

# University of Cambridge

## HEIF accountability statement

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

**Return date: 21 May 2021**

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## Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

*In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.*

The [mission](#) of the University of Cambridge is to contribute to society through the pursuit of education, learning and research at the highest international levels of excellence. This mission underpins the University's strategy and objectives and articulates its commitment to contribute to society, by working creatively to address fundamental issues facing humanity: through the pursuit, dissemination and application of knowledge; the place the University occupies within the broader academic and local community; and by seeking out opportunities for innovative partnerships with business, charitable foundations and healthcare.

Our approach to KE underpins the University's research and teaching environment and seeks to enable the University to engage proactively and effectively with external partners to drive socio-economic impact through the exchange, translation and application of knowledge. The University fosters an entrepreneurial culture which provides academics with the support to carry out the highest quality curiosity-driven research and to engage actively with external partners to fulfil its translational potential. To further strengthen our ability to engage in KE and deliver impact, the University will appoint a Head of Knowledge Exchange and Impact, a new role based in the central Research Office. The appointee will be tasked with overseeing coordination and delivery

of the University's impact and Knowledge Exchange activities and developing our institutional Impact strategy to enhance the University's impact ecosystem and accelerate translation of research into society.

The key aim of our Knowledge Exchange (KE) strategy is to enable the University's world-leading research and teaching to be translated into meaningful societal change at scale. It does so through a wide variety of mechanisms, not least by supporting the creation of new ventures derived from Cambridge IP and through collaboration with academic partners, companies, national and local governments, policymakers, NHS trusts and hospitals, NGOs, charities and with the local community.

Our KE objectives are:

- (i) **Entrepreneurship, technology transfer and commercialisation:** [Cambridge Enterprise](#) is focusing on commercialising University knowledge and technology: bringing ideas to market, assisting with the formation of new companies and developing licensing opportunities; supporting researchers in providing consultancy services to organisations; business creation and investment into new ventures.
- (ii) **Long-term business engagement and partnerships:** To increase the regional, national and international effectiveness of the University's engagement with industry; support existing and create and develop new multi-disciplinary research and training partnerships; build an environment to encourage collaboration between commercial organisations and university researchers; provide access to facilities and deliver professional and executive development programmes. To this end, the University has appointed several sector specialists based in the central [Corporate Partnerships](#) team, who are tasked with understanding the needs of key sectors and proactively maintaining and developing partnerships with business.
- (iii) **Policy impact:** [The Centre for Science and Policy](#) develops and promotes relationships between policy professionals and academics to generate and contribute evidence to key policy debates; linking research in technology and science with the economic and political dimensions of policy-making; improving evidence base and the use of evidence-based policy in healthcare; providing professional development and contributing to national discussions.
- (iv) **Social and cultural impact:** Public engagement with research; large-scale public and community engagement and collaborations with schools; research-museum collaborations and engagement with communities; wider impact of the University on the interplay between science and society, delivered by researchers and professional staff from many University departments, supported by a small central [Public engagement with research team](#).

- (v) **Raising awareness and providing KE and impact training and mentoring for researchers** in all areas of impact: entrepreneurship and commercialisation; engaging with and influencing policy; public engagement with research and outreach; KE and entrepreneurship support for undergraduates, postgraduates and postdoctoral researchers. The University is committed to fostering an entrepreneurial culture, innovating and experimenting with new ways of delivering impact and reviewing and improving processes by which the academics and our external partners engage.

The University supports impact at all levels and recognises achievement through the annual [Vice Chancellor's Impact and Public Engagement Awards](#), introduced in 2016, awarded to academics, researchers and professional staff at all stages of their careers.

The University is at the heart of Europe's most successful innovation ecosystem. University research, skills and innovations support the development of new technologies, businesses and social enterprises in the [Cambridge Cluster](#), home to more than 5,100 knowledge-intensive companies, generating more than £15.5 billion turnover and providing 70,000 jobs. The Cluster has created 18 unicorns (\$1 billion businesses), including ARM, Aveva, CAT and Solexa. The University has invested over £25m in spin-outs which between them have raised a further \$1.8 billion in follow-on funding since 1995.

With an emphasis on sustainability, inclusivity and the provision of public infrastructure, the University aims to continue acting as the driver of economic growth in Cambridgeshire. This includes through representation on the [Combined Authority Business Board](#), partnership on the [Greater Cambridge Partnership](#) and constructive and open collaboration with its local authorities and other public and private partners. The University is also involved in several other regional consortia, including the [Oxford-Cambridge Arc Universities Group \(AUG\)](#); the [London Stansted Cambridge Corridor \(LSCC\)](#) and the Cambridge Norwich Tech Corridor.

The University is home to the new [Policy Evidence Unit for University Commercialisation and Innovation](#). Through that initiative as well as the [TenU](#) international partnership supported by Cambridge Enterprise, the University is working to develop, shape, and share effective practices to inform and deliver a step-change both in UK public policy and in university KE practice.

Knowledge Exchange and Impact are central to University strategy and research culture, and they underpin our research and teaching environment. Our Impact strategy will continue to encourage innovation, delivery of impact, and the sharing of best practice.

## 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.*

The University uses HEIF complementarily with other impact funding provided by the Research Councils and Wellcome (IAA and translational funding). HEIF is very important to the University and it provides funding for a big part of its Knowledge Exchange infrastructure – knowledge transfer and impact professional staff, based both in central offices such as Cambridge Enterprise, Centre for Science and Policy, Public Engagement, Strategic Partnerships Office and Research Office, as well as academic Schools and Departments. This is reflected in the list below and in the financial return, in that the majority (up to 80%) of our HEIF allocation is used on an ongoing basis, to support KT staff and related expenses for their activities ensuring job security and continuity in delivery of strategy. We use the remaining proportion of HEIF to pump-prime new activities, which allow us to experiment and innovate in impact. These activities are funded on a shorter term basis and are expected to become self-sustainable in the longer term.

The spreadsheet below is a reflection of the University's approval cycle for HEIF funding. The requests for continuation of funding for existing activities and staff posts are approved in April each year, whilst the new projects for funding from HEIF are considered in June (further detail on University's process for HEIF funding approval can be found in the Section 3 below). We are thus able to provide only a list of projects that will continue to be funded from HEIF at this time.

<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 govt 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>Cambridge Enterprise</b> – University’s Technology Transfer Office. Activities include: patents and licencing, consultancy services and seed funds and investment.	43% of technology transfer staff posts are partially funded by HEIF as well as Proof of Concept Expenditure and Outreach Expenditure. HEIF provides 33% of the total budget of the Technology Transfer office.	Addresses the Innovation pillar of the government’s Build Back Better policy paper by commercialising university’s research	Objective 1: Entrepreneurship, technology transfer and commercialisation	Ongoing
<b>Centre for Science and Policy</b> – facilitates engagement between researchers and policy makers. Activities include policy fellowships, pathways to impact support to researchers, professional development, and outreach.	HEIF provides funding for CSAP staff posts. HEIF provides 17% of CSAP total budget.	Supports UK Government’s policy objectives by bringing together researchers and policy makers and facilitating evidence based policy making	Objective 3: Policy impact  Objective 5: Raising awareness and providing KE and impact training and mentoring for researchers	Ongoing
<b>Newton Gateway to Mathematics</b> is an impact initiative of the Isaac Newton Institute (INI). The Gateway acts as a vehicle nationally and internationally for knowledge exchange between the mathematical sciences and potential users of mathematics, including industry, government and other organisations.	HEIF provides 100% funding for 1 full time staff member – knowledge transfer facilitator. HEIF represents the University contribution to the INI which is funded from other sources.	Addresses the Innovation pillar of the government’s Build Back Better policy paper by facilitating knowledge exchange between mathematicians and businesses and other sectors	Objective 2: Long term business engagement and partnership  Objective 3: Policy impact	Ongoing

<p><b>University of Cambridge Museums Impact and Engagement Programme</b> – This project will allow an enhanced ecosystem to ensure the University and its collections can respond to two critical societal challenges: the pandemic and the need for a fairer, more equal society. It will ensure that new partnerships are created, knowledge exchange is improved and that more effective design and sharing of research engenders better impacts and benefits for the audiences.</p>	<p>HEIF provides funding for 1 facilitator, 60% of funding for the evaluation coordinator and 50% of funding for the administrator. HEIF provides 64% of total funding for the programme.</p>	<p>Supports the Innovation pillar of the Build Back Better policy paper by supporting the Innovation pillar contributing to government's Research &amp; Development People and Culture Strategy</p>	<p>Objective 4: Social and cultural impact  Objective 5: Raising awareness and providing KE and impact training and mentoring for researchers</p>	<p>Ongoing</p>
<p><b>External Partnerships Development in the Maxwell Centre</b> – The Maxwell Centre connects research in science and technology departments with businesses.</p>	<p>HEIF provides funding for 1 full time manager post and partnership development activity budget. HEIF provides approximately 40% of the total funding for the Maxwell Centre</p>	<p>Addresses the Innovation pillar of the government's Build Back Better policy paper by facilitating partnership and exchange of ideas, knowledge and talent between the university and businesses</p>	<p>Objective 2: Long term business engagement and partnership</p>	<p>Ongoing</p>
<p><b>Knowledge Transfer Facilitators based in academic schools and departments.</b>  HEIF is used to provide funding for Knowledge Transfer Facilitators based in academic schools and departments. Their role is to support researchers in engaging with all aspects of impact, provide training for researchers in all areas of impact, proactively develop links with the users of research and support development of partnerships and collaborations. KT Facilitators also engage in public and community engagement activities.</p>	<p>HEIF provides funding towards 14 staff members in the knowledge transfer facilitator roles. Of these 11 staff members are fully funded by HEIF (in their full or part time roles); HEIF contributes towards funding of further 3 KT staff members.</p>	<p>Addresses the Innovation pillar of the government's Build Back Better policy paper by facilitating partnerships between academia and businesses and supporting exchange of ideas, knowledge and talent.</p>	<p>Objective 1: Entrepreneurship, technology transfer and commercialisation  Objective 2: Long term business engagement and partnership  Objective 3: Policy impact  Objective 4: Social and cultural impact</p>	<p>Ongoing</p>



			Objective 5: Raising awareness and providing KE and impact training and mentoring for researchers	
<p><b>Business Sector Relationship Managers:</b> These crucial posts support the 'ideas' and 'business environment' pillars of the Industrial Strategy, bringing specialist sector expertise to broker successful, long-term, strategic partnerships with business.</p>	Industrial strategy HEIF contributes three FTE Business Partnerships Managers.	Addresses the Innovation pillar of the government's Build Back Better policy paper by facilitating partnership and exchange of ideas, knowledge and talent between the university and businesses	Objective 2: Long term business engagement and partnership	Ongoing
<p><b>Pump-priming Projects</b> This supports the 'ideas' pillar of the Industrial Strategy by enabling knowledge exchange colleagues across the University to catalyse new challenge-led academic collaborations with industry.</p>	Industrial Strategy HEIF contributes £100,000 that funds three funding calls for pump-priming projects that attracts match-funding from industry.	Addresses the Innovation pillar of the government's Build Back Better policy paper by facilitating academic collaborations with industry	Objective 1: Entrepreneurship, technology transfer and commercialisation  Objective 2: Long term business engagement and partnership	Ongoing
<p><b>ThinkLab University-business partnerships challenge programme</b> The project supports the 'people' pillar of the Industrial Strategy by increasing understanding of the benefits and societal impacts of University-business collaboration, and stimulating the successional interaction of researchers with business.</p>	Industrial Strategy HEIF contributes 0.8 FTE ThinkLab Manager and transdisciplinary workshop costs.	Addresses the Skills pillar of the government's Build Back Better policy paper by providing training for doctoral students and professionals in policy and opportunity to engage with social, private and public organisations. Target: 80 students / year.	Objective 2: Long term business engagement and partnership  Objective 4: Social and cultural impact  Objective 5: Raising awareness and providing KE and impact training and mentoring for researchers	Ongoing

<p><b>Connect: Health Tech Connect – University Enterprise Zone project</b></p> <p>This supports the ‘ideas’, ‘business environment’ and ‘place’ pillars of the Industrial Strategy by connecting industry, academia, the NHS, entrepreneurs, start-ups, SMEs and the wider region.</p>	<p>IS HEIF contributes funding to expand this ground breaking initiative, delivering digital and in-person connectivity between academia, industry and healthcare to turn ideas at the interface between medicine and technology into reality for the benefit of society.</p>	<p>Addresses the Innovation pillar of the government’s Build Back Better policy paper (Life Sciences across the Union) by supporting engagement and connectivity between academia, industry and healthcare system in the NHS</p>	<p>Objective 1: Entrepreneurship, technology transfer and commercialisation</p> <p>Objective 2: Long term business engagement and partnership</p>	<p>Ongoing</p>
<p><b>Strategic support for public engagement with research</b></p> <p>The project aims to develop and sustain institutional capacity in public engagement with research through a suite of activities. The overall aim of the project is to enable and promote high quality public engagement with research (PER) across the University, through skills development, cross cultural platforms for open dialogue, funding projects, rewarding success and promoting excellence.</p>	<p>50% funding for a public engagement and impact coordinator; funding for public engagement starting grants, VC awards, researcher training, public engagement conference and events.</p>	<p>Addresses the Skills pillar of the Build Back Better policy paper, by facilitating public engagement with research and supporting outreach, lifelong learning, community engagement, exchange of ideas and knowledge between the university researchers and community and public.</p>	<p>Objective 4: Social and cultural impact</p> <p>Objective 5: Raising awareness and providing KE and impact training and mentoring for researchers</p>	<p>Ongoing</p>
<p><b>NRICH – public engagement programme in mathematics:</b> The project supports development and dissemination of mathematics education resources and activities for school students, parents / carers and teachers. The online mathematics education resources are shared freely online via our NRICH website (<a href="https://nrich.maths.org">https://nrich.maths.org</a>), which reaches millions of users worldwide.</p>	<p>HEIF contributes 40% of funding for a content developer support, 50% of funding for a web developer support, 10% of administrative support, evaluation and reporting and consumables budget. In total HEIF represents 20% of the total budget of the programme.</p>	<p>Addresses the Skills pillar of the Build Back Better policy paper, and high quality education and skills training by providing free mathematics resources for schools, pupils, parents / carers as well as teacher training and development.</p>	<p>Objective 4: Social and cultural impact</p> <p>Objective 3: Policy impact</p>	<p>Ongoing</p>

<p><b>Technology, Medical and Development i-Teams</b></p> <p>i-Teams combines multi-disciplinary teams of students with industry mentors and real University inventions to assess the commercial viability of new technologies and product designs. It is planned to deliver 19 i-Team projects / year.</p>	<p>HEIF provides full funding for i-Teams, covering costs of a part time coordinator and consumables for the activities.</p>	<p>Addresses the Skills pillar of the government's Build Back Better policy paper by providing entrepreneurship and innovation training for students and early career researchers. Target: 60 students / year.</p>	<p>Objective 1: Entrepreneurship, technology transfer and commercialisation</p> <p>Objective 5: Raising awareness and providing KE and impact training and mentoring for researchers</p>	<p>Ongoing</p>
<p><b>Impulse for Tech Innovators</b></p> <p>Impulse is a training and mentoring programme and resource for researchers with entrepreneurial drive that helps them commercially develop their ideas.</p>	<p>HEIF award provides 14.3% of the total budget of the Impulse programme. The award contributes towards programme director and coordinator salaries (26%)</p>	<p>Addresses the Skills pillar of the government's Build Back Better policy paper by providing entrepreneurship and innovation training and mentoring for researchers.. Target: 20 students /year</p>	<p>Objective 1: Entrepreneurship, technology transfer and commercialisation</p> <p>Objective 5: Raising awareness and providing KE and impact training and mentoring for researchers</p>	<p>Ongoing</p>
<p><b>Arts and Humanities Impact Fund</b></p> <p>The Arts and Humanities Impact Fund provides funding for small impact projects from arts and humanities research, as well as the impact training sessions.</p>	<p>HEIF provides 100% of funding for the Arts and Humanities Impact Fund.</p>	<p>Addressing the Innovation pillar of the Build Back Better policy paper by facilitating impact in research in arts and humanities.</p>	<p>Objective 2: Long term business engagement and partnership</p> <p>Objective 3: Policy impact</p> <p>Objective 4: Social and cultural impact</p> <p>Objective 5: Raising awareness and providing KE and impact training and mentoring for researchers</p>	<p>Ongoing</p>

<p><b>Cambridge Research Office – Research contract and knowledge exchange specialists</b></p> <p>HEIF provides funding for specialist support necessary to manage diverse demands arising from the University’s research partnerships with businesses, national and local governments, policymakers, NHS trusts and hospitals and NGOs across all disciplines and areas of research. HEIF also supports facilitation of impact acceleration and public engagement for research.</p>	<p>HEIF contributes 27% of the total cost for specialist support for research contracts and impact acceleration.</p>	<p>Addresses the Innovation pillar of the government’s Build Back Better policy paper by facilitating collaborations and partnerships between academia and businesses, NHS, government, policy makers, and other users of research.</p>	<p>Objective 2: Long term business engagement and partnership</p> <p>Objective 3: Policy impact</p> <p>Objective 4: Social and cultural impact</p> <p>Objective 5: Raising awareness and providing KE and impact training and mentoring for researchers</p>	<p>Ongoing</p>
<p><b>Arc Universities Group</b></p> <p>As a member of the Arc Universities Group, we are committed to working with government, business and other partners, to maximise the potential in this region of economic significance for sustainable and green growth, by supporting strategic innovation in areas identified as key strengths including the Life Sciences, Sustainable Aviation and Space Technologies</p>	<p>IS HEIF provides funding for membership of Arc Universities Group</p>	<p>Addressing the Innovation pillar of the Build Back Better policy paper by facilitating engagement in life sciences, aviation and space technologies, amongst other sectors.</p>	<p>Objective 1: Entrepreneurship, technology transfer and commercialisation</p> <p>Objective 4: Social and cultural impact</p>	<p>Ongoing</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.*

The University's Research Policy Committee (RPC) is responsible for the University's KE and Impact strategies and their evaluation and assessment. RPC is chaired by the Pro-Vice-Chancellor for Research and its membership includes the PVC for Enterprise and Business Relations, six Heads of Schools and the Heads of Cambridge Enterprise, the Communications Office and the Development Office. The RPC has full oversight of the knowledge exchange and impact activities, including Impact Acceleration Accounts and other UKRI-funded impact programmes, such as the MRC Proximity to Discovery, as well as REF and KEF.

RPC oversees the selection and performance of activities funded by HEIF. The majority of annual HEIF funding is allocated in 2 funding rounds – in April and June ahead of the start of the next HEIF financial year. All internal applications for HEIF funding are reviewed and approved by the Research Policy Committee. The applicants are asked to address Research England HEIF objectives and institutional KE priorities in their applications and demonstrate how the proposed activities will deliver against those objectives. Following the June funding round a small balance is kept to allow us to address any further KE needs that may emerge during the financial year. RPC bases its HEIF funding decisions on alignment with the government and Research England / Office for Students' priorities and objectives, alignment with University's strategic and KE priorities, but also aims to ensure balance across different types of KE / impact activities and across disciplines.

The University is in receipt of Research Council impact awards (Impact Acceleration Account, MRC Confidence in Concept) and the Wellcome Institutional Strategy Support Fund. These awards inform the development of our HEIF strategy and decisions and are used complementarily with HEIF to ensure the optimal outcome for our different KE activities. HEIF funding is primarily used to support KT staff posts in both central offices and Schools and Departments and related activities, as it provides longer term job security and ensures continuity in delivery of our KE and impact activities and strategy. A smaller (20%) proportion of HEIF funding is used to pump-prime new and innovative KE activities which are funded for a shorter time and expected to become self-sustainable and reduce reliance on institutional funds. We also use HEIF to provide funding to University wide, multi-disciplinary impact and KE activities, open to researchers in all departments and schools, such as those listed in the table of Section 2, e.g. i-Teams, ThinkLab, Impulse, JBS Entrepreneurship Centre programmes etc.

Research Council and Wellcome funds are used for shorter term activities, within the remit of their respective funding bodies and aligned with their objectives and timetables. This approach enables us to maximise the value of these awards to the University. HEIF funded KT staff then support academics in receiving funding for their impact activities from the IAA, CoC and Wellcome translational grants. Both HEIF and our other impact acceleration funds are open for applications from all parts of the University, from researchers and professional staff alike and all disciplines.

In making decisions on funding allocations for any project, we ensure that HEIF provides initial, pump-priming funds for the KE activities, and expect projects to identify other external sources for continued support of their activities. Whilst a number of projects are funded on an ongoing basis, funding is not approved in “perpetuity” or for a longer term; and indeed all projects, ongoing or short term, are considered by the Research Committee every year. This approach means that we use HEIF funds in a more effective and agile way. By avoiding over-dependency on HEIF funding we can enhance the breadth and quality of our KE activities.

Core HEIF allocation is used to support a wide range of Knowledge Exchange / Impact activities at the University, across all areas of impact. In allocating funding from the HEIF for industrial strategy allocation, we always ensure that the activities are aligned with the university’s strategy for enterprise and business relations, and are delivered in collaboration with University’s business partnerships team. HEIF has been used to appoint a small number of sector specialists whose role is to be aware and responsive to the needs of their respective business sectors, coordinate strategic corporate relationships across the University and proactively develop new, effective business partnerships.

We have robust systems for monitoring progress and delivery of activities. The University monitors the use and effectiveness of current and previous HEIF projects and activities, primarily through a requirement for regular annual reporting on both progress and outcomes. The activities are evaluated on their delivery against the University's Impact and KE strategies and priorities as well as on outcomes based around their own objectives. This process of continuous review ensures that we are able to identify particularly effective activities, which are used as examples of best practice; as well as common challenges, which we address through training and further support. Projects that fail to provide value and/or to deliver against their objectives are closed. This monitoring and reporting regime feeds into the University's HEIF strategy and the prioritisation of planned HEIF expenditure.

We constantly evaluate our Knowledge Exchange and impact strategies and activities in order to identify the most effective activities for different target areas. We aim to provide an environment that encourages and supports our academic and research staff to innovate through the development of new approaches to achieve impact and engage with the existing and new partners, to learn from those experiences and share best practice across the impact ecosystem through a process of continuous improvement. The three key elements of this approach are to *experiment*, *learn* and *describe* and they drive a range of initiatives to encourage increased interaction and collaboration between the University's internal stakeholders with our many and diverse external stakeholders. The process of realising potential impact is often lengthy, may be convoluted and require a significant investment to effectively engage with stakeholders and translate the outputs of research into practice. Therefore the purpose of this "enabling strategy" for evaluation of impact is to enhance the University's impact eco system in order to maximise opportunities for impact with our external stakeholders.

In addition to evaluating the outcomes of our impact activities internally, we receive regular feedback from our strategic business partners, policy fellows and leaders and other users of research with whom we partner. We also monitor the requirements of our key research sponsors (UKRI, Wellcome) to ensure that our KE activities meet their requirements: e.g. the University's responsibilities to support the appropriate exploitation of research outputs and delivery of research impact.

Dialogue with economic and societal partners is conducted at Cambridge at all levels of engagement, from conversations between individual academic staff and their collaborators to strategic discussions between the University and corporate business partners. These discussions cover the full spectrum of issues relevant to the KE activities of the University: from student employability to the development of major programmes of collaborative research. These discussions inform, and are consistent with, the University's KE and Impact strategies to concentrate HEIF support on strategic

investments whilst providing flexibility to commission “bottom up” activities to exploit new and emerging KE initiatives.

In order to share best practice in impact activities, we have produced concise examples of successful 2014 REF impact case studies and intend to do the same with the 2021 impact case studies. We continue to produce such studies from our successful KE projects, which are then used internally for training purposes for researchers and KT staff. These case studies are also used externally to showcase the outputs and impact of our research to prospective non-academic collaborators and demonstrate many innovative ways for users of research to engage with the University. In order to celebrate our success in impact and further encourage engagement with the impact agenda, the University has established annual impact and public engagement prizes presented by the Vice-Chancellor. These have attracted a lot of interest from academics, early career researchers and the professional staff.

Internally, the University has established a multi-disciplinary KE network (KEN) of over 40 KE facilitators based in academic Schools and Departments who coordinate KE and translational activities and provide support and training and mentoring to the academics engaging with the impact agenda. They are often the first point of contact for companies, policy organisations, NGOs and any other organisations interested in working with the University and help in brokering these relationships and supporting the development of strategic partnerships and collaborative activities. The network also brings together business sector specialists from the central Business Partnerships Team, as well as managers and coordinators of University’s Interdisciplinary Research Centres and Strategic Research Initiatives, who act as brokers of knowledge and help develop new partnerships with businesses, policy makers, NGOs and other third sector organisations etc. The network is coordinated by a central impact team based in the Research Office, which also supports delivery and implementation of our Impact and KE strategies. The KE Network members meet regularly to proactively share information, experience and best practice and coordinate KE and impact activities. Such consolidation and coordination of activities improves communication, enables resource sharing, helps avoid duplication of activity and streamlines capacity as well as ensures sharing of the lessons learned and best practice. The KE network plays a pivotal role in supporting existing and new partners in navigating the University and aligning collaborative opportunities across different parts of the University that are brought together to unlock valuable new partnering opportunities and ensuring that the University’s KE and impact activities are coordinated and effective and address and able to address more complex and challenged opportunities.