

RE-P-2020-03-Annex B

London Metropolitan 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.

Knowledge Exchange at London Met is outlined in our integrated [RKE strategy \(2021/22-2024/25\)](#). Our priorities in this period are: to maintain and expand the work of start-up incubator, Accelerator; to increase student involvement in KE; to maintain our student WRL programme and expand employability provision within our curricula; to increase our production of publications with non-academic partners; to increase our relationships with public and third sector organisations with a view to developing more funded projects; and to support our staff careers to flourish in the KE environment.

Major themes for development in the period 2021-25 are:

A. Entrepreneurship and student enterprise: Our Accelerator is a hub of training for our students and students of other institutions, nationally and internationally, to develop their capacity for entrepreneurship. It is also home to up to 30 start-ups at any one time. In computing, our Cyber Security Centre and Cisco Training Academy provide numerous points of interaction with business. We continue to develop our long-standing Accelerator to drive entrepreneurship and to open opportunities for our students and others wishing to develop business, and this remains a key plank of what we do. We offer short courses and CPD across most of our Schools, working with partners such as the RIBA to deliver professional development.

B. Capitalising on the Institution's physical infrastructure: Accelerator is a space utilised by start-ups in a regularised way and by other organisations as a space to run their events. We also offer elemental analysis in the Science Centre as a small business and hire out the Superlab for external science training and short-term commercial partnerships. We open the estate on Saturdays for projects with young people and our estate is also available for non-commercial, non-university purposes, events, board meetings etc.

C. Consultancy and innovation: We consider projects related to consultancy and innovation as important vehicles for both producing valuable research output and for implementing knowledge exchange with industry. In Social Sciences and Humanities, the community-oriented projects bring valuable data and provide the foundation for significant research, and in technical areas, in addition to the purely theoretical research, there are several other types of projects which can and do generate valuable research output. Amongst them are industrial research and co-production and KTPs.

D. Business Connections: Our research already makes a difference to some of the most pressing problems facing London and the wider world, signalling its value to practitioners, policy makers, partners, funders, and the public. We utilise our expertise to support the world beyond our walls. Areas of KE that we traditionally pursue include working with businesses we have engaged with have been through Knowledge Transfer Partnership (KTP) projects. Such projects enable research students to apply the latest technological advances to realise innovative solutions for real-world applications that improve the competitiveness and productivity of businesses. KTPs provide opportunities for impact case studies and third-stream income generation through consultancy work. At the same time, we recognise that much of our transferable knowledge comes from professional expertise and takes the form of training, consultancy, co-working with external partners. For example, Short Courses are one of our most productive forms of engagement in terms of supporting businesses and the wider community, not least in our Business

School. As well, our cyber security staff are involved in cutting-edge innovation and training partnerships with, among others, Lloyds Bank, Cisco and Palo Alto Networks. Staff are also conducting high-quality research within large multinational EU projects. We also work closely with big businesses through our partnership with London First.

E. London Met Lab and our Clinics: We are aware of London's Challenges. Our London Met Lab: Empowering London and our community clinics touch on many KE KPIs, both nationally and institutionally, and we have invested significantly to develop this strand. Integrating and extracting value from the research we do, co-working with external business, agencies, third sector and local governments, providing training and upskilling, Advice and Guidance, strategy consultancy and practical interventions. Training, start-up support, and the deployment of students in research and KE, often in co-working environments with our staff and partners, will drive our ambitions forward. We also run the Empowering London Module, allowing all students to work with the community and embed KE in relation to the challenges.

F. Community Engagement: We have a strong presence within our communities in Islington, Tower Hamlets and Hackney, where our campuses and Accelerator are based. We also have a strong presence in bordering boroughs Newham, Haringey, Enfield and Waltham Forest. We have long exploited our space for public good and with values of civic and social responsibility, opening our doors to the community, putting on excellent and popular events. We do this for councils, businesses, charities, community groups, Schools, FE Colleges and our professional associates. We work with local FE colleges with our Partners in Education (PIE) scheme including CPD for educational professionals and targeted outreach projects. We will also work closely with external bodies through official and durable memoranda of understanding, concordats, and ways that respond to new challenges. Under this theme we also will work with our partners on COVID recovery programmes. Under our Director of London Engagement, we are developing our portfolio of partners, agreements, and how we can continue to make a real and positive impact in the community.

G. People - a supportive context for strong Research and KE: We have sought to provide a supportive environment to develop staff and student research capabilities and KE across the full breadth of our disciplines. The University invests in a PVC role, a Director of London Engagement, a Head of Research Policy and Implementation, and the Head of Accelerator. We also fund a Head of Student Enterprise, an Impact and KE Manager, a Research Project Manager. All these posts drive KE. Since 2020, we have begun to fund Challenge Champions in each school to drive our KE commitments. Our new promotion scheme (redesigned and launched in 2020-21) includes Enterprise and KE routes to sit alongside those for Research, and for Learning and Teaching. We also will continue to use our employment agency, Met Temps, the Student Ambassador Scheme and the NUS to support student opportunity, and also expect several of the above areas (A-F) to provide settings for a for us to develop research activity with partners and to enhance what we offer to students as researchers in KE settings.

H. Meeting national priorities with institutional KPIs: Our success in developing KE will be determined by our ability to meet the ambitions of Research England (RE), The Office for Students (OfS), and the Government Roadmap for Research and Development. All three are involved in setting our KPIs. The results of our Knowledge Exchange Framework (KEF) submission will allow us to evaluate and measure our areas of strength and where we need to improve. All these objectives are aligned to our areas of strength and ambitions for development. Each of these national priorities is mapped into our RKE Strategy KPIs.

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.

Planned areas of HEIF supported KE activity	HEIF support	HEIF priorities	Strategic objectives	Indication of timescales
<p>1. London Met Accelerator Our Accelerator start-up incubator aims to house 30 start-ups continually and to provide interactions with live business contexts and through enterprise training for students annually. Accelerator also provides space for partner SME meetings.</p> <p>Target: Covid challenge - increase start up occupancy from 40% to 75% occupancy (2021/22).</p> <p>HEIF priorities: entrepreneurship and enterprise education; exploiting the HEI's physical assets; skills and human capital development; supporting the community and public engagement</p>	<p>3 posts 50% HEIF-funded.</p> <p>Funding to support placements, training programmes, etc c. £30k pa.</p>	<p>Supports:</p> <p>1. Government priorities: increasing innovation and productivity; developing world-leading infrastructure and institutions; levelling up the UK</p> <p>2. OfS objectives: improved outcomes; community engagement; working with industry; enterprise; skills and employability; knowledge exchange; social impact</p>	<p>RKE Strategy:</p> <p>KPI 1.2:</p> <ul style="list-style-type: none"> - Entrepreneur and start-up training - Start-up location - Incubation hub for students from other Universities 	<p>Ongoing</p>
<p>2. Student enterprise Up to 13 business start-up training programmes for students, both at London Met and beyond including: British Council; Creative Spark; Big Idea; Challenge; Launchpad; QuickStart.</p> <p>Targets:</p> <ul style="list-style-type: none"> - 1000 students per annum engaging with support programmes. - Free event space provision to organisations who tackle diversity and inclusion in the start-up sector (12 events per year). <p>HEIF priorities: entrepreneurship and enterprise education; exploiting the HEI's physical assets; skills and human capital development</p>	<p>2.2 FTE staff at Accelerator, including some short-term specialist temporary staff.</p> <p>Prize fund and expenses for students c. £40k p.a.</p> <p>British Council: 0.3 FTE, 20% HEIF funded</p>	<p>Supports:</p> <p>1. Government priorities: increasing innovation and productivity; developing world-leading infrastructure and institutions; levelling up the UK</p> <p>2. RE-OfS objectives: improved outcomes; real-world opportunity; enterprise; social impact; skills and employability</p>	<p>RKE Strategy:</p> <p>KPI 1.3: 10% more of our students will have started companies</p> <p>KPI 5.3: Support of teaching programmes to boost interest in entrepreneurialism</p>	<p>Ongoing.</p> <p>Increase from 1 to 6 graduate start-ups by 2025</p> <p>Free event space: relaunch - July 2021</p> <p>Annual bidding round to the British Council for continuation (currently in</p>

				third year of the co-operation).
<p>3. London Met Lab: Empowering London Responding to the needs of the city in six crucial areas (Social Wealth, Health Improvement, Environment, Poverty & Deprivation, Discrimination and Crime)</p> <p>Targets: - Implement an evaluation process based on the principles of the Civic Network Impact Framework. - Six free events for the local community per Challenge area, per annum. - Funded supported activity/research in half of our new challenge areas by the end of 2022/23, and in all by 2024/25.</p> <p>HEIF priorities: supporting the community and public engagement; working with the public and third sector; facilitating the research exploitation process; exploiting the HEI's physical assets</p>	<p>Total 1.8 FTE including:</p> <ul style="list-style-type: none"> - a portion of the Director of London Engagement - bought-out hours for staff in Schools for Challenge Champions - administrator time 	<p>Supports:</p> <p>1. Government priorities: being honest about where we need to improve; raising our research ambitions; increasing innovation and productivity; levelling up the UK; developing world-leading infrastructure and institutions</p> <p>2. RE-OfS objectives: community engagement; social impact; improved outcomes; collaborative research; real-world opportunity</p>	<p>RKE Strategy:</p> <p>KPI 4.4: Monitoring our KE performance through engagement with our partners</p>	<p>Continuing and ongoing</p> <p>Phase 1 (2020):</p> <ul style="list-style-type: none"> - London Met Lab launch - Appointing Challenge Champions <p>Phase 2 (2022/23):</p> <p>Civic University Agreements/MOUs with at least three London Boroughs</p> <p>Phase 3 (2021-2024): Co-produced research with the NHS, Councils and Charities</p>
<p>4. London Met Lab: Pro Bono Clinics</p> <p>Students will provide support and advice to external partners in the community. This work will be credit-bearing on their WBL modules.</p> <p>Targets: - To launch five clinics by 2022/23. - To explore funding opportunities for each clinic. - To monitor and measure impact of clinics and</p>	<p>As above.</p>	<p>Supports:</p> <p>1. Government priorities: raising our research ambitions; increasing innovation and productivity; levelling up the UK; developing world-leading infrastructure and institutions</p>	<p>RKE Strategy</p> <p>KPI 1.1: To help partners develop their businesses, to support public and third sector organisation, and to develop their</p>	<p>Continuing and ongoing</p> <p>Phase 1 (2020/21):</p> <p>Establish Pro Bono Clinics and engage</p>

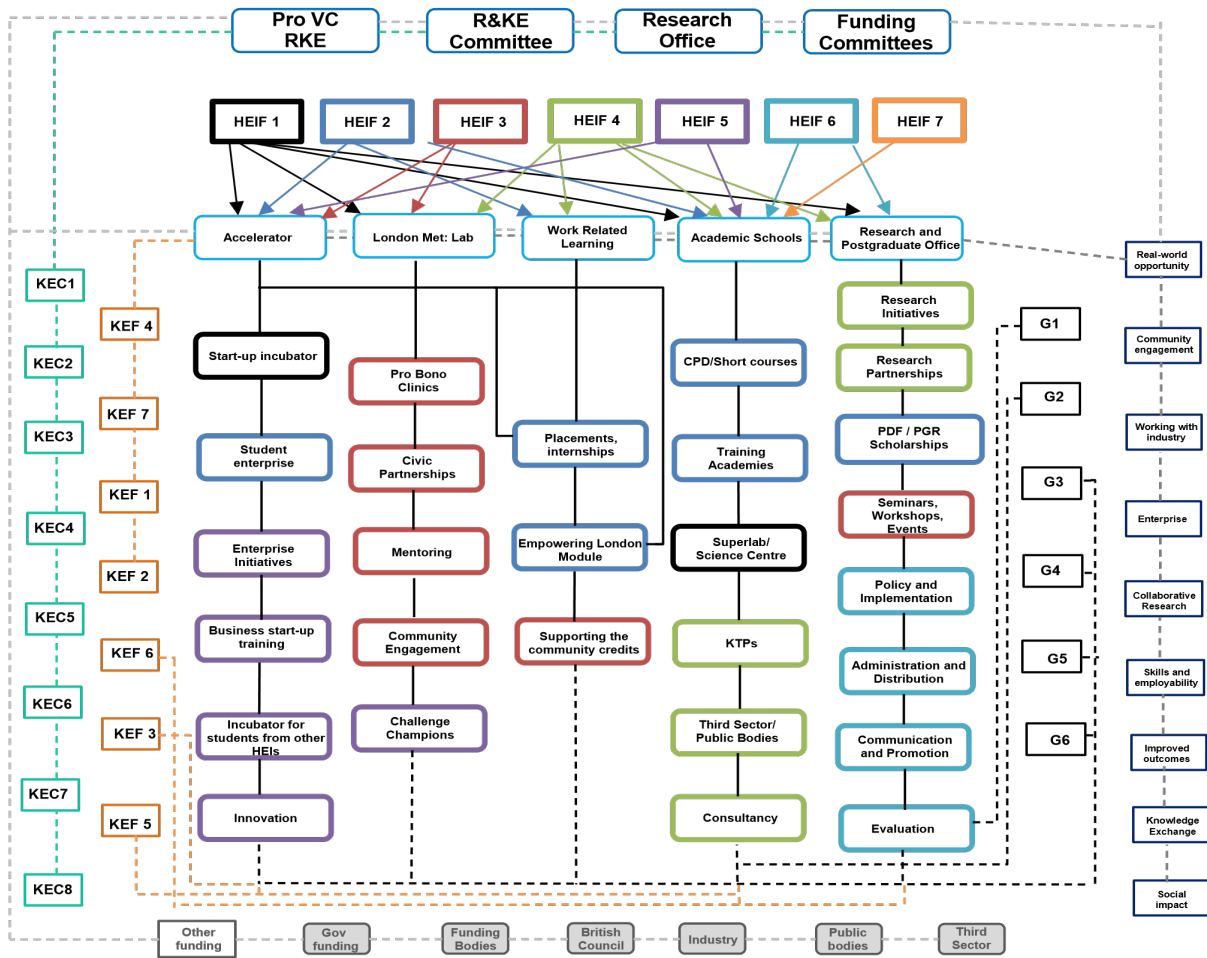
<p>develop appropriately.</p> <p>HEIF priorities: working with the public and third sector; skills and human capital development; supporting the community and public engagement; knowledge sharing and diffusion; facilitating the research exploitation process</p>		<p>2. RE-OfS objectives: improved outcomes; community engagement; social impact; real-world opportunity; skills and employability</p>	<p>capacity for self-review</p> <p>KPI 5.2: Work at pro bono clinics will be both credit-bearing and integral to programme of study</p>	<p>student and staff teams</p> <p>Phase 2 (2021/22): 5 x Pro Bono Clinics launch</p> <p>Phase 3 (2022/23): Expand the 5 clinics to cover broader topics</p>
<p>5. Work-Based Learning (WBL) – Empowering:</p> <p>Expanding two new <i>Empowering London: Working within the Community</i> WBL modules at Levels 5 and 6 piloted in 2019/20 and available to all undergraduate students with WRL module options.</p> <p>Targets:</p> <ul style="list-style-type: none"> - We aim to recruit circa 50 students for 2021/22. - Launch study-abroad version allowing international students to embed KE principles in their locality. <p>HEIF priorities: skills and human capital development; supporting the community and public engagement; knowledge sharing and diffusion.</p>	<p>Embedded within subject curriculum, plus a total of 0.1 FTE equivalent staff located in the Accelerator for staff with live business experience to contribute to the curriculum in support of the academic and WBL teams.</p>	<p>Supports:</p> <p>1. Government priorities: levelling up the UK; developing world-leading infrastructure and institutions; being at the forefront of global collaboration</p> <p>2. RE-OfS objectives: real-world opportunity; community engagement; collaborative research; skills and employability; improved outcomes; knowledge exchange; social impact</p>	<p>RKE Strategy</p> <p>KPI 3.1: Increasing graduate numbers</p> <p>KPI 3.5: Offering students work-related learning with our partners</p>	<p>Phase 1: (2019/20-2020/21): <i>Empowering London</i> WBL modules launched and piloted</p> <p>Phase 2: 2021/22, placements and internships in Accelerator and clinics</p> <p>Phase 3: 2022/23 study abroad version</p>
<p>6. Internships:</p> <p>We will provide internships for our graduates to work with tenants or the Accelerator team.</p> <p>Target: five graduate internships per annum</p>	<p>Staff support covered elsewhere in Accelerator and WBL.</p>	<p>Supports:</p> <p>1. Government priorities: developing world-leading infrastructure and institutions; levelling up</p>	<p>RKE Strategy:</p> <p>KPI 1.7: Providing internship</p>	<p>Each year from 2022-23.</p>

<p>HEIF priorities: skills and human capital development; exploiting the HEI's physical assets; entrepreneurship and enterprise education</p>		<p>the UK; being honest about where we need to improve</p> <p>2. RE-OfS objectives: real-world opportunity; skills and employability; improved outcomes; social impact</p>	<p>opportunities for graduates</p> <p>KPI: 3.5: Offering students the possibility of working with our partners</p>	
<p>7. Public engagement: events</p> <p>We aim to run over 100 events per annum via online or blended delivery with students from other HEIs, academic and business partners, the public and local communities and other stakeholders:</p> <ul style="list-style-type: none"> - To share and exchange knowledge - To provide a platform for future collaboration - To develop student skills in engagement with the public and partners - To connect with the local and wider community - To raise awareness of societal issues - To engage with policy makers <p>Target: engage with 3000+ individuals, 40% external/10% from outside academia.</p> <p>HEIF priorities: community and public engagement; skills and human capital development; knowledge sharing and diffusion; facilitating the research exploitation process; exploiting the HEI's physical assets</p>	<p>0.5 FTE Research Office staff to support the delivery and promotion of events</p>	<p>Supports:</p> <p>1. Government priorities: raising our research ambitions; increasing innovation and productivity; being at the forefront of global collaboration; developing world-leading infrastructure and institutions</p> <p>2. OfS objectives: community engagement; real-world opportunity; skills and employability; improving outcomes; knowledge exchange; social impact</p>	<p>RKE Strategy</p> <p>KPI 2.3: Continue to offer a range of in-person and online training</p> <p>KPI 4.4: Engaging with our partners</p> <p>KPI 5.6: Annual programme of policymaker engagements to improve the exposure and impact of our work</p>	<p>Ongoing</p>
<p>8. Developing our capacity for research exploitation through KE</p> <p>Exploring funding opportunities and partnerships will be key in supporting our ambitions. Through these projects, we will develop our students' skills</p>	<p>0.5 FTE Research Projects Manager who works across research and KE bidding support.</p>	<p>Supports</p> <p>1. Government priorities: raising research ambitions; increasing innovation and productivity.</p>	<p>RKE Strategy</p> <p>KPI 3.6: Creating opportunities for students as researchers</p>	<p>Ongoing.</p>






<p>and employability and grow the scope and reach of our research and knowledge exchange.</p> <ul style="list-style-type: none"> • Targets: We will seek to include non-research partners in these external research and KE bids and to develop their social and economic opportunities within resulting awards. • We will create opportunities for students as researchers in such activities. <p>HEIF priorities: skills and human capital development; facilitating the research exploitation process</p>	<p>Project-based Research Assistants</p>	<p>2. OfS objectives: real-world opportunity; collaborative research; skills and employability; improved outcomes; social impact; knowledge exchange</p>	<p>KPI: 4.3: Increasing our bidding capacity (across R and KE) and maintaining success rates</p>	
<p>9. Community and Public Engagement: We will use HEIF funding to continue supporting public and community projects.</p> <p>Target:</p> <ul style="list-style-type: none"> - To engage with local partners on projects to tackle social challenges. - We will offer students the possibility to work with relevant partners, such as museums, businesses, galleries, local authorities and charities. <p>HEIF priorities: skills and human capital development; supporting the community and public engagement; knowledge sharing and diffusion; facilitating the research exploitation process</p>	<p>0.5 FTE KE and Impact Manager Met-Temps/Research Assistants</p>	<p>Supports:</p> <p>1. Government priorities: raising our research ambitions; levelling up the UK; developing world-leading infrastructure and institutions</p> <p>2. OfS objectives: real-world opportunity; collaborative research; skills and employability; improved outcomes; social impact; knowledge exchange</p>	<p>RKE Strategy KPI 3.5: Offering students opportunities to work with relevant partners</p>	<p>Ongoing</p>
<p>11. Work-Based Learning (WBL) Modules: Providing opportunities to enhance the career prospects of one of the most diverse student bodies in the UK.</p>	<p>0.5 FTE of staffing contribution from HEIF</p>	<p>Supports:</p> <p>1. Government priorities: levelling up the UK; developing world-leading infrastructure</p>	<p>RKE Strategy: KPI 3.5: Offering students opportunities to work</p>	<p>Ongoing programme Developing relationships with more local</p>

<p>Target:</p> <p>We intend to continue providing up to 2500 accredited WBL experiences for students via circa 70 WBL modules (mainly at undergraduate level). This includes the <i>London Met Work Based Learning Clinic</i>, where internal University departments train and gain support from students, including the Student Union, the Accelerator, and Administration, Recruitment, Marketing teams.</p> <p>HEIF priorities: skills and human capital development; supporting the community and public engagement; knowledge sharing and diffusion</p>		<p>and institutions; being at the forefront of global collaboration</p> <p>2. RE-OfS objectives: real-world opportunity; community engagement; collaborative research; skills and employability; improved outcomes; knowledge exchange; social impact</p>	<p>with relevant partners</p>	<p>employers (currently 250) for 2021/22</p> <p>A wider range of virtual placements to be offered by 2025.</p>
<p>12. Blue skies projects:</p> <p>We seek to drive business interactions and partnerships, KTPs, co-working, and student employment and engagement. We will engage in internal bidding processes for the awarding and allocation of HEIF funding.</p> <p>Targets:</p> <ul style="list-style-type: none"> - We will create opportunities for students as researchers on the majority of our internally funded research projects. - To encourage innovative, collaborative and transformative research and KE projects. <p>HEIF priorities: skills and human capital development; supporting the community and public engagement; knowledge sharing and diffusion.</p>	<p>HEIF funding is used to run a bidding process for up to £30k per project for KE</p>	<p>Supports the widest variety of priorities including:</p> <p>1. Government priorities: levelling up the UK; raising our research ambitions; increasing innovation and productivity; developing world-leading infrastructure and institutions; being at the forefront of global collaboration</p> <p>2. RE-OfS objectives: real-world opportunity; community engagement; collaborative research; skills and employability; improved outcomes; knowledge exchange; social impact</p>	<p>This is central to the overall RKE strategy for KE and providing opportunities for students. More specifically, this touches on KPIs:</p> <ul style="list-style-type: none"> - KPI 1.8: seeking out KTPs - KPI 3.5: students working with our partners - KPI: 3.6: students as researchers - KPI 4.4: engaging and supporting our partners 	<p>Ongoing.</p> <p>Annual, sometimes biannual rounds.</p>

HEIF funding



Key

	Solid line: HEIF funded
	Feeding into the pillars of the Knowledge Exchange Framework
	Meeting the principles of the Knowledge Exchange Concordat
	Feeding into the Government UK R and D Roadmap
	Delivers RE-Office for Students student outcomes

<p>HEIF priorities:</p> <p>HEIF 1: Exploiting the HEI's physical assets HEIF 2: Skills and human capital development HEIF 3: Supporting the community and public engagement HEIF 4: Knowledge sharing and diffusion HEIF 5: Entrepreneurship and enterprise education HEIF 6: Facilitating the research exploitation process HEIF 7: Commercialisation: Technology transfer</p>	<p>KEF pillars:</p> <p>KEF 1: Public and community engagement KEF 2: Local growth and regeneration KEF 3: Working with the public and third sector KEF 4: Skills, enterprise and entrepreneurship KEF 5: IP and Commercialisation KEF 6: Research partnerships KEF 7: Working with business</p>	<p>Government roadmap objectives:</p> <p>G1: Being honest about where we need to improve G2: Raising our Research Ambitions G3: Increasing innovation and productivity G4: Levelling up the UK G5: Being at the forefront of global collaboration G6: Developing world-leading infrastructure and institutions</p>	<p>Knowledge exchange concordat principles:</p> <p>KEC1: That KE is part of the University's mission KEC 2: Clear policies determining KE KEC 3: Engagement, access points, mechanism to help partners reach and work with us KEC 4: Ethical, transparent working KEC 5: Capacity building through training and opportunity KEC 6: Reward and Recognition for KE and staff engagement in it KEC 7: Continuous improvement KEC 8: Evaluation</p>
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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)

i. Managing HEIF spend

HEIF funds are awarded by the PVC RKE and a committee of Research and KE Leads and the Director of London Engagement, with other relevant senior leaders co-opted where appropriate. A significant proportion of that spending is on relevant staff who lead key KE functions (The Head of Accelerator and their staff); the Director of London Engagement; and staff in Schools who are awarded time to pursue projects, encourage KE work in their areas, and generally to link the national and institutional priorities with expertise on the ground. The School-based staff include our Challenge Champions who support our drive to meet London's challenges and support or run our specialist clinics, which provide key entry points to our expertise for external partners of all types. We then provide a range of funds, which we consider to be 'response mode', which colleagues and their partners can bid for.

The actual prioritisation of HEIF inputs is managed by the Pro-Vice Chancellor, the Head of Research Policy and Implementation, the Head of Accelerator, and the Director of London Engagement. Our Research Projects Manager and the Impact and KE Manager, as well as our Finance Business Partner, maintain close oversight with additional administrative support from the Research and Postgraduate Office. Statutory oversight is by the URKEC, a Committee of Academic Board.

In 2021, we are introducing monthly monitoring of spending, requests for responsive variants, and guidelines and processes to support our plans. These will not only enable us to track activity in relation to our targets but will also be important in terms of continuing to support our people in their research objectives.

We have 5 principal avenues of input of HEIF funding.

1. We identify partners we might work with in general ways (councils, health service sector organisations, charities) and sign agreements with them. These are not always or necessarily developed for specific support but often for general support and both present and future collaborations. The Director of London Engagement marshals these strong connections with the VC's office.
2. We identify partners, or they identify us, for specific projects. These usually develop from known expertise, track records of delivery, or from connections made by the Director of London Engagement.
3. We support long-term connections as they move through phases or develop different or additional service (examples include the Cisco Training Academy, the Cyber Security with Lloyd's Bank, the Accelerator with the British Council, or long-standing professionally accredited short courses).
4. We run an annual round (sometimes two) of funding calls for staff to develop a wide range of projects with industry, commerce, the public sector, community groups, and so on). Examples include green architecture projects; AI projects with company partners; and a joint project between Health Sciences and the London Fire Brigade.
5. We encourage and support interdisciplinary partnerships through a number of initiatives. This allows us to capitalise on the connections that our researchers, Schools, London Met Lab and Accelerator have to build stronger partnerships and new opportunities.

ii. Measuring progress

Measurements of the financial, statistical, and otherwise quantitative aspect of our HEIF financial input can be viewed annually in the HEBCIS survey. It provides an excellent capturing of where we were at points in time, but that has limitations for present and future predictions, and the strategic interventions. Since we take data-driven approaches to success, we use the HEBCIS mapping to influence where we might be stronger and what areas we should develop. We also use regular evaluations of the data behind HEBCIS to forecast performance and to intervene, where more or different work might improve the value of our HEIF-funded portfolio.

We also have a system of end-of-project reporting which enables us to assess whether the HEIF intervention achieve is on track to deliver its objectives at the point where funds were

distributed. We measure success on the delivery of project outcomes, and the seeking of additional funding, requests by partners for continued, extended, or new programmes.

iii. Evaluating outcomes

We are also developing a new layer of evaluation for all KE activities in line with the introduction of KEF and will seek to make outcomes more widely known laterally across and between partners, rather than linearly, where our systems are fully articulated, from us to partnership, commissioners, or business market points.

To this end, we are investing in PURE to capture individual colleagues' work and are also exploring several options, such as ResearchFish (Interfolio), Vertigo Ventures and others. Such platforms will integrate with existing / other systems to facilitate our tracking, monitoring and reporting of impact and knowledge exchange activities, both internally and externally, such as for the KEF and REF assessments.

We want to empower colleagues to make the best use of HEIF funding in their areas of expertise and to build careers based on KE work. We have already started doing this by engaging our staff in the development of the Research and KE strategy. We will continue doing this by setting out clear pathways for how the activities undertaken can feed into the principles of KE.

We act on the feedback from partners and have developed new offerings for the likes of Lloyd's and Cisco (for whom we are a Super-Regional Academy). Similarly, the British Council has commissioned further specific programmes, with Uzbekistan and Egypt based on our work in London.

The funding from HEIF which we allow colleagues and partners to bid for, is monitored for delivery against agreed outcomes. We also apply the concept of follow-on potential, asking: does the partner wish to extend or upgrade the collaboration; has the work be scaled up, and how, and with what benefits; and could the collaboration develop funding-winning opportunities?

In this cycle, we are moving to a more systemic form of assessing our value to partners. We are developing a database of partners and engagements which is updated with information of needs, activities, contacts, etc. This is currently undertaken by the knowledge exchange element of RPO team. Our Head of Accelerator and our Director of London Engagement also maintain regular connections with our partners, and are developing a system of surveys and interviews to seek advice on the benefits of our KE offer.

iv. Identifying lessons learned

We use the principles and results of exercises like the KEF to help us identify our areas of strength and to focus on areas in need of development.

We hold regular debriefing sessions, including in fortnightly RKE meetings involving the the London Met leadership team in each of these areas. Our Research and Knowledge Exchange Committee meets three times a year to discuss where we can do better and agree on positive steps based on the lessons learnt.

The Director of London Engagement meets regularly with the Challenge Champions from the six Schools and across professional service departments. They also have regular meetings with partner boards to assess MOU, Civic Agreement, partnership progress and insights. The Head of Accelerator holds a variety of meetings and working-group sessions with the tenants in our start-up incubator. We are also introducing an annual KE conference to learn as a community. We also expect to gain these types of insights from our regular messaging and surveying of colleagues, partnerships, and alumni.

We consider the interconnections between all KE related activity, not only in terms of how each project relates to HEIF or feeds into the overall objectives of Research England, the Office for Students and the Government priorities but also, in terms of how we can improve and develop the landscape and culture of research and knowledge exchange at London Met.