

**RE-P-2020-03-Annex B**

# University of Kent

## 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](mailto:KEPolicy@re.ukri.org)

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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.*

### Context

The founding principles of the institution and its commitment to knowledge exchange (KE) and impact are asserted in our *2020-2025 Strategic Plan* and encapsulated in our mission:

The Higher Education KE and innovation landscape has changed considerably. Significant progress has been made since the launch of our first Knowledge Exchange Strategy (2006) and there are many external challenges, but these should diminish neither our ambitions nor our place as a major institution for high-quality KE activities.

The political and regional context in which we operate may change, but given our portfolio of world-leading research, our new strategic initiatives, particularly our new *Institutes and Signature Research Themes*, and the formation of our new academic Divisions, the next five years present exciting opportunities for the University.

We are committed to the *community* in which we reside and encourage the development of high-quality, collaborative and effective partnerships that add value to the region, nationally, and internationally, and that position the University as an outward-facing institution committed to working in partnership, transferring our academic excellence, supporting business growth and sustainability, and economic development for the benefit of the local economy.

Building upon the foundations we laid in 2006, our strategy aims to enable us to be agile in our response to opportunities. Our priorities set out here are underpinned by our determination to grow the number and depth of our partnerships, building strong and fruitful relationships with established businesses, the public sector, third sector, policymakers, and practitioners.

Our institutional approach to KE aligns with, and builds on, government priorities for KE, including the KE Framework and Concordat. Moving forward, we are being guided by the Concordat KE Principles, ensuring that we embed a continuous improvement approach to our KE and innovation activities.

Our University culture is based on the values of *Equality, Diversity, and Inclusivity* (EDI) and we are committed to embedding EDI into our approach to delivering our KE strategy.

In taking forward this strategy, the University will be demand-led and market-leading, with dynamic and pervasive relationships with business and the professions. We will extend the depth, reach and diversity of our relationships with external partners.

Our objectives cover three Strategic Pillars:

**Pillar 1: We will deepen, grow, and develop long term collaborations.**

We will develop and strengthen high-quality relationships with our stakeholders to position the University as a partner of choice. We will:

- Provide an institutional *single point of access* for KE and innovation across all geographic regions and University campuses, triaged by professional KE staff, providing ease of access into the University;
- Take a proactive, demand-led, and market-leading approach, with dynamic and pervasive relationships with business and the professions. Understanding and responding to our partners' needs;
- Showcase areas of institutional academic research strengths, including our Institutes, Signature Research Themes, and Research Centres, in order to increase our interaction with business and industry;
- Be proactive and visible in setting out our commitment to EDI with the business and communities we work with to bring about visible positive impact in KE engagement;
- Implement a KE Opportunity Follow-on Fund to help develop further, and understand the market for, a service, research, or technology;
- Increase students' exposure to business engagement through *student KE*;
- Expand our *Covid-19 Business Recovery Response* programme;
- Increase our engagement across the region exploiting our strong relationship with the Kent Invicta Chamber of Commerce.

**Pillar 2: Create an environment and culture which enables KE to thrive.**

We will:

- Deliver timely, proactive, and effective central support staffed by KE professionals taking a University-wide approach to KE engagement to build our portfolio of collaborative projects and our capacity to embed these activities within our academic community;
- Ensure staff engaged in KE have the capacity to deliver KE opportunities, and are incentivised and benefit from engaging in KE activities;

- Work to ensure EDI is part of developing our internal KE culture and capacity to deliver KE activities;
- Support interdisciplinary approaches to KE drawing upon particular areas of research activity where there is potential for KE development;
- Deliver a series of high-quality KE training and development programmes for our academic community;
- Identify a comprehensive and sustainable framework that would provide opportunities for *student KE*.

### **Pillar 3: Long-term sustainability and resilience of our KE activities**

Develop an effective, sustainable, and resilient KE infrastructure. We will:

- Provide a strong foundation for growth in our engagement by developing a programme of engagement and communication to embed an understanding of the role and value of KE and innovation;
- Ensure our external support is efficient, beneficial, and evaluated whilst making it easier for businesses to engage with the University and ensure there are robust processes and tools in place to ensure we are ethically responsible and delivering a diverse range of KE activities;
- Create an infrastructure and toolkit that is simple, accessible, supports EDI practices, is informative, efficient, and agile in responding to changing environments;
- Take a continuous improvement approach to our KE activities through monitoring, improving, and refining our systems, developing clear policies, processes, and procedures, demonstrating value to the academic community and the University;
- Ensure our internal resources support our KE priorities, reporting data routinely to direct KE interventions, and drive improved performance;
- Identify appropriate quantitative and qualitative data, and ensuring best practice approaches are followed for the annual KEF submission, and the KE Concordat;
- Establish dedicated digital platforms and management systems;
- Identify a framework for student KE including the development of a Student Consultancy Hub, Student Business Projects, and Student Business challenges: I-teams.

All three Pillars are interlinked and are supported by experienced KE professionals.

## 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.*

<b>Planned areas of HEIF supported KE activity</b> Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	<b>HEIF support</b> How HEIF will be used to support the project?	<b>HEIF priorities</b> How does this relate to gov't priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	<b>Strategic objectives</b> Which institutional strategic KE objective does this relate to?	<b>Indication of timescales</b>
<b>Embed EDI Practices:</b> Be proactive and visible in setting out our commitment to EDI with the businesses, communities, and external environment we work with to bring about visible positive impact of KE engagement. Expand our <i>Inspire, Challenge, Excel</i> programme.  Create a KE infrastructure and toolkit that is simple, accessible, supports EDI practices, is informative, efficient, and agile in responding to changing environments.	HEIF-funded staff: <ul style="list-style-type: none"> <li>• Director of Knowledge Exchange &amp; Innovation;</li> <li>• Knowledge Exchange and Engagement Officer;</li> <li>• External Communications and Events Co-ordinator.</li> </ul> Additional Budget: <ul style="list-style-type: none"> <li>• Marketing and events.</li> </ul>	UKRI Chief Executive: 'We need to bring lots of different sorts of people into the research and innovation system and ensure that those in the system are valued, respected and enabled to develop their talents to the full. This includes everyone in the system, not just the researchers and innovators.'  HEIF priority: People.	Pillar 1: Deepen growth and develop new long-term relationships.  Pillar 2: Create an environment and embed a culture which enables KE to thrive.	Establish a framework for EDI engagement 2021/22 2022/23 and onwards.
<b>Proactive approach to engagement:</b> Establish an ongoing programme of external sector and business environment engagement, assign key account managers to support identification of potential routes for KE engagement with partners.  Grow our successful HR Professional Network beyond the area of HR. Develop a new Network - Marketing Professional Network. Expand our <i>Covid-19 Business Recovery</i> programme.  Deepen our relationship with the Chamber of Commerce.	HEIF funded staff: <ul style="list-style-type: none"> <li>• Business &amp; Industry Relationships team;</li> <li>• Professional Development Officer;</li> <li>• External Communications.</li> </ul> Additional budget: <ul style="list-style-type: none"> <li>• Marketing and promotional budget;</li> <li>• Membership budget.</li> </ul>	Build Back Better focus on period of significant challenge and change, requiring growth that supports and incentivises innovation.  KEC engagement Principles and Enablers. Improving efficiency and effectiveness of innovation project development and delivery as a key aim of the R&D Roadmap.  KEF and KEC through better set-up, communication, and planning.  HEIF priority: People, Place, and Ideas.	Pillar 1: Deepen, grow, and develop new long-term relationships.  Pillar 3: Long-term sustainability and resilience of our KE activities.	Establish a Marketing Professional Network – 2021/22. 2022/23 onwards.
<b>Develop a professional centralised support structure:</b> Deliver an interdisciplinary approach through a central	HEIF funded staff: <ul style="list-style-type: none"> <li>• Director of Knowledge Exchange &amp; Innovation;</li> </ul>	R&D roadmap sets out that research and innovation requires access to the right funding, infrastructure, data, and connections. Clear	Pillar 1: Deepen, grow, and develop	2021/22 and onwards.

<p>service with understanding of expertise aligned with business sector needs to ensure best fit for business solutions and give collaborative solutions. Respond in a timely and informed way to inbound requests for support from external business and industry.</p>	<ul style="list-style-type: none"> <li>• Business &amp; Industry Relationships team;</li> <li>• Commercialisation team;</li> <li>• Professional Development Officer;</li> <li>• External Communications.</li> </ul>	<p>communication route to the University is in direct support of this. KEC engagement Principles and Enablers. HEIF priority: People and Ideas.</p>	<p>new long-term relationships. Pillar 3: Long-term sustainability and resilience of our KE activities.</p>	
<p><b>Showcase excellence:</b> Develop a programme of external engagement events showcasing areas of University success, including increasing involvement of our <i>academics</i> and sector partners. Provide a digital delivery model as a thread to external engagement. Continue to promote our <i>Covid-19 Business Recovery Response</i> programme.</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>• Business &amp; Industry Relationships team;</li> <li>• External Communications.</li> </ul>	<p>Build Back Better strategy - encouraging the adoption of innovation. Showcasing latest research and ways to collaborate with academia, and providing space to discuss, will develop ideas and increase awareness to collaborate and innovate. R&amp;D Roadmap – more international reach for research is enabled through digital activities. HEIF priority: People and Ideas.</p>	<p>Pillar 1: Deepen, grow, and develop new long-term relationships. Pillar 3: Long-term sustainability and resilience of our KE activities.</p>	<p>2021/22 and onwards.</p>
<p><b>Knowledge Exchange Opportunity Follow on Fund:</b> Establish a KE Opportunity Follow-on Fund programme to help develop further, or understand the market for, a service, research, or technology. The further development must follow on from either an impact case study (REF2021) or an application to an innovation funding.</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>• Business &amp; Industry Relationships team;</li> <li>• Commercialisation team;</li> <li>• KE &amp; Engagement team;</li> <li>• Grants &amp; Contracts team;</li> <li>• Accounts team;</li> <li>• Funding team.</li> </ul> <p>Additional budget:</p> <ul style="list-style-type: none"> <li>• KE Opportunity Follow-on Fund - academic staff buy-out;</li> <li>• Internal competitive projects.</li> </ul>	<p>R&amp;D roadmap sets out that research and innovation requires access to the right funding, infrastructure, data, and connections. R&amp;D Roadmap sets out expectation for UKRI to deliver more interdisciplinary research, and overall removal of barriers to interdisciplinary research. Levelling Up – every nation to have at least one globally competitive city, acting as a hotbed of innovation. HEIF priority: People, and Ideas.</p>	<p>Pillar 1: Deepen, grow, and develop new long-term relationships. Pillar 3: Long-term sustainability and resilience of our KE activities.</p>	<p>2021/22 Pilot year. Review and refine for ongoing years. 2022/23 onwards.</p>
<p><b>Growth in Collaborative and Contract research:</b> Utilise KE funding to help SMEs to adopt and embed innovation in their</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>• Business &amp; Industry Relationships team;</li> </ul>	<p>R&amp;D roadmap sets out that research and innovation requires access to the right funding, infrastructure, data, and connections.</p>	<p>Pillar 1: Deepen, grow, and develop</p>	<p>2021/22 and onwards.</p>

businesses. Deepen our reach and engagement in KTPs, reflected across our Institutes, Signature Research Themes, and six academic Divisions.	<ul style="list-style-type: none"> <li>Grants &amp; Contracts team;</li> <li>Funding team;</li> <li>Accounts team.</li> </ul> Additional budget: <ul style="list-style-type: none"> <li>Marketing and promotion budget.</li> </ul>	Knowledge Transfer Partnerships (KTPs) link forward-thinking businesses with the UK's world-class knowledge bases to deliver innovation projects led by inspired graduates. HEIF priority: People and Ideas.	new long-term relationships	
<b>Academic consultancy support service:</b> Establish a programme of consultancy projects in support of business, and potential for wider consultancy units.	HEIF-funded staff: <ul style="list-style-type: none"> <li>Business &amp; Industry Relationships team;</li> <li>Funding team;</li> <li>Accounts team;</li> <li>Grants &amp; Contracts team.</li> </ul> Additional Budget: <ul style="list-style-type: none"> <li>Marketing and promotion budget;</li> <li>Academic staff buy-out.</li> </ul>	Bespoke business solutions that are provided through direct consultancy will support aims of Build Back Better and R&D Roadmap to develop increased competitive UK businesses. HEIF priority: People and Ideas.	Pillar 1: Deepen, grow, and develop new long-term relationships	2021/22 Pilot year. Review and refine for ongoing years. 2022/23 onwards.
<b>Student KE:</b> Deliver a student (undergraduate and postgraduate) KE programme to address business problems with bespoke business solutions using <i>student talent</i> . Deliver this in a flexible and tailored way to maximise students skills development, solutions to specific business needs, and with a view to sustainable partnerships.	HEIF-funded staff: <ul style="list-style-type: none"> <li>Business &amp; Industry Relationships team;</li> <li>External Engagement &amp; Events Co-Ordinator.</li> </ul> Additional budget: <ul style="list-style-type: none"> <li>Marketing and promotion budget;</li> <li>Internal competitive projects.</li> </ul>	OfS KE objectives. HEIF inclusion of students in KE. R&D Roadmap creating an environment where research career is valued and delivered. HEIF priority: People and Ideas.	Pillar 2: Create an environment and embed a culture which enables KE to thrive. Pillar 3: Ensure the long-term sustainability and resilience of our KE activities.	2021/22 Pilot year. Review and refine for ongoing years. 2022/23 onwards.
<b>Our region:</b> Ensure that KE and innovation are embedded within the regional economic dialogue. Develop external economic partnerships and promote the University to a wide range	HEIF-funded staff: <ul style="list-style-type: none"> <li>Director of Knowledge Exchange &amp; Innovation;</li> <li>Business &amp; Industry Relationships team;</li> </ul>	Levelling Up – every nation to have at least one globally competitive city, acting as a hotbed of innovation. Build Back Better: build strong, enduring partnerships with local institutions, such as	Pillar 1: Deepen, grow, and develop new long-term relationships'	2021/22 and onwards.



<p>of stakeholders, including regional governance bodies.</p> <p>Develop regional HEI partnerships to identify opportunities for collaboration, including the U9 SELEP HEI sector group.</p> <p>Profile our <a href="#">Covid Recovery Webinar</a> programme across the region.</p>	<ul style="list-style-type: none"> <li>External Communications and Events Co-ordinator.</li> </ul>	<p>universities, businesses and city leaders, pulling up prosperity in the wider region'. 'Achieve dynamic regional economies with high-value centres of excellence'.</p> <p>KEF Perspective: Local Growth &amp; Regeneration</p> <p>HEIF priority: People, Place, and Ideas.</p> <p>South East Local Enterprise Partnership's Economic Recovery and Renewal Strategy.</p>		
<p><b>Staff and Students - Intellectual Property (IP) evaluation:</b> Advise and support all aspects of institutional IP generated through teaching, research, and operational activity, including due diligence studies and IP ownership issues.</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>Commercialisation team;</li> <li>Grants &amp; Contracts team.</li> </ul> <p>Additional budget:</p> <ul style="list-style-type: none"> <li>External consultant budget for evaluation and legal advice.</li> </ul>	<p>"Maximise the impact of our intellectual property system on innovation." (Roadmap, p. 31)</p> <p>Office for Students; Student KE focus.</p> <p>HEIF priority: People and Ideas.</p>	<p>Pillar 3: Ensure the long-term sustainability and resilience of our KE activities.</p>	<p>2021/22 and onwards.</p>
<p><b>Staff and Students - applying registered and unregistered IP rights:</b> Leverage the full range of IP protection mechanisms to support the KE activity and the broader Impact agenda. Capture outcomes and inventions through the project dissemination and utility plan. Registered rights reviewed and prioritised for invention disclosures with a clear commercial pathway or engagement with external partner.</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>Commercialisation team;</li> <li>Management Information team;</li> <li>Grants &amp; Contracts team.</li> </ul> <p>Additional budget;</p> <ul style="list-style-type: none"> <li>External consultant budget for evaluation and legal advice;</li> <li>IP protection budget (principally patenting).</li> </ul>	<p>"Maximise the impact of our intellectual property system on innovation." (Roadmap, p. 31)</p> <p>Office for Students; Student KE focus.</p> <p>HEIF priority: People and Ideas.</p>	<p>Pillar 3: Ensure the long-term sustainability and resilience of our KE activities</p>	<p>2021/22 and onwards.</p>
<p><b>Staff and Students - IP Portfolio Maintenance:</b> Review and challenge the value associated with the institutional IP portfolio and ongoing maintenance cost. Ensure support is given where the University has ongoing contractual</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>Commercialisation team;</li> <li>Grants &amp; Contracts team.</li> </ul> <p>Additional budget:</p>	<p>"Maximise the impact of our intellectual property system on innovation." (Roadmap, p. 31)</p> <p>Office for Students; Student KE focus.</p> <p>HEIF priority: People and Ideas.</p>	<p>Pillar 3: Ensure the long-term sustainability and resilience of our KE activities</p>	<p>2021/22 and onwards.</p>

<p>obligation, active revenue return, or where ongoing maintenance supports the wider impact agenda and/or future licensing activity. Abandonment of activity that does not meet the above criteria, to staff or third-party beneficiary.</p>	<ul style="list-style-type: none"> <li>• IP protection budget (principally patenting);</li> <li>• External consultant budget for evaluation and legal advice.</li> </ul>			
<p><b>Licensing and exploitation of Kent outcomes:</b> Propose and negotiating access and licensing terms associated with the institutional IP portfolio, new outcomes, materials, and disclosures. Review Impact and KE driven licensing models for ‘free to access’ outcomes, as well as mechanism to capture and report on other ‘open-access’ licensing of software and outcomes.</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>• Commercialisation team;</li> <li>• Grants &amp; Contracts team;</li> <li>• Accounts team.</li> </ul> <p>Additional budget:</p> <ul style="list-style-type: none"> <li>• Consultant budget;</li> <li>• External consultant budget for evaluation and legal advice.</li> </ul>	<p>“Excellent universities ... which work closely with businesses and international partners. This research ecosystem stimulates innovation through the exchange of ideas, knowledge and talent.” (Build Back Better, p. 50)</p> <p>HEIF priority: People and Ideas.</p>	<p>Pillar 3: Ensure the long-term sustainability and resilience of our KE activities.</p>	<p>2021/22 and onwards.</p>
<p><b>Spin-out/Start-up:</b> Guidance, approval and support for staff and student spin-out and start-up activity. Improve resources and network to offer greater guidance and improved market validation.</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>• Commercialisation team;</li> <li>• Grants &amp; Contracts team.</li> </ul>	<p>“Productive interaction between the business and academic communities.” (Roadmap, p. 30)</p> <p>Office for Students; Student KE focus.</p> <p>HEIF priority: People, Place, and Ideas.</p>	<p>Pillar 2: Create an environment and culture which enables KE to thrive.</p>	<p>2021/22 and onwards.</p>
<p><b>IP terms associated with business and industry engagement:</b> Addressing IP provision and supporting the Grants and Grants &amp; Contracts team. Improve the responsiveness in addressing IP provision and contracting through increased transparency of institutional IP terms and engagement mechanisms; ultimately facilitating KE.</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>• Commercialisation team;</li> <li>• Funding team;</li> <li>• Grants and Contracts;</li> <li>• Business &amp; Industry Liaison team.</li> </ul> <p>Additional budget:</p> <ul style="list-style-type: none"> <li>• External consultant budget for evaluation and legal advice.</li> </ul>	<p>“Accelerating the journey between concept and commercial application.” (Roadmap, p. 30)</p>	<p>Pillar 3: Ensure the long-term sustainability and resilience of our KE activities.</p>	<p>2021/22 and onwards.</p>

<p><b>Commercialisation training and development:</b> Increasing the understanding of IP;</p> <ul style="list-style-type: none"> <li>Contractual terms with business/KE;</li> <li>Produce a dissemination, protection, and utility plan.</li> </ul>	<p>HEIF funded staff:</p> <ul style="list-style-type: none"> <li>Commercialisation team;</li> <li>Knowledge Exchange &amp; Engagement team.</li> </ul> <p>Additional budget:</p> <ul style="list-style-type: none"> <li>External professional development training budget.</li> </ul>	<p>“Ensuring that research and innovation benefits from the full creative reach of all parts of the population.” (Roadmap, p. 20)</p> <p>HEIF priority: People and Ideas.</p>	<p>Pillar 2: Create an environment and culture which enables KE to thrive.</p>	<p>2021/22 and onwards.</p>
<p><b>Embedding a culture of KE:</b> Build a centralised foundation for KE by delivering a professional, experienced, and supportive structure that will deliver the outputs of this Strategy, the KEF and KEC.</p> <p>Build the capacity of the University’s academic base to mobilise their work.</p> <p>Identify a continuous improvement training programme for the central KE professional staff and provide access to professional KE networks.</p> <p>Provide an annual KE prize to reward successful KE engagement.</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>Knowledge Exchange &amp; Engagement Officer;</li> <li>Knowledge Exchange Framework Coordinators;</li> <li>External Relations &amp; Events Coordinator;</li> <li>Business and Industry Relationship team.</li> </ul> <p>Additional budget:</p> <ul style="list-style-type: none"> <li>Professional Membership budget;</li> <li>KE Professional development budget.</li> </ul>	<p>The government is committed to a long-term vision for R&amp;D as described in the R&amp;D Roadmap, which highlights the importance of KE, HEIF, KEF and the KE Concordat.</p> <p>The KE framework was highlighted in the Industrial Strategy Building a Britain Fit for the Future (2018).</p> <p>BEIS – Full review of HEIF aims to put KEF at the heart of the approach, including a full review of the HEIF allocation methodology.</p> <p>HEIF priority: People and Ideas.</p>	<p>Pillar 2: Create an environment and culture which enables KE to thrive.</p> <p>Pillar 3: Ensure the long-term sustainability and resilience of our KE activities.</p>	<p>2021/22 and onwards.</p>

<p><b>Strategic compliance, evaluation, and improvement:</b> ensure clarity of mission and supporting development, continued oversight of performance improvement. High level evaluation feeding into strategic institutional planning.</p> <p>Provide content for lessons learnt and case studies on KE projects to ensure continuous improvement and sharing of good practice.</p>	<p>HEIF funded staff:</p> <ul style="list-style-type: none"> <li>• Knowledge Exchange &amp; Engagement Officer;</li> <li>• Knowledge Exchange Framework Coordinators;</li> <li>• Management Information team;</li> <li>• External Relations &amp; Events Coordinator.</li> </ul> <p>Additional budget:</p> <ul style="list-style-type: none"> <li>• External evaluation budget;</li> <li>• Internal training budget.</li> </ul>	<p>BEIS - Implementation of the KE Concordat, addressing important good practice issues, such as in handling Intellectual Property, as well as seeking ways to embed the Concordat in funding and overall to minimise burden for universities through streamlined accountability.</p> <p>KE Concordat - efficiency and effectiveness in the use of public funding for KE and further a culture of continuous improvement in the institution (KE Concordat).</p> <p>Build Back Better and KE Framework – develop robust Case Studies showcasing SME support and demonstrate effectiveness of KE funding.</p>	<p>Pillar 3: Ensure the long-term sustainability and resilience of our KE activities through a centralised foundation for KE by delivering a professional, experienced, and supportive structure.</p>	<p>2021/22 and onwards.</p>
<p><b>Training &amp; Awareness:</b> Develop and implement a training and awareness programme to increase visibility and access to KE and research, furthering a community culture of KE.</p>	<p>HEIF- funded staff:</p> <ul style="list-style-type: none"> <li>• Knowledge Exchange &amp; Engagement Officer;</li> <li>• Knowledge Exchange Framework Coordinator;</li> <li>• External Relations &amp; Events Coordinator.</li> </ul>	<p>R&amp;D Roadmap –nurture the whole system of innovation.</p> <p>KEC Principle 5: Capacity Building.</p> <p>KEF Perspective: Public &amp; Community Engagement; Skills, enterprise &amp; entrepreneurship.</p> <p>HEIF priority: People.</p>	<p>Pillar 2: Create an environment and embed a culture which enables KE to thrive, supporting the academic community to derive benefit from KE engagement</p>	<p>2021/22 and onwards.</p>
<p><b>Business &amp; Innovation Gateway:</b> Provide an institutional <i>single point of entry</i> for businesses and students across all geographic regions and University campuses.</p> <p>Provide ease of access to the vast range of expertise, knowledge, research, and support that resides within the University.</p>	<p>HEIF-funded staff:</p> <ul style="list-style-type: none"> <li>• External Relations &amp; Events Coordinator;</li> <li>• Business &amp; Industry Relationships team;</li> <li>• Knowledge Exchange &amp; Engagement team;</li> <li>• Funding team.</li> </ul>	<p>R&amp;D Roadmap encourages new and-imaginative ways of engagement to ensure that innovation systems are responsive. It encourages clear communication pathway through to the University.</p> <p>Build Back Better - delivering an improved infrastructure, skills and innovation will be a joint endeavour – clear communication facilitates this.</p> <p>KEC Principle 3: Engagement</p> <p>HEIF priority: People, Place, and Ideas.</p>	<p>Pillar 2: Create an environment and embed a culture which enables KE to thrive.</p>	<p>2021/22 and onwards.</p>

### **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.*

#### **Monitoring and Impact**

As part of an institution-wide restructure, 'Organising for Success', we have reviewed the structures for the delivery of KE, embedded the area within a broader research and innovation Directorate, and made a commitment to investing in the development of our KE professionals.

We will learn from our network of KE professionals, including PraxisAuril, the Research & Innovation Directors Group (RIDG) (previous 1994 Group), U9 Group of Universities within the South East Local Enterprise Partnership, Eastern ARC Partnership, and the University's KEF Cluster group X. We will look to embed best practice from our networks, adding strength to our commitment to continuous improvement.

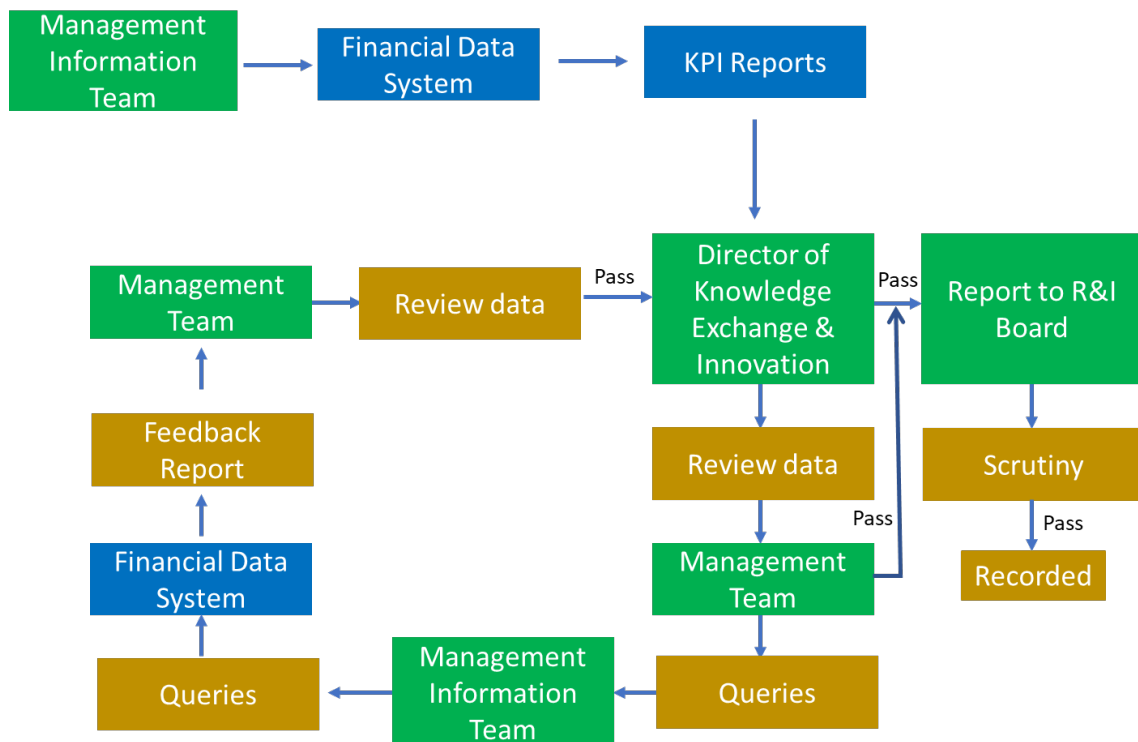
At each intervention, appropriate actions, where necessary, will be undertaken to respond to the need for continuous improvement.

We will be monitoring progress against these institutional changes over the period of this Strategy to ensure delivery against the strategic pillars outlined within this Accountability Statement. This will be evidenced and measured through a range of interventions:

- Annual Research England Annual Monitoring Statement;
- Institutional Key Performance Indicators;
- Evaluation of monthly reporting and monitoring meetings;
- Analysis of the University's position within our KEF Cluster group;
- Analysis of the annual Higher Education Business & Community Interaction Survey results;

- Monthly reviews of our financial expenditure against the HEIF Grant.

We have a process for monthly reporting, this can be clearly shown in the diagram below. The Management Information Team generate monthly KPI Reports sourced from the university's financial data system. These are sent to the Director of Knowledge Exchange & Innovation at the end of the month. The Director will in the first instance scrutinise the Report and then forward this to the Management Team. The Management Team meet monthly following the generation of the KPI Report. If the data is consistent with the projected income levels/activity the figures are automatically reported to the university's termly Board for Research & Innovation. If the Management group have any queries with the KPI Report they will contact the Management Information Team for any clarification required. If necessary, a new Report will be generated, circulated back to the Director and Management Team. In addition, we hold weekly budget meetings to monitor our expenditure against the HEIF grant. These meetings take place between the Director and the Finance Administrator. Constant checks are made, reviewing expenditure against planned profile spending. Any deviations from the plans are dealt with immediately.



The University has already set ambitious innovation income targets. Additional KE KPIs include:

- Increasing the income derived from KE;
- Monitoring the delivery of KE, adopting the metrics developed for the UK KE Framework. These metrics will be used to assess the KE performance of the University against our Cluster group;

- Reviewing the number of academic staff achieving promotion for KE and innovation engagement;
- Embedding a programme of continuous assessment, monitoring, and evaluation of KE engagement;
- Ensuring that opportunities for engagement in KE are fair and equitable, building on the breadth, depth and diversity of experiences and skills of our staff and students. This further ensures that our KE activities will achieve greater impact;
- Tracking, analysing, and evaluating our progress towards embedding EDI into our KE work practices.