

RE-P-2020-03-Annex B

London School of Economics and Political Science

HEIF accountability statement

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

Return date: 21 May 2021

Return as Microsoft Word file to: KEPolicy@re.ukri.org

Queries to: KEPolicy@re.ukri.org

Web: <http://re.ukri.org>

Twitter: [@ResEngland](https://twitter.com/ResEngland)

Email: [Subscribe to email alerts](#)

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)

Our HEIF funding will be used to support the objectives of the School's [2030 strategy](#) and the [KEI strategic plan](#) as summarised below.

Our vision is to be the world's leading social science university for research impact. Working with our community of staff, students, alumni and partners, we will use our distinctive expertise to provide new perspectives on and develop innovative solutions to local, national and global challenges.

The key priorities of our overall strategy drive our engagement and impact plans, namely: 1) **Educate for impact**; 2) **Research for the world**; and 3) **Develop LSE for everyone**.

In our KEI strategic plan we have identified three cross-cutting themes that tie together our core KEI objectives, and reflect our key strategic priorities. Through these we plan to build on already existing and very successful knowledge exchange infrastructure and

activities, evidenced in part by our broad and growing portfolio of impact case studies, which demonstrate the value of social science research in public and private sector contexts. We will use funding to promote continued improvements in the quality and efficacy of LSE's two-way knowledge exchange, to help ensure that as many as possible of the potential benefits of excellent research conducted at LSE are realised for as many and as diverse beneficiaries as possible. Over the last five years, our strategy has moved away from a narrower, more specialist approach to KEI towards a broader understanding, promoting KEI for all.

1) **Broadening connection**

Maintaining and expanding our partnerships, collaborations and connections.

Specific objectives in support of this include:

- Strengthening our approach to understanding and developing the depth and breadth of our relationships with current and potential non-academic partners.
- Acting as leaders in promoting continued improvement in effective two-way knowledge sharing in collaboration with new, as well as existing, partners.
- Maximising opportunities for all staff and students to create value for research partners, users and beneficiaries beyond academia.
- Making it easier for current and potential external partners and users of LSE research to access and benefit from our work.
- Encouraging and supporting researchers to inspire, consult and collaborate with the public, including (where appropriate) by involving them in research.
- Acting as an anchor institution for social sciences in London, bringing together local, national and international research partners and users to promote a distinctive social science approach to tackling pressing challenges, for example through hackathons, where teams of social science researchers solve real-world problems.
- Continuing to make the case for social sciences by demonstrating their public, policy, social and economic relevance, including through the SHAPE initiative.

2) **Enhancing inclusion**

The School takes an inclusive approach to supporting research across the breadth of its disciplines including through our [Race Equity Framework](#) and [EDI Strategy](#). We also seek to deliver positive impacts from that research for wide-ranging beneficiaries in the UK and internationally, and to use whichever processes or activities are most suited to that end in any particular case.

Specific objectives in support of this include:

- Continuing to emphasise the importance of genuinely two-way engagement and exchange.
- Working with partners in a range of public, private and third sectors, as well as in local communities, to contribute positively to the society, economy, culture, health and

wellbeing of wide ranging and diverse groups.

- Seeking ways to deliver benefits to new, wider or more diverse users and beneficiaries, and to uphold equity in access to those benefits. We will be particularly alert to opportunities to increase work with groups that have traditionally been marginalised or disadvantaged in their access to KE.
- Recognising and nurturing diverse areas and types of impact associated with the full breadth of disciplinary and cross-disciplinary research carried out at LSE.
- Ensuring that the outputs of KE activity continue to be made freely and openly available.
- Promoting a productive and mutually beneficial relationship between research impact and teaching and the student experience.

3) Promoting responsible and financially sustainable KEI

Properly resourcing, supporting, recognising and rewarding KEI activities (both at the institution level and at the level of departments and centres) is essential to realising the public benefits of LSE research.

Specific objectives in support of this include:

- Ensuring that KEI is included appropriately in induction processes, and in recruitment and promotions processes for academic and professional services staff, and for research students.
- Improving monitoring and reporting of KEI-related data to help us to better understand and improve our “impact environment”.
- Enhancing the profile of KEI by sharing and celebrating examples of success.
- Increasing the amount and quality of training and support available to researchers and professional services staff supporting KEI.
- Continuing to provide support for incorporating KEI into research projects, as well as stand-alone KEI projects, through internal funding.
- Contributing actively to discussion about research impact and its measurement and use in research assessment around the world.
- Promoting LSE’s reputation for engaging students actively with research and impact activities.
- Maximising the School’s capacity to leverage external funding to support ongoing excellence in KEI.

Although this plan for funding covers a number of years, we plan to build in flexibility to respond to changing environments and to reflect on and learn from our successes and failures (including through the KEF and KEC processes).

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</p> <p>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</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>INFRASTRUCTURE KEI Integrated Service <i>Develop our integrated professional service support, providing training, guidance, inspiration and bespoke advice to researchers at any level, proactively encouraging engagement with KEI at all stages of the research lifecycle. KEI IS staff will also support work on the REF, KEF and KEC – monitoring and evaluating our activities to ensure they meet our objectives.</i></p> <p><i>Target to work with >200 researchers annually with a diversity of gender, ethnicity and experience representative of the research community.</i></p>	<p>Communications KE post-100% HEIF funded.</p> <p>Research impact post-100% HEIF funded.</p> <p>HEIF funds manager–100% HEIF funded.</p> <p>Training programme.</p> <p>KEI forum events.</p>	<p>Supports effective and efficient KEI and feeds into all government priorities and RE-OfS objectives by giving strategic oversight to activities.</p>	<p>Supports all strategic objectives because this service will proactively advance those goals.</p>	<p>2021-22 onwards</p>
<p>INFRASTRUCTURE LSE Innovation <i>Develop our support for LSE researchers turning research ideas into new businesses, products or services, through training, funding and key infrastructure support (IT, legal etc), as well as building relationships with external partners, investors and markets. Continue our leadership of ASPECT, the network of HEIs working together to create best practice for social science research commercialisation. Target of >15 spin outs or licenses by 2025.</i></p>	<p>1 head and 4 staff members – 100% HEIF funded.</p> <p>Lean launchpad training programme.</p> <p>Software incubator</p> <p>Innovation fund – an internal gap funding mechanism.</p>	<p>Supports government priorities around skills and innovation.</p>	<p>Supports all strategic objectives, extending our engagement with and impact through the private sector and contributing towards the financial sustainability of our KEI work.</p>	<p>2021-22 onwards</p>

<p>INFRASTRUCUTURE LSE Consulting <i>Build our academic consulting function, a bridge connecting LSE research and expertise with those that can benefit from it in the private and public sectors. In the next phase of growth we plan to establish a set of scalable consultancy hubs (Exchanges) specialised in specific topic areas. Target to improve performance in KEF consultancy metrics submitted to HE-BCI. Exchanges to make up 23% of annual turnover for LSE Consulting by 2023.</i></p>	<p>HEIF funding allows the Consulting team to concentrate on activities with maximum impact, not just revenue generation.</p>	<p>Supports government priorities around skills and innovation.</p>	<p>Supports all strategic objectives, extending our engagement with and impact through the private sector and contributing towards the financial sustainability of our KEI work.</p>	<p>2021-22 onwards</p>
<p>INFRASTRUCTURE LSE Generate <i>Innovation support for student and alumni entrepreneurs, building socially-responsible businesses in the UK and beyond. The year-round programme includes funding competitions, events and networking opportunities. Targets to support 1500 students and alumni a year; to develop >12 businesses a year; building of 10 new global hubs.</i></p>	<p>Head of Generate and entrepreneurship coordinator - 100% HEIF funded Accelerator programme Seed funding</p>	<p>Supports government priorities around skills and innovation as well as RE/OfS objective for students to benefit.</p>	<p>Supports all strategic objectives, particularly 'Educating for impact' and 'Enhancing inclusion'.</p>	<p>2021-22 onwards</p>
<p>INFRASTRUCTURE Corporate Engagement <i>We will focus on building new, and strengthening existing, corporate partnerships as well as developing knowledge transfer partnerships and other research placements for students and ECRs within industry, with a key focus on the work of our new Data Science Institute. Target to engage with 40-50 corporates a year.</i></p>	<p>Business partnership development posts (1 based in PhD Academy)– 100 % HEIF funded Business breakfast event series</p>	<p>Supports government priorities around skills and innovation as well as RE/OfS objective for students to benefit.</p>	<p>Supports all strategic objectives, particularly 'Broadening connection'.</p>	<p>2021-22 onwards</p>
<p>INFRASTRUCTURE Public Affairs <i>Our policy engagement team will build on their success placing LSE research and expertise at the heart of key policy debates - delivering policy briefings, roundtables and other meetings and opportunities for engagement at national, regional and local level. Target of >100 engagements with policymakers per year.</i></p>	<p>1 senior public affairs post - 100% HEIF funded, 1 junior public affairs post 20% HEIF funded Activities including roundtables, networking receptions, events at party conferences and in parliament.</p>	<p>Supports all government priorities and RE-OfS objectives by proactively seeking out relevant impactful research.</p>	<p>Supports all strategic objectives by looking for opportunities to advance these goals, but particularly 'Broadening connection'.</p>	<p>2021-22 onwards</p>

<p>INFRASTRUCTURE Film and Audio <i>Our film and audio producers will continue to make high quality research films for YouTube and Instagram, as well as our award-winning monthly research podcast LSE IQ. Helping LSE research reach a wider public audience and providing content that can be used for engagement.</i></p> <p><i>Target to produce 44 films and podcasts annually.</i></p>	<p>2 x Research Filmmakers – 100% HEIF funded. Research Video Producer – 100% HEIF funded.</p>	<p>Supports government priorities by broadening engagement with research and supporting research impact.</p>	<p>Supports all strategic objectives.</p>	<p>2021-22 onwards</p>
<p>INFRASTRUCTURE Media and Social Media <i>Support media engagement with LSE research, bringing timely and potentially impactful research to the attention of policymakers and a broader public audience globally. Support research engagement through our social media platforms, including YouTube, Twitter, Facebook and LinkedIn, proactively seeking opportunities for knowledge exchange. Target to sustain and build on our social media engagements (>350k monthly) and >100 articles, press releases and rich media content promoting LSE research and research expertise per year.</i></p>	<p>2 x media engagement posts – 100% HEIF funded 1 x social media engagement post – 100% HEIF funded Training.</p>	<p>Supports government priorities by broadening engagement with research and supporting research impact.</p>	<p>Supports all strategic objectives.</p>	<p>2021-22 onwards</p>
<p>INFRASTRUCTURE LSE Blogs <i>Support our global blog platform, funding blog editor positions for key thematic research blogs and regular evaluation and improvement to the platform, increasing accessibility.</i></p> <p><i>Target to sustain and build on our >10 million views annually.</i></p>	<p>Blog editor positions (number and funding model TBC following a comprehensive review being undertaken in summer 2021) Investment in the digital platform.</p>	<p>Supports government priorities by broadening engagement with research and supporting research impact.</p>	<p>Supports all strategic objectives.</p>	<p>2021-22 onwards</p>
<p>INFRASTRUCTURE (FUNDING) Research Support Fund <i>A key change in our approach to the allocation of HEIF funding is to develop a more integrated approach, embedding our KEI strategy within our wider research strategy. Rather than a separate KEI fund, HEIF funding will be combined with other funding sources,</i></p>	<p>5-10% of our HEIF funding will be allocated to this internal competitive pot.</p>	<p>Supports all government priorities and RE-OfS objectives by funding innovative projects and supporting effective</p>	<p>Supports all strategic objectives.</p>	<p>2021-22 onwards</p>

<i>encouraging KEI activities to be built into research projects and projects to address key School priorities, for example 'Shaping the Post-COVID World', 'Sustainability' and 'Race equity'. Target for 15% of funding to go towards projects including collaborations with new partners.</i>		engagement most likely to lead to impact.		
INFRASTRUCUTRE (FUNDING) Staff Research Funds <i>Another new initiative is to allocate a proportion of our HEIF funding to individual staff research funds to facilitate (and encourage) small but meaningful engagements, e.g. travel costs to attend key meetings or non-academic conferences, conference fees, production of reports etc. Target for 75% of academics to make use of the funds.</i>	A small amount of HEIF funding will support match funding for contribution by LSE to increase c800 staff research funds from £1,000 to £3,000 per annum. This will vary across grade, with more junior staff receiving proportionately more than senior staff.	Supports government priorities by facilitating engagement at all stages of the research cycle.	Supports all strategic objectives.	2021-22 onwards
INFRASTRUCTURE (FUNDING) Department 10k funds <i>Provide seed-funding to academic departments to enable innovative grassroots KEI activity for all researchers including students. This is designed to allow rapid turnaround and, to some extent, fast failure, lessons from which will be shared across all departments. Target for 100% of departments to make use of the funds</i>	Awards for 24 academic departments.	Supports all government priorities and RE-OfS objectives by funding innovative projects and supporting effective engagement most likely to lead to impact, as well as RE/OfS objective for students to benefit.	Supports all strategic objectives.	2021-22 onwards
INFRASTRUCTURE (FUNDING) PhD awards <i>Competitive bid fund for PhD students looking for small amounts of funding (up to a maximum of £2k) to build KEI into their research. Target for 15% of funding to go towards projects including collaborations with new partners.</i>	A small percentage of our HEIF funding will be allocated to this internal competitive pot.	Supports all government priorities and RE-OfS objectives by funding innovative projects and supporting effective engagement most likely to lead to impact, as well as RE/OfS objective for students to benefit.	Supports all strategic objectives.	2021-22 onwards

<p>ACTIVITIES KEC Action Plan and Evaluation <i>We plan to make funding available to support the outcomes of the KEF and KE Concordat, particularly around evaluation, which we have recognised needs further development.</i></p>	<p>Outcomes not yet certain, but important to consider allocating resource to specific likely administrative recommendations.</p>	<p>Supports government priorities built into these frameworks.</p>	<p>Supports objective 3 where progress requires improvement of evaluation of KEI activities and outcomes.</p>	<p>2021-22</p>
<p>ACTIVITIES Shaping the Post-COVID World & LSE Festival <i>We will continue our initiative to convene a debate about how the world can build back better after COVID, developing policy recommendations on the economy, work and business, sustainability, levelling up and global cooperation. Our annual festival will form part of this, free to attend and open to all, designed to stimulate thought and debate and engage a wide public audience with LSE research. Target to sustain and build on our engagement with >5,000 people in person and >300,000 for our digital content.</i></p>	<p>Funding supports event costs (whether in-person or online); creation of content (e.g. short films, exhibitions, data visualisations, podcasts); and promotion.</p>	<p>Supports government priorities by broadening engagement with research and supporting research impact and particularly those around post-COVID recovery.</p>	<p>Supports all strategic objectives.</p>	<p>SPCW 2021-22 Festival annually, 2021-22 onwards</p>
<p>ACTIVITIES Student Futures ideas showcase <i>Research competition for LSE students encourages them to feel part of the LSE research community and submit short films, photographs, written pitches or posters allowing a broad audience to engage with their research and building engagement skills. Prizes awarded for innovation and interdisciplinary collaboration, as well as excellence in each category. Target for 100 students to enter the showcase across the various categories.</i></p>	<p>Funding supports prizes for winners and the presentation of the showcase online (through a digital gallery) and a physical exhibition.</p>	<p>Supports RE/OfS objective for students to benefit.</p>	<p>Supports all strategic objectives, particularly around the inclusion of students in KEI.</p>	<p>Annually, 2021-22 onwards</p>
<p>ACTIVITIES Student Futures Civic Engagement Challenge and Public Research Partners <i>Empowers LSE students to make a difference to our communities by completing consultancy work on real-life problems that charities are facing as an extra-curricular activity or completing research projects and blogs for civic issue organisations as part of their taught courses.</i></p>	<p>40 x paid placements/research internships for students.</p>	<p>Supports government priorities by broadening engagement and fostering collaboration, as well as RE/OfS objective for students to benefit.</p>	<p>Supports all strategic objectives, particularly around the inclusion of students in KEI.</p>	<p>Annually 2021-22 onwards</p>

<i>Target of >40 student placement opportunities each year and > 8 taught courses offering partnerships by 2022/23.</i>				
ACTIVITIES Research Showcase <i>We will recognise, reward and encourage excellent KEI activities through our research showcase for the LSE community (staff, students, alumni, friends). Target for >15 research projects to be showcased at each event.</i>	Funding supports an annual event.	Supports government priorities by broadening engagement with research and supporting research impact.	Supports particularly strategic objectives 2 and 3 – enhancing inclusion and promotion of responsible & sustainable KEI.	2021-22 onwards
ACTIVITIES Leading for London <i>Strengthen our leadership role and policy impact in London, integrating our research and institutional expertise into strategic policy conversations about the capital's post-Brexit and post-COVID future, Target to engage >100 research users (practitioners, policy makers, citizens) each year.</i>	Funding supports events (roundtables, lunches, workshops involving key policy stakeholders but also citizens), as well as policy reports and briefings. Policy Officer role - 100% HEIF funded	Supports all government priorities and RE-OfS objectives by proactively seeking out relevant impactful research	Supports all strategic objectives by looking for opportunities to advance these goals, but particularly 'Broadening connection'.	2021-22 onwards
ACTIVITIES LSE Public Policy Review <i>Quarterly open-access journal aimed at a policy and practitioner audience. Issues explore current debates in public policy from an interdisciplinary perspective, providing an academically rigorous but accessible analysis. Target to achieve average 2,500 views and 500 downloads per issue through 2021/22</i>	Copy editing, article production, DOI and indexing. Launch events for each issue.	Supports government priorities by broadening engagement with research and supporting research impact.	Particularly supports the objective of 'Broadening connection.'	2021-22 onwards (launched in 2020-21)
ACTIVITIES SHAPE (Schools programme) <i>Act as a leading institution for SHAPE initiative, which aims to increase the visibility of social science and humanities subjects across education settings in all four UK nations, specifically for Key Stage 3 in initial phase. Development of digital resources, teacher training and project evaluation.</i>	Resource and partnership development staff – 100% HEIF funded.	Supports levelling up and skills priorities.	Supports the objective of 'broadening connection' and continuing to make the case for social sciences.	2021-22

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)

How will we manage HEIF spending?

The School's KEF Strategy Committee (KEFSC), chaired by LSE's Pro Director for Research and Director of Innovation, manage LSE's HEIF (and broader KEI) strategy and have oversight of HEIF spending. KEFSC reports to the School's Research Committee which oversees and promotes the development and integration of the School's knowledge exchange and impact strategy with its commitment to research excellence. These committees, along with a Research Development Panel, are responsible for allocating funding through the various competitive bid funds.

The KEI Integrated Service takes responsibility for the more day-to-day management, with the KEI Award Manager and the Senior Communications Manager principally responsible for overseeing the budget, in particular the researcher-led (staff and student) KEI projects and the departmental allocations.

A large proportion of our HEIF funding provides infrastructure (primarily staff) to support KEI activities at LSE. This allows us to provide tailored support to facilitate the broadest possible range of routes to impact (both formal and informal), with the broadest possible reach in terms of beneficiaries. But it also enables us to have oversight of these activities,

with staff dedicated to monitoring progress, learning lessons and developing best practice.

The key staff funded by our HEIF allocation sit either within the Research and Innovation Division or the Communications Division. This creates clear direction in managing funds and clear reporting lines in case of uncertainty, all informed by the School's 2030 strategy.

How will we measure success?

Part of our evaluation will be for the purposes of accountability, to understand to what extent our activities are meeting their objectives, but we also need to evidence the impact of our activities, their benefits to the wider economy and society.

As indicated in our plan above we will be tracking performance against key targets for each team or activity, as well as through the relevant KEF/HEB-CI metrics. We will review targets annually and remain flexible in our approach to ensure that all activities continue to support both the School's and the government's priorities. In addition to this we will monitor the following for our key objectives:

1. Broadening connection will be measured through:
 - Number and range of beneficiaries (new and existing).
 - Number and range of research and engagement partnerships.
 - Number and variety of impacts realised using Research England classification.
 - Departments' progress against the KEI targets set out in their REF environment statements.
 - Qualitative feedback from beneficiaries and partners re ease and value of engagement (through feedback surveys, social media engagement and interviews where appropriate).

Our focus will continue to be on *effective* engagement. Monitoring will not encourage breadth above quality, we want to be tracking meaningful engagement and impact. Qualitative feedback will therefore be equally, if not more, important than quantitative.

Our broader public engagement will be tracked through Altmetrics, Meltwater (for social media and online news platforms), Vuelio (for media mentions), Google Analytics and RawVoice (for film and audio downloads).

2. Enhancing inclusion will be measured through:
 - Diversity of those involved with KEI (both those delivering the knowledge exchange and its beneficiaries).

- For researchers and students involved in KEI we will ensure participation reflects the diversity of our community (including diversity of experience and discipline).
- For beneficiaries we will particularly monitor participation of under-represented and traditionally marginalised or excluded groups.
- We will also monitor diversity of KEI activities and impacts.
- Improved performance in KEF “research partnerships” perspective.

As above, our intention is not to put up barriers to excellent KEI, but to proactively take steps to address under-representation where possible.

3. Promoting responsible and financially sustainable KEI

- Participation in our internal induction and training programmes and feedback about their usefulness.
- Number of projects awarded funding through our competitive internal bids.

Our key objectives will inform HEIF-funded staff’s individual objectives. Their performance and contribution towards these objectives will be measured through LSE’s Career Development Review scheme.

Much of our HEIF-funded activity is devolved to departments or individual researchers and that can present a challenge for evaluation. Through a reporting process we will seek quantitative and qualitative feedback on all funded projects, and we will provide the necessary training and support for all projects on how best to measure the success of their activities.

How will we evaluate outcomes and learn lessons?

Another key part of our evaluation approach will be developmental, informing the planning of future activities and helping to improve them.

As part of the reporting process mentioned above, all HEIF-funded projects will be required to evaluate the outcomes of their projects and reflect on any lessons learned which could help others undertaking similar activities in the future.

The KEI Integrated service will process all project reports and build case studies for our internal website to help inspire other researchers. They will also look for opportunities to sustain or maximise impact, as well as identifying any potential REF impact case studies.

The School's KEF Strategy Committee (KEFSC) assesses the outcomes and impacts arising from all KEI projects, whether HEIF-funded or not. The Committee’s termly

meetings offer a chance for consideration of final reports, with a particular view to developing the School's strategy and directing future investment.

The KEI Forum, a network of staff supporting knowledge exchange and impact based within academic departments and research centres, will help us evaluate local activity and provide a space for regular reflection on the failures and successes of the activities taking place through departmental and individual academic funding.

Part of our HEIF funding will go towards our objective to improve our monitoring and evaluation of KEI activities, in line with our developing KE Concordat action plan. We have recognised that there is room for improvement in our approach, and whilst we do not wish evaluation to be burdensome (and certainly not prohibitive), we want to ensure our processes are effectively gathering the information we need to avoid repeated mistakes and capitalise on successes.