subject to approval of full business case).</p> <p>Develop Keele’s response to increasing job losses, the changing labour-market and skills needs in the aftermath of the pandemic. The early focus will be the creation of a welcoming front door and bespoke guidance for mature and professional learners, to be followed by a full portfolio review to further develop Keele’s flexible vocational education and lifelong learning offer, including further online, part-time and ‘microcredentials’</p> <p>Extend Keele’s role in local careers guidance, working with the Skills Hub to offer Keele’s digital careers service to local jobseekers looking for professional and management roles.</p>	<p>commissioning selective studies as required. HEIF funded roles contribute around 3.0 FTE, plus fractional senior management, business development and marketing time.</p>			
<p>Digital innovation</p> <p>Create a Digital Society Institute that will provide a gateway to expertise in advanced digital expertise, collaborative research and student and graduate capacity.</p> <p>Enable over 500 SMEs to benefit from a Keele data analytics transformation programme, backed by graduate talent.</p> <p>Enter into new partnerships with the FE sector to develop the longer term skills pipeline for digital and data-driven industries, including a focus on</p>	<p>HEIF to provide project and partnership development staffing capacity and match funding in operational phase via KE teams (0.6 FTE).</p>	<p>Build Back Better priorities – Infrastructure, Innovation, Level up the whole of the UK</p> <p>We anticipate over 300 student projects will be delivered via this programme.</p>	<p>(1) Delivery of the New Keele Deal for Innovation-led growth</p> <p>(3) Enhancing programmes with experiential employer-based learning.</p>	<p>2021-24</p>

<p>communities most at risk of missing out from digitally-enabled working futures.</p> <p>Work with Staffordshire County Council and other partners to complete cross-organisational proof-of-concept projects in public policy and practice data analysis, moving towards the establishment of a Staffordshire Centre for Data Analytics during 2022.</p> <p>Support Staffordshire County Council's ambitions to roll-out Project Gigabit (5G capabilities) by establishing demonstrator projects in areas such as smart energy and health technologies, and to use the Keele campus as a demonstrator site for wider digital technologies.</p> <p>Continue to grow our professional learning in this area, extending our existing Level 7 provision in data science into areas such as analytics and AI.</p>		<p>OfS priorities – Participation, Experience, Outcomes.</p>		
<p>Arts, Culture and Creative Engagement</p> <p>Demonstrate the value of collaboration with the local cultural sector established under <i>Keele Deal Culture</i> by playing an increasingly active role in major projects with local cultural anchors, supporting their competitiveness in funding applications by offering Keele's academic and professional expertise, and assets, into projects.</p> <p>Maintain a focus on urgent priority areas for local communities such as animating town centres.</p> <p>Reach a wider audience for Keele's cultural offer through increased online engagement, outdoor and neighbourhood-based arts activities in partnership with other cultural anchors.</p>	<p>HEIF to support staffing where it is deployed in partnership with other local organisations, providing significant match into Arts Council England and Heritage funding proposals by and with partner organisations.</p> <p>HEIF to support public engagement with research where it enhances cultural projects in the area. 2.0 FTE in total plus</p>	<p>OfS priority – Experience. We envisage around 60 student volunteering opportunities</p> <p>Build Back Better priority – Level up the whole of the UK</p>	<p>(8) Our Community Animation and Social Innovation Centre</p>	<p>2021-23</p>

<p>Use the unique ability of creative methods of engagement as part of our research to provide a voice for the lived experiences of local communities, relaunching this as 3CM in June 2021.</p>	<p>associated revenue budgets</p>			
<p>Accelerating Net Zero transitions Mobilise Keele’s expertise in sustainability and our student and graduate talent to accelerate place-based transitions to net zero, working within an alliance of local authorities, businesses and purpose-led organisations. This will include:</p> <ul style="list-style-type: none"> ▪ Carbon literacy training for 600 SME and not for profit employees and trustees* ▪ Leadership in sustainability CPD for 100 owner-managers and senior teams* ▪ Significant R&D development with 20 partners where transition to zero carbon requires this* <p>*subject to additional project funds being secured</p>	<p>HEIF providing match in the form of funded posts, and project development time from KE teams (0.3 FTE)</p>	<p>Build Back Better priorities – Innovation, Level up the whole of the UK, Support the transition to Net Zero OfS priorities – Experience, Outcomes. we envisage at least 20 student and graduate engagement opportunities</p>	<p>(1) Delivery of the New Keele Deal for Innovation-led growth. (3) Enhancing programmes with experiential employer-based learning</p>	<p>2021/22</p>
<p>Keele Deal Health Deliver a Keele Deal Health that responds to both the enduring health challenges in the region and emerging needs relating to post pandemic recovery and resilience, focusing this on supporting place-based workforce development, service transformation and sector innovation and growth, including:</p> <ul style="list-style-type: none"> ▪ local care planning through collaborative research on the long-term implications of the pandemic for primary care providers, and supporting identified clinical education needs. ▪ work with health and social care providers to develop responses to the legacy for health 	<p>HEIF-funded capacity has supported its partnership development, evidence base and steering arrangements. This includes time from senior HEIF-funded and administrative roles (0.6 FTE), a small amount of marketing officer time, and externally procured studies.</p>	<p>Build Back Better Priorities – Skills, Innovation, Level up the whole of the UK. OfS priorities – participation, experience.</p>	<p>(6) A new medical open innovation programme and infrastructure</p>	<p>2021-24</p>

<p>and care staff, both those working in acute settings and primary and community care.</p> <ul style="list-style-type: none"> ▪ inclusive development of digital health technologies through research trials, open innovation, and public and patient involvement. ▪ support for local partnerships in their post-pandemic review processes, drawing on expertise in ethics, law and policy in medicine and healthcare, infection control, civil contingencies, clinical leadership and chronic inflammatory conditions and rehabilitation ▪ contribute to the understanding of place-based population health locally and its implications for health prevention responses, contributing expertise in data analysis, health informatics and epidemiology to address the enduring challenges of health inequalities. ▪ Scope proposals for a community-based, research-led Wellbeing Insititute in this context, with a focus on bringing research, practice, education and the patient voice closer in key areas of expertise. 				
<p>Keele Deal Inclusion Develop and agree shared priorities with external partners for a Keele Deal Inclusion, with the aim of launching this during 2021. Keele Deal Inclusion will be the University's next Civic agreement with local authority and charitable partners setting out Keele's contribution to addressing identified agreed challenges in the local area. It follows the Keele Deals for Economy, Health, Culture and Recovery.</p>	<p>HEIF will support the Deal's development, and agreed areas of delivery through Partnership Development Team staffing input (0.5 FTE)</p>	<p>Build Back Better Priorities –Level up the whole of the UK. OfS priority – participation.</p>	<p>(7) Other multi-agency initiatives (8) Community Animation and Social Innovation</p>	<p>2021</p>

<p>Policing, security and justice</p> <ul style="list-style-type: none"> ▪ Continue to work with local, regional, national and international policing partners to improve research-based knowledge and evidence-based practice across a range of different areas of operational practice. ▪ Broaden our partner base on future challenges relating to security and governance, including UK Government, building on UKRI-funded research with Staffordshire’s Civil Contingency Unit and Fire & Rescue Service. ▪ Develop a programme of research with DfT and the Highways Agency on the impacts of technological change on road safety and policing. ▪ Actively pursue the expansion of the Collaborative Legal Outreach Network in the UK and India, and explore responses to demand in Botswana and other areas of the Global South. <p>We envisage at least a further 200 student opportunities (across the wider university network)</p>	<p>HEIF will fund staffing capacity to support further partnership development, marketing and communications, and procured research development consultancy support. Estimated time input 0.4 FTE (subject to level of HEIF allocation).</p>	<p>Build Back Better Priorities – Skills, Innovation</p>	<p>(7) Keele Policing Academic Partnership and other multi-agency initiatives (3) Enhancing programmes with experiential employer-based learning</p>	<p>2021-23</p>
<p>Food Security</p> <p>Deliver an agreed programme of co-produced research to position the Keele Centre for Food Security as a UK leading model of challenge-led collaborative inquiry, and build the presence and voice of external partners within the Centre.</p>	<p>HEIF is supporting Partnership Development Team time for collaborative research development, business development and marketing, and may fund consultancy support for</p>	<p>Build Back Better priorities – Innovation, Level up the whole of the UK</p>	<p>(1) Delivery of the New Keele Deal for innovation-led growth.</p>	<p>2021-25</p>

	further external facilitation (0.7 FTE).			
Policy Engagement Continue to support increased engagement in policy-making by Keele's research community at the regional, national and international levels.	HEIF is providing staffing capacity to co-ordinate and manage engagement, training, development, and our role in broader policy networks. 0.2 FTE.	Build back better priorities – Level up the whole of the UK, support our vision for Global Britain.		

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)

Headline decisions about the use HEIF monies are made by University Executive Committee (UEC) on the advice of the Director of Research, Innovation and Engagement.

Responsibility for deploying and managing HEIF sits with the Associate Director for Engagement and Partnerships. The funding is held centrally and allocated exclusively to staffing and projects delivering the objectives of Keele's Knowledge Exchange Strategy. Where this involves academic-led projects the resource is allocated to specific project budgets and monitored centrally to enable any non-defrayed expenditure to be reallocated elsewhere.

Spend is reported back to UEC, Research Committee where appropriate, and then Keele's governing body through standard financial reporting mechanisms.

Keele's key economic development and climate change projects all have an output and result framework in place, with data collected by the delivery teams, pulled together by the Project Manager, and validated by our Operational Support Unit, which currently sits in the Directorate of Research, Innovation and Engagement. This includes results beyond the project such as job creation and carbon reduction. Progress against the objectives for these projects, which all include significant HEIF match, is monitored through Project Executive Groups (PEGs) chaired by the Vice Chancellor or Deputy Vice Chancellor, and including the relevant Executive Deans and Directors.

The Project Executive Groups provide an environment only to ensure core project delivery, but also to review learning, feedback, implications for research and KE strategy, equalities and communications. The PEGs enable any issues broader alignment to be addressed at the highest level, facilitating embedding of KE across all areas of the institution.

Beyond that, evaluation and learning mechanisms in key strategic areas include:

- Post project **feedback surveys** for all partners and beneficiaries

- **Independent evaluation** – an external end-of-project evaluation ('summative assessment') is commissioned for every local growth programme. These inform the development and delivery of new programmes.
- **Keele Deal partner round tables** - partners in the Deals are brought together at appropriate intervals for updates and to share perspectives on progress and review priorities for the coming period
- **Business Awards** - We share and celebrate the impacts of our business-facing activities at Breaking the Mould, (BTM) our annual business awards, which we started in 2019. BTM is one of many platforms enabling peer-to-peer learning across our business-facing activities.

Projects with the National Co-ordinating Centre for Public Engagement now mean that training in evaluation is a crucial component of our public engagement offer. All major public engagement at Keele is formally evaluated, the PER Steering Group taking responsibility for understanding evaluations and acting on findings. 'Stoking Curiosity' provides one example, with changes arising from this on activities and audiences.

Another example is the Community Legal Collaborative Outreach Project (CLOCK). This has assisted 1,473 local litigants over the past 3 years via student volunteers. This has established a pioneering online platform to capture all aspects of its operations – the nature and scale of demand from litigants, their insights and experience, partner involvement, judicial outcomes and data. The online platform has enabled a swift response to new issues emerging during the pandemic, and analysis relating to CLOCK's objectives, and provided the basis for an active policy engagement programme. Over the last three years this has been adopted by a further 12 Law Schools in eight partnerships in England, enabling the training of more than 500 Community Legal Companions.

In addition to its influences on clinical practice by providing a patient voice, Keele's Public and Patient Engagement in [Healthcare and Medicine](#). Between 2017 and 2020, Keele's Public and Patient Involvement and Engagement Unit has enabled the patient voice to be heard in 402 research studies across the West Midlands.

Our [Research User Group](#) (RUG) grew its membership during the period from 117 to 165.

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Keele has played a leading role in shaping the national learning and evaluation framework for KE (the KE Concordat), Keele's Vice-Chancellor Professor Trevor McMillan chairing the steering group developing the framework. In June Keele will be launching its Concordat review process, enabling a range of perspectives on all key dimensions of our environment for KE.