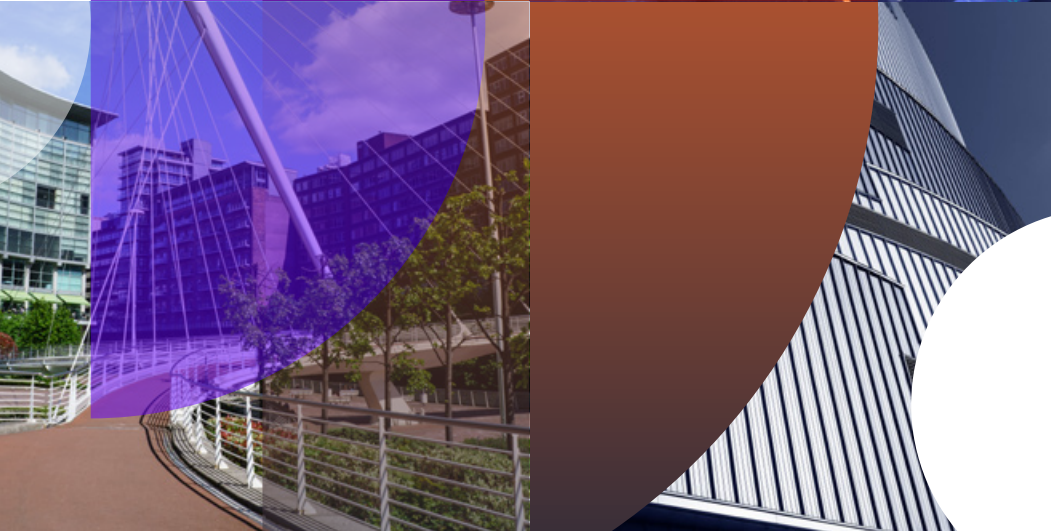




Government Office for
Technology Transfer

Annual snapshot report 2022/23





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Ministerial foreword

Minister of State for Science, Research and Innovation, George Freeman MP.

It is a pleasure to introduce the first annual GOTT report. Having supported the emergence of the office as a recommendation of the Mackintosh report, as a standalone office in its own right, this is an important update on the progress that has been made over the last year.

For the UK to make the strategic shift from a service economy to a science, research, technology and innovation-led economy we will need to value and support innovation within the public sector.



We need to support the identification of knowledge assets that can be of value to the private sector and help to secure the necessary investment and better commercialise ‘know-how’ and ‘intellectual property’. That is what the Government Office for Technology Transfer is here to do.

Yours sincerely,
Minister of State for Science, Research and Innovation, George Freeman MP.



GOTT Year in Review

I invite you to join me in reflecting on and celebrating the accomplishments that GOTT has made in its first year of operation.

Since I became CEO in April 2022, I'm delighted that we've put in place the building blocks for realising our ambition to unlock the potential of Knowledge Assets (KAs).

We now have a multi-disciplinary team that spans policy through to technology transfer – and are still recruiting. We've put systems in place that allow us to manage our business activities and have developed new reporting frameworks that will allow us to track progress and outcomes. We have an expert Advisory Board guiding our progress. I'm confident we're well placed to play our unique role.

Most importantly we've been able to engage with our client base – central government departments and their public sector organisations. These span areas such as the environment, museums, education, security, deep-tech and more. Early wins include supporting 43 organisations to develop their KAs to the formation of a new community of over 140 KA champions.

I'm always impressed by the sheer depth and quality of the work that goes on across those organisations and every client visit leaves me, and the wider team, with a sense of excitement.

We love helping our clients to open doors to extracting the value of the innovations that they sometimes don't even know are there.

This report gives you a taste of how we've been able to support and play an active role in developing some exciting projects. From the development of a game changing foot scanner by the National Physical Laboratory which has the potential to significantly reduce amputations for people living with diabetes (an estimated 170 per week in England alone); to Artificial Intelligence used to aggregate and analyse complex data sets from Government Internal Audit Agency, which is now being explored for further use across government. We also share with you some of our policy development work that will further support the conditions that enable innovation to flourish in the public sector.



The wealth of KAs across the public sector and their potential to drive innovation, productivity and growth is significant. It's estimated that there is over £100 billion¹ of KAs owned by central government. These intangibles include protectable intellectual property, data and know-how. Getting KA exploitation right has the potential to deliver significant economic, environmental and social benefits.

The period of 1st April 2022 to 31st March 2023 which this snapshot report covers has been a busy year. I'm proud to be leading the organisation in uncharted territory for government. Realising value from KAs takes time. It requires the right opportunity and the right skills at the right time. Getting to that place is a combination of the organisational environment, access to advice and support, skills development, experience and the direction set by leadership. It's not a linear process, it can be complex but it is rewarding.

Our focus is on long-term, sustainable change to deliver to the UK's ambition for an innovative public sector.

It has been heartening to see the response to the formation of GOTT and I am truly grateful for all the advice and offers of support during the year. Our success hinges on true collaboration and I look forward to working with our stakeholders, partners and supporters over the coming years.

And if you are interested in staying in touch with news from GOTT, do sign up to our newsletter mailing list.

<http://eepurl.com/ijRpuf>

Yours sincerely
Dr Alison Campbell OBE
Chief Executive

¹ <https://www.gov.uk/government/publications/getting-smarter-a-strategy-for-knowledge-innovation-assets-in-the-public-sector-the-mackintosh-report>



About us

GOTT is a unit within the government's Department for Science, Innovation and Technology, with a cross-government remit. Our client base is central government departments and their public bodies. We're headquartered in Greater Manchester.

It's our job to harness the power of innovations created by the public sector by supporting the identification, development and translation into use of these intangible KAs to deliver social, economic and financial value for the UK.

KAs can be found everywhere in the public sector; they are the intellectual property that an organisation holds, the skills and experience of its staff and its reputation. These include inventions, designs, certain research and development outcomes, data and information, creative outputs such as text, video, graphics, software and source code, know-how and expertise, business processes, services and other intellectual resources.

We provide expert advice, build knowledge and expertise within the client base, for example through communities of practice, and help organisations to take the next steps on their KA journey, from very early stages through to becoming more mature. Support from GOTT can take many forms depending on the needs of each client; it could be providing guidance on policy and practice, awarding funding to test out the potential for, or to further develop a KA or assistance with commercialisation. Our remit is also to develop the broader incentives that removes structural barriers to KA management inherent in the way that central government operates.

We engage with external stakeholders such as private sector investors, knowledge or technology transfer organisations, universities and the wider knowledge exchange sector to share experience and raise awareness of the KA agenda in government.

GOTT's work

Knowledge Assets Grant Fund

- Manages a fund to help identify the potential for KAs and to develop them towards viable propositions for further investment or wider uptake.
- Fund value of £3 million in financial year 2022-23 rising to £5 million in 2023-24.

Technology Transfer Strategic Partnerships

- Works directly with public sector clients to help identify, develop and take government-owned innovations to the marketplace.
- Scopes out different uses or applications in the public sector, out-licensing to the private sector or creating new commercial ventures.

Knowledge Asset Capability Enhancement

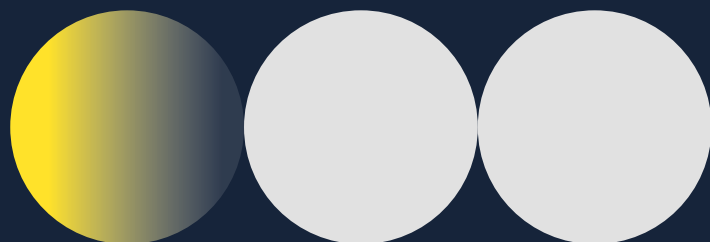
- Expands the capability of public sector teams to develop and understand how to exploit their KAs.
- Develops programmes, workshops and resources that help individual clients and communities of practice acquire KA understanding and skills.

Communities

- Leads cross-government engagement with KAs and with GOTT.
- Manages the KA Champions Network.

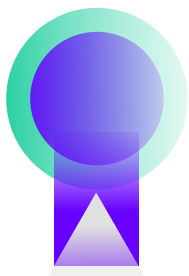
Policy

- Develops guidance and supports implementation of KA Management in the public sector, including through publications such as the Rose Book and Managing Intellectual Property and Confidentiality.
- Provides bespoke support for UK government policy makers seeking to optimise identification and management of KAs at the policy level, from strategy to spinout.
- Plays a leading role in the development of an innovative UK public sector by identifying ways to remove barriers and create incentives for KA Management working alongside key government departments such as HM Treasury and the Cabinet Office, building on the findings of the Mackintosh report.



GOTT in numbers

In financial year 2022/23 GOTT has:



Made grants totalling

£3.58m

to 38 projects in 17 organisations representing a range of public sector clients.

Created a thriving network of

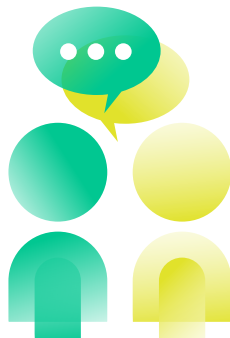


140+ champions

in 42 Government Departments, Arm's Length Bodies and Public Sector Research Establishments.

Met with

43 clients



to explore how we can support them on their Knowledge Asset journey.



400+
e-newsletter subscribers

Generated a pipeline of

36



new Knowledge Asset exploitation opportunities

This map represents GOTT's potential client base in 2022/23.

We've been busy supporting our clients to nurture, exploit and develop KAs right across the country.



Supporting the KA journey



We Collaborate



Dr Andrew Muir, UKI2S. James Hadley, Northern Gritstone.
Dr Liam O’Ryan, Quantum Detectors. Dr Alison Campbell, GOTT.

GOTT’s launch events brought together

over **200** individual practitioners

working at the apex of government, investment, academia and the private sector to discuss and drive awareness of public sector innovation.

KA Champions Network

The 140+ strong KA Champions Network is a growing community that provides advice, shares best practice and learnings and surfaces new topics. It’s a two-way exchange that is designed to support members to take their learning back into their organisations to create impact and to provide a sounding board for GOTT.

Our members come together quarterly for peer-to-peer engagement from right across the public sector.



I have found it extremely valuable to be a member of the KA Champions Network as it offers me the opportunity to seek advice from others in the network on KA-related matters like IP, commercialisation options etc. I have also appreciated the news updates from the network.

Dr Puja Myles,
Director



Medicines & Healthcare products
Regulatory Agency



I joined the KA Champions Network in 2022 as a means to both share our developing approach to managing our assets in Environment Agency and most importantly to learn from others. Since joining, I have established some really productive relationships with colleagues from other public organisations with whom I hope to collaborate on projects, as well as furthering my own knowledge which I'm applying to our work to establish our own strategy and asset register.

George Gerring,
*Senior Advisor, Commercial
Development Team*



**Environment
Agency**



Professor Salvador Coll and Dr Fernando Conesa, Universitat Politècnica de València with Dr Alison Campbell, GOTT.

External engagement

GOTT is a unique organisation with a unique role. We have responded to national and international interest in GOTT through participation in a variety of meetings and open forums. During the year we have spoken at the PraxisAuril Annual Conference, met with the membership of the Association for Innovation, Research and Technology Organisations and the Association of the British Pharmaceutical Industry and held individual meetings with people from the private sector and universities. We have also engaged with organisations to share our development and to benefit from international best practice whilst considering new approaches to value creation. We've met with world-leading organisations such as The XLab at the University of California, Berkeley, the Federal Laboratory Consortium in the United States and Universitat Politècnica de València in Spain for example and will continue to build new perspectives.



We Accelerate

Grant-funding activities

GOTT manages a programme to provide financial support to eligible public sector organisations to help them accelerate their KA ideas for new applications or scope out potential new innovative KAs. The KA Grant Fund is designed to target different KA stages of development (Explore, Extend and Expand). Applications are assessed by panels of independent expert reviewers who have experience in developing and investing in innovative KAs.

Support goes beyond funding. Applicants and grant holders are offered feedback to enhance projects and proposals and provided with ongoing support throughout the lifetime of the funded project. For the majority of projects funded to date (89%), development of the KAs has continued beyond the lifetime of the funding.



Our grant fund holders are located all over the country.



We most benefitted from the grant fund through our interactions with the GOTT team and the community established by GOTT. The funding allowed us to ringfence dedicated time for inventors to work on their idea.

Liam Brennan

Head of Technology Transfer, Science and Technology Facilities Council



Science and Technology Facilities Council





We Innovate

We've helped clients to develop a number of innovations over the past year, each of which has contributed to an understanding of where GOTT can deliver value and have the most impact.

This includes organisations as diverse as the Health and Safety Executive and Natural England. Our involvement has been at the early stages of opportunity exploration through to detailed advice on commercialisation strategy. Our support given to clients has included in-depth advice on a range of topics, help with opportunity discovery, identifying go-to-market approaches and analysing the market opportunity for their KAs.





As well as supporting KA development, our clients see benefits from their engagement with GOTT in areas such as increased understanding in KA management, new skills and an associated increase in confidence in the area. We share a mission to deliver on the innovation potential and provide long-term value through realisation of that potential in the economy and society.

We've expanded the resources available to support KA management and exploitation through the creation of a bespoke procurement framework. We now have access to over 40 private sector organisations that can deliver hands-on specialist services. This includes intellectual property experts, market research professionals and licensing experts. This means that we can call on a wider range of expertise to support clients and projects in areas such as developing a patent or commercialisation strategy or understanding the route to market.

Client spotlight

This year we've supported a range of clients in various sectors from healthcare to artificial intelligence. The examples below give a flavour of our work, with further examples available on our website.

Thermology Health spin-out company

Thermology Health is a medical technology company that spun out from the National Physical Laboratory (NPL).

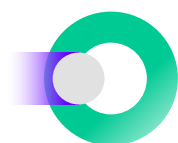


Knowledge asset

NPL has developed a new thermal imaging technology that can accurately capture the entire surface temperature of the foot in seconds at such a high level of precision that this has the potential to reduce the risk of thousands of potential diabetic foot ulcers being missed by clinicians each year. By spotting this early there is a significant life-enhancing difference to patient outcomes, as it should eliminate the need for amputation. The technology has the potential for further use in other medical applications.

The technology is underpinned by a package of KAs, that were identified, managed and protected by NPL. This comprises:

- A granted patent
- Prototypes with design files that meets UK product legislation and associated copyrighted software source code
- Confidential know-how
- Clinical data



Approach

GOTT provided funding to NPL to help grow and develop its KAs that could form the basis for a new medical tech spin-out company. We also helped NPL's search to find a suitably qualified CEO to launch and scale the business.



We most benefitted from the Grant Fund through not just the funding itself, but also access to innovation experts.



Christian Saville, NPL Product Manager and now Chief Operating Officer, Thermology Health



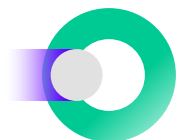
Environment Agency's Land-Use Choices Tool



Knowledge asset

Environment Agency has developed a unique Land-Use Choices Tool which supports land management decisions by allowing users to optimise locations for habitat creation based on cost and environmental benefit, generating scenarios that compare output metrics such as pollution reduction, carbon storage, and biodiversity net gain.

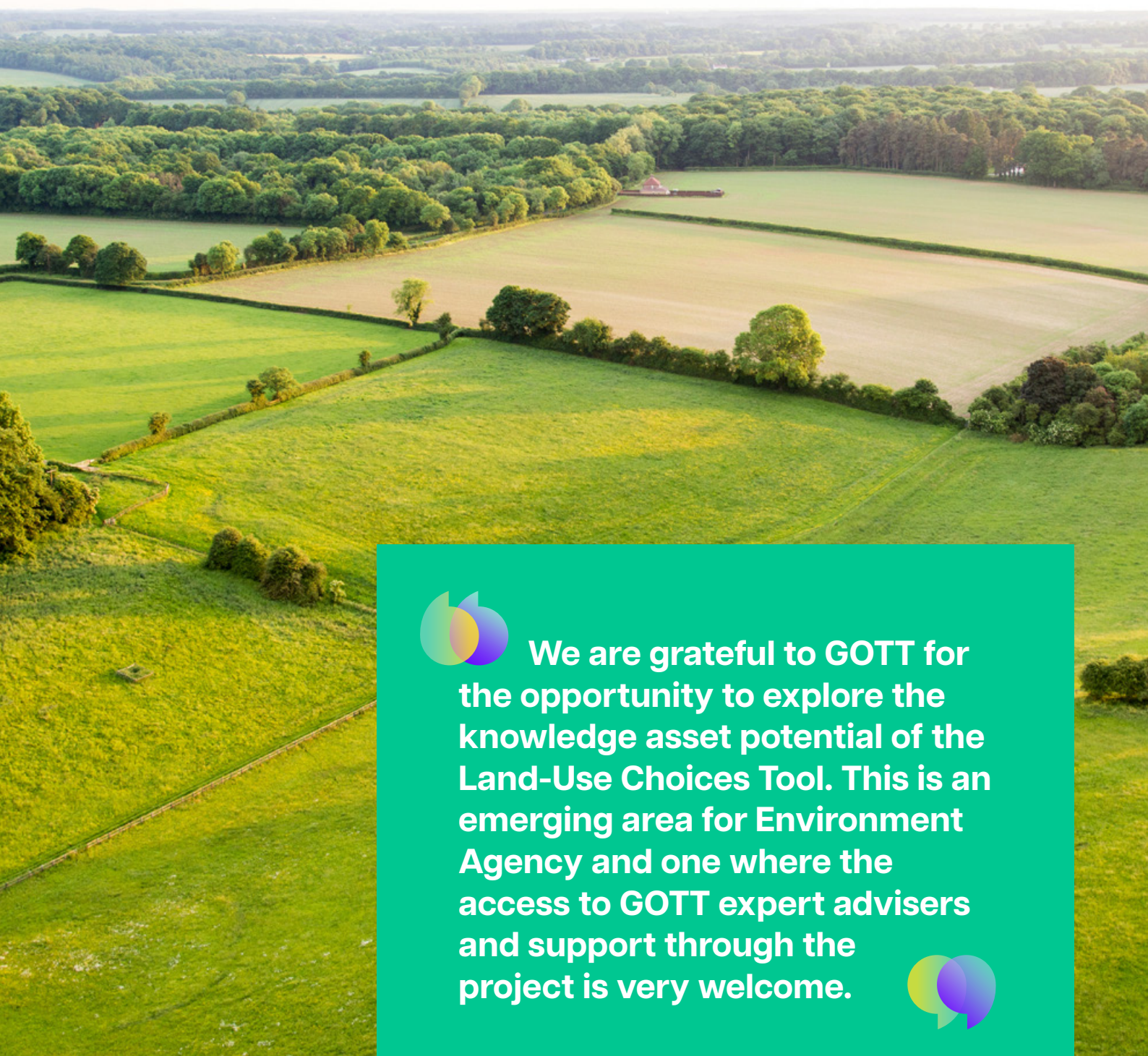
The tool has the potential to generate revenue to be reinvested back into the public sector while delivering positive environmental outcomes for the Agency and UK economy. Land-use choices have impacts on people, economies, and ecosystems.



Approach

Environment Agency are using funding from the Knowledge Assets Grant Fund to explore different options to scale their tool including:

1. Using the tool to assess national policy impacts.
2. Using the tool to support local planning and decision-making that is accessible to third parties and stakeholders.
3. Using the tool to support farmers and landowners to explore the environmental capability of their land.



We are grateful to GOTT for the opportunity to explore the knowledge asset potential of the Land-Use Choices Tool. This is an emerging area for Environment Agency and one where the access to GOTT expert advisers and support through the project is very welcome.



Kirsten Foot, Senior Advisor and Product Owner, Environment Agency

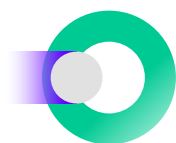


Government Internal Audit Agency's Insights Engine tool



Knowledge asset

Government Internal Audit Agency (GIAA) leads both the government internal audit profession and the internal audit function for 15 departments and 130 arm's length bodies. GIAA has developed an AI-powered Insights Engine tool that can quickly analyse and process hundreds of documents.



Approach

GIAA used funding from the Knowledge Assets Grant Fund to develop the Insights Engine. It can now:

- Identify overlapping text and key themes
- Scrape documents off websites
- Produce interactive reports which summarise the findings

GIAA's Insights Engine has great promise for use by other government departments for information analysis and reporting. For example HM Treasury and His Majesty's Inspectorate of Constabulary Fire & Rescue Services are exploring how they can use the tool to reduce their workloads.



Dr Iain McGregor, GIAA



Getting the grant from GOTT has enabled us to develop the text network analysis which allows for more refined use of the Insights Engine. We have since continued to develop it ourselves, to incorporate more features for users, but GOTT's funding has helped us in the journey to expand it across government. Additionally, our dedicated point of contact at GOTT has given us helpful suggestions and helped refine our approach.



Dr Iain McGregor, Director of Innovation and Development, GIAA

Implementing the Rose Book guidance:

Responsibilities for Accounting Officers and creating the right conditions for KAs to flourish

Unlocking opportunities for KA management in the public sector means creating the conditions from which innovation can flourish, rethinking policy and process where it acts as a barrier to do so.

First published in 2021, the Rose Book is HM Government's landmark guidance on KA management, providing information and best practice for all central government departments, executive agencies and ALB's. It's also important that organisations with an Accounting Officer understand their responsibilities in this area. Guidance has been incorporated into government frameworks such as HM Treasury's Managing Public Money and Functional Standards as well as a Dear Accounting Officer letter to ensure that good practice around KA management cascades through the corporate and policy functions.

GOTT has supported KA adoption through the development of bespoke support and training, from walking through the Rose Book, to the development of KA Management Strategies (KAMS) and dedicated support for Senior Responsible Officers of KAs. GOTT can provide group and one to one training and explainer sessions to any eligible organisations on request.

We are also working with other parts of HM Government to look at ways to remove any obstacles to KA development, in areas such as talent. We remain committed to issuing bespoke guidance on KA identification, protection and development for the public sector more broadly. Our most recent guide, Managing IP and Confidentiality guidance is available, with plans to issue more guides on KA management and development in the coming year.



Acknowledgements

We would like to thank our stakeholders, partners and Knowledge Asset Grant Fund panellists. Your contributions over this past year have been invaluable and we look forward to continuing to work with you in the coming year.

A special thank you also goes to the GOTT Advisory Board whose members have been instrumental in sharing their insights so generously and putting GOTT in a strong position to deliver on its ambition:

Ben Alexander,
Adviser, Cabinet Office.

Sue Connaughton,
Deputy Director, HM Treasury.

Maxine Ficarra,
Independent expert and former CEO of PraxisAuril.

Dr Anne Lane,
CEO, UCL Business Ltd.

Dr Andrew Mackintosh,
Chair of UKI2S.

Professor Paul Monks,
Chief Scientific Adviser for the Department for Energy Security and Net Zero.

Dr Tony Raven,
Independent expert and former CEO of Cambridge Enterprise.

Tony Soteriou,
Director, UKRI.

Dr Stuart Wainwright OBE,
CEO, UK Centre for Ecology & Hydrology.

Adam Williams,
CEO, Intellectual Property Office.



KAs can be found everywhere in the public sector; they are the intellectual property that an organisation holds, the skills and experience of its staff and its reputation.



We want to hear from you

Contact GOTT and see if we can help you with your KAs.



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