

RE-P-2020-03-Annex B

University of East Anglia

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.

All strategies at UEA are developed within the context of its [Strategic Vision 2030](#), that was adopted after extensive internal and external stakeholder consultation. The Vision has five domains relevant to Knowledge Exchange (KE) activity: Increasing our research power and impact; Supporting and developing our staff; Developing an enterprising campus; A leader in regional economic and cultural development; Projecting our reputation as a world-leading university at the heart of local, national and global networks.

While the Strategic Vision will not change the latest five-year delivery plan has been delayed due to COVID 19. If the development of this five-year plan highlights areas of the HEIF Accountability Statement that require modification to ensure the Accountability Statement is integrated into UEA strategy we will seek permission from UKRI before making any changes. In addition to the Strategic Vision our objectives, herein, have also been guided by national (Industrial Strategy, Build Back Better and Civic University) and Regional (Local Industrial Strategy for New Anglia LEP) policies.

Our previous HEIF strategies have proven to be effective and contain long term objectives monitored through relevant KPI. As such our current KE strategy will be an evolution of previous strategies. At a time when universities can play a crucial role in the post COVID 19 pandemic economic and social recovery this approach means that there will be no lag time between the agreement of the strategy and its implementation so UEA can begin to make a difference immediately.

UEA will keep its key five strategic priority objectives, described below with the numbers used for Q2, but will develop them with an emphasis on working closely with regional SMEs, helping promote company innovation to contribute to the 2.4% of GDP R&D target, assisting in the delivery of the Build Back Better strategy, and supporting the regional sense of place for East Anglia as an area of innovation. These objectives are also aligned with the Build Back Better concepts of Ideas, People, and Place with a focus on innovation, sustainable development, including the adoption of new technologies and processes to mitigate of climate change, and levelling up economic and social inequalities.

1. Ensuring research expertise, outputs and facilities are made available and exploited in a manner beneficial to funders, regional and national economy and internal and external stakeholders.
2. Encouraging, supporting and recognising enterprising behaviours across both students and staff
3. Actively promoting the UEA offer to external organisations including those in the private, public and third sector
4. Supporting the development of the regional economy through thought leadership, collaboration and development of human capital
5. Partnering with HE, PSRE, and other relevant public and private sector bodies to ensure objectives are met efficiently and effectively.

The strategy will continue to be delivered via the nine core themes derived from the work of Ulrichsen, described in our response to Q2, with a small number of multidimensional strategic projects including [Productivity East](#), [SuNRISE Coast](#), [Student Enterprise](#) and [Low Carbon Innovation Fund](#).

In executing these themes, a central aspect of UEA's approach will be collaborative working, whether this is with other HEI, our partners on the Norwich Research Park, local government and the New Anglia LEP, or regional and international business.

UEA will use its position as the only research-intensive university within its region to help catalyse interactions between sectors to help disseminate new technology as widely as possible reflecting the highly diverse economy of the region. The key target sectors have

been determined by mapping our research strengths onto national strategies and LEP priorities and are:

- Business, Financial and Legal Services
- Digital, Creative and Heritage
- Engineering
- Health care and Social Science
- Life Sciences and Medicine
- Marine, Agri and Environment

UEA will continue to target funding sources outside HEIF for delivery of KE activity – recent examples: raising additional funding from New Anglia LEP for Productivity East (£4.5m), obtaining ERDF funding for the Low Carbon Innovation Fund (£12m) and the SuNRISE Coast initiative (a £30m SiPF wave 2 bid including £9m of leveraged funding).

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)

Planned areas of HEIF supported KE activity Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.	HEIF support How HEIF will be used to support the project?	HEIF priorities How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)	Strategic objectives Which institutional strategic KE objective does this relate to?	Indication of timescales
1 LEADERSHIP, STRATEGY AND INSTITUTIONAL STRUCTURES				
1.1 Leadership and Governance	Ensure appropriate senior academic support, e.g. an Academic Director of Innovation (100% HEIF funded), to support the Pro-Vice Chancellor for Research and Innovation (100% UEA funded)	Support governance over HEIF spending. Ensure HEIF funding is focussed on Ideas, Place, and People pillars and the levelling up agenda. This will include contributing to raising regional productivity, increasing private sector R&D expenditure and ensuring UEA's role as a Civic University is leveraged.	1, 2 (numbers refer to objectives listed in Question 1)	Two-year trial of post will be continued.
1.2 Institutional Culture	Promote UEA's innovation activity to internal and external audiences including producing regular newsletters and holding an annual Innovation and Impact Award Ceremony attended by senior officers of UEA, academic staff, students and external representatives including press. To facilitate this a dedicated Innovation Marketing and Events Team will be maintained (3xFTE, 100% HEIF funded) liaising with UEA's Marketing Division (100% UEA funded).	This will support the People pillar, encouraging KE active academics, and help publicise UEA's activity to a regional audience supporting the place-based agenda. By raising the profile of activity, it will encourage greater engagement with regional organisations, creating new linkages that could assist drive up R&D expenditure and by supporting the local economy contribute to the levelling up the local economy.	2, 3	Programme of activities is a continuation of existing activity and will run from 2021-22 onwards.
2 BUILDING INTERNAL CAPABILITY WITHIN UEA				
2.1 KE Staff	Provide a budget to ensure KE Staff have access to external training and best practice networks.	Ensuring KE staff are well trained and up to date will benefit all HEIF priorities.	1, 3	2021-22 onwards
2.2 Academics	Provide a budget for internal and external courses/workshops/seminars, mentoring and the development of formal and informal innovation networks all supported by KE staff.	Upskilling and supporting academics will facilitate the contribution to the "Ideas" pillar, assist external collaborations driving up private sector R&D spending and allow academics to participate fully in place-based programmes.	1, 2	2021-22 onwards
3 FACILITATING THE RESEARCH EXPLOITATION PROCESS				
3.1 Provide clear access points for external organisations	Ensure that potential collaborators can access UEA resources by ensuring the externally facing website is kept relevant and up to date, considering feedback from external organisations following a recent complete reconstruction. (General updating and maintenance will be undertaken by a range of HEIF funded KE staff as part of their specific roles)	Ensuring all organisations, including those that have not previously interacted with UEA, have a clear access to UEA expertise will support the Ideas and Place agendas and encourage engagement that could lead to increased private sector R&D expenditure.	1, 3	2021-22 onwards
	Hosting and attending innovation focused events by providing support, including financial, to academics and KE staff. Work will be led by the Innovation	Ensure access to UEA's Ideas, promoting Innovation.	1,3	2021 -22 onwards

	Marketing and Events Team supported by the specialised KE staff.			
	Establishing and maintaining a rapid licencing portal and utilising IP aggregation organisations such as In Part to increase marketing reach. HEIF funding will cover the cost of annual subscriptions to services and the activity will be managed by the IP Management Team (5 FTE, 100% HEIF funded).	Improved access to UEA IP on appropriate licencing terms will support the translation of Ideas. Active marketing of opportunities to relevant industry will increase private sector R&D spend.	1,3	2021-22 onwards
3.2 Business Development	Maintaining sector specific Relationship Managers with appropriate administrative support to assist in the development and strengthening of relationships with external organisations. (Currently 6 HEIF funded Relationship Managers and 2 HEIF funded administrators, but this will be kept under review to enable UEA to take advantage of any new opportunities including those that may arise from strategic initiatives such as the Productivity East and SuNRise Coast programmes).	Actively engaging with key sectors and stakeholders promoting UEA's expertise to support the translation of Ideas and help increase private sector R&D expenditure. Regional activity will support the place-based strategy, economic recovery as part of the 'Build Back Better', plan for growth and civic university role of UEA.	1,3,4	2021-22 onwards
3.3 Consultancy Support	Maintain a dedicated managed consultancy service with specialised KE staff operating through a dedicated subsidiary company to facilitate access to UEA expertise for external organisations. (3 HEIF funded FTE posts supported by the UEA Finance Department funded by UEA).	Consultancy provides a powerful mechanism for interactions, including with SME's, with organisations which have not previously worked with UEA. It will facilitate the exchange of Ideas and support a place-based strategy when promoted to regional companies. It will also help increase private sector R&D spend. Consultancy will also assist companies requiring access to new knowledge to support their post COVID-19 growth through adopting new technology or business methods.	1, 3	2021-22 onwards
3.4 Corporate Relations	The Relationship Management Team will assist senior academic staff in the development of strategic corporate relations. Any agreements will involve the Contracts Team (2 FTE 50% HEIF funded) and the IP Management Team.	Strategic corporate relationships, with an exchange of knowledge, will support the Ideas pillar, and help increase private sector R&D expenditure. Targeting regional companies will also support the place-based strategy.	1, 3, 4, 5	2021-22 onwards
3.5 Press/communications	The Innovation Marketing and Events Team will work closely with the UEA Press Office to identify suitable press releases and general publications to promote both specific UEA innovation projects and the general importance of Innovation at UEA.	Raising the profile of UEA will assist in increasing external interactions, contributing to the Ideas, People and Places agendas and supporting the post COVID-19 recovery.	3	2021-22 onwards
3.6 Marketing	The Innovation Marketing and Events Team will work with the other KE Teams including the IP Management, Relationship Management and Consultancy Teams to ensure the effective internal and external marketing of Innovation opportunities through active targeted marketing and events activities.	Marketing specific opportunities will encourage both existing and new partners understand how best to interact with UEA, further assisting in increasing external interactions, contributing to the Ideas, People and Places agendas and supporting the post COVID-19 recovery.	1, 3	2021-22 onwards

3.7 Technology transfer including patenting, IP and spin out company formation.	UEA will continue with the active management of our intellectual property, looking to maximise its long-term value including its potential to support strategic relationships with external organisations and ensuring that the outputs from UEA research are made available to those who can benefit from them. This activity, including patenting advice, developing exploitation plans and where appropriate establishing spin-out companies will be undertaken by the IP Management Team (5 FTE, 100% HEIF funded) supported by the Patent Advisory Board (50% HEIF funded, 50% UEA funded) and the Innovation Executive (20% HEIF funded, 80% UEA funded).	Making UEA technologies available on suitable terms will increase the translation of Ideas, help increase private sector R&D and help increase productivity. Working with local companies will support the place-based strategy. Making new technologies available will encourage the post COVID-19 recovery and potentially the de-carbonisation of the economy.	1, 3	2021-22 onwards
3.8 Internal Investment Funding	Projects and individuals who have completed the research phase will be able to bid for funding to develop ideas to a point at which further external income can be generated. All of the existing funding channels have been drawn together to create an Innovation Accelerator, with clear gate points and expectations. In addition to requesting funding for project development academics will also be able to apply for funding for visits/staff exchanges with companies. It is anticipated that around 10% of UEA's HEIF allocation will be made available for this competitive funding to UEA academics under the guidance of the Innovation Executive (UEA funded) supported by the IP Management and Relationship Management Teams. HEIF will cover direct project costs, with UEA covering all overheads.	Helping develop projects will support the translation of Ideas, show the potential of new technologies prior to their further external development encouraging additional private sector R&D spend, encourage the adoption of new goods and services required for the post COVID-19 recovery and potentially contribute to the de-carbonisation of the economy. The ability to fund staff visits/exchanges will also contribute to the People pillar.	1, 2	2021-22 onwards
3.9 External Investment Funding	UEA will continue to target external investment into innovation projects, including seedcorn and Series A funding into spin-out companies, a process led by the IP Management Team.	By developing investable technologies UEA will help increase private sector investment into R&D, provide the new technologies required for the post COVID-19 recovery and help de-carbonise the economy. Interactions with regional companies will also help support the place-based agenda.	1, 2, 3	2021-22 onwards
3.10 Contracts / Legal Support	The Innovation Team will be able to draw on support from the Research Management Team for assistance on costing projects, ethics, and financial management (5% HEIF funded). In addition, there will also be support from the UEA Contracts Office (50% HEIF funded) and where required additional support will be drawn on a case by case basis from the UEA external solicitors.	The ability to rapidly and flexibly agree terms for innovation and knowledge exchange projects will support the rapid adoption of new ideas and technology, re-assuring the private sector if further investment is required and helping increase private sector R&D spending.	1	2021-22 onward
4 Skills and human capital development				
4.1 CPD/short courses and lifelong learning	UEA is targeting increasing its CPD provision to the private sector, including regional SME. This approach will be spearheaded by the Productivity East initiative, partly funded through New Anglia LEP	CPD, along with consultancy, will be central to sharing UEA's expertise to allow regional SME to Build Back Better, promoting growth and enhancing	1, 4	2021-22 onward

	but supported by the Relationship Management Team.	productivity. CPD and lifelong learning will also assist the levelling up agenda, particularly in a region with below average graduate employment. This activity will re-enforce both the place-based agenda and the People pillar.		
4.2 Careers Service	The Careers Service (39 FTE, 20% HEIF supported) will continue to develop and maintain relationships with employers to support engagement with schools and curriculum development, raise their profile with students & graduates through physical and online events and activities. Support employers, in particular SME's to recruit talent through a dedicated vacancy service.	Promoting supported access routes for employers to engage in producing appropriately educated and experienced graduates. This will support the People pillar and provide the skills required for the uptake of new ideas in rebuilding the post COVID-19 economy.	3, 4	2021-22 onward
4.3 Work placements / project experience	A dedicated Placements & Internships team (40% HEIF supported) provide support to external organisations looking to engage students on projects or work placements.	Producing appropriately educated and experienced graduates. This will support the People pillar and provide the skills required for the uptake of new ideas in rebuilding the post COVID-19 economy.	2, 4	2021-22 onward
4.4 Joint Curriculum Development	Contacts from Careers and the Relationship and IP Management Teams will be leveraged to provide industry inputs into the development of the UEA curriculum.	Producing appropriately educated and experienced graduates will support the People pillar and provide the skills required for the uptake of new ideas in rebuilding the post COVID-19 economy.	4, 5	2021-22 onward
5 Knowledge Networks / Diffusion				
5.1 Provision of public space	UEA will maximise the benefits of its publicly accessible campus with wildlife and sculpture trails and extensive sports facilities. Use of these assets will be supported by the Relationship Management Team	In addition to economic factors for the UK to Build Back Better issues around mental and physical health exacerbated by the various lockdown periods and associated restrictions will also need to be addressed.	3, 4	2021-22 onward
5.2 Alumni networks	UEA plans to expand its current mentoring programme to create a new network including alumni wishing to help support innovation activity. This activity will be supported by the Investment Team (10% HEIF funded), IP Management Team, Relationship Management Team and the Innovation Marketing and Events Team.	Expanding innovation mentoring and networking will contribute to the Ideas and People pillars and by improving UEA's offer allow it to participate more effectively with the place-based and levelling up agendas.	1, 3, 4	2021-22 onwards
5.3 KE professional networks	UEA will maintain its membership of national KE networks including Praxis Auril and Enterprise Educators UK (subscriptions will be covered by HEIF and HEIF funded staff will provide in kind support) and support regional and local initiatives with HEIF funded staff providing in kind services and administrative support.	Networking will assist with the dissemination of best practice maximising the contribution that UEA can make to all HEIF priorities.	1, 2, 3, 4, 5	2021-22 onwards
5.4 Staff exchanges	Staff exchanges will be facilitated by the IP Management and Relationship Management Teams and supported through the internal funding mechanisms described earlier.	Staff exchanges will assist in two-way KE and building strategic relationships to assist in the transfer of Ideas, help develop individuals and assist in the adoption of new working practices to increase productivity. Targeting regional	2, 5	2021-22 onwards

		organisations will facilitate the place-base agenda.		
5.5 Academic-external organisation networks	The Relationship Management Team will assist in establishing and supporting networks linking academics to non-academic partners.	Enhancing networking will assist in two-way KE leading to improved transfer of ideas and leading to enhanced productivity and the development of projects with the potential to increase private sector R&D spending.	3, 5	2021-22 onwards
6 Exploiting physical assets				
6.1 Developing Norwich Research Park, including The Enterprise Centre at UEA	The Relationship Management, IP Management and Investment Teams will assist the Norwich Research Park Office (non-HEIF funded) in the further development of the Norwich Research Park, especially in realising its potential to interact with the private sector including attracting more private sector companies to both establish and move onto the Norwich Research Park.	This will contribute significantly to the place-based strategy and both the ideas and people pillars. Company productivity will be enhanced, private sector R&D increased and create new employment opportunities.	1, 4	2021-22 onwards
6.2 Facilities and Equipment	The Relationship Management Team will promote the availability of facilities and equipment. As it is likely that companies will require access to expertise in addition to facilities and equipment the Consultancy Team will also contribute to this area.	Company productivity and R&D spend will be enhanced.	1, 4, 5	2021-22 onwards
7 Entrepreneurship and enterprise education				
	UEA has created one of the strongest student enterprise support packages in the UK with help and advice provided by the Student Enterprise Service (3 FTE, 100% HEIF supported) providing workshops / hackathons, coaching, with access to mentors and a £2million Enterprise Fund (100% non-HEIF funded) to provide grants and investments into commercially viable projects. Other programmes to be supported will be external competitions such as the various Research Council YES programmes and the annual UEA iTeams programme targeted at post-graduate students and early career researchers. In addition to UEA the iTeams programme is also open to Norwich University of the Arts students.	Students will be able to develop their entrepreneurial potential and access seed funding for commercial projects, addressing the People pillar and creating new innovative companies.	2, 4	2021-22 onwards
8 Supporting the community / public engagement				
8.1 Volunteering	UEA Careers service work with voluntary organisations to facilitate volunteering opportunities for students and graduates. The UEA Award recognises the value of volunteering in personal development and acquisition of vocational skills.	Voluntary activities are key to developing the People pillar, and also support the sense of Place.	2, 4, 5	2021-22 onwards
8.2 Social cohesion/community regeneration	The HEIF funded teams, particularly the Relationship Managers will support UEA's delivery of its role as a Civic University.	This activity will be focussed around a sense of place and the levelling up agenda but will also contribute to the People pillar.	2, 4, 5	2021-22 onwards

	All of the key strategic projects have strong elements of community regeneration.			
8.3 Awareness raising/knowledge diffusion	<p>UEA celebrates the value of public engagement activities through its annual Public Engagement Awards</p> <p>UEA will also build on the move of the Institute of Volunteering Research recent re-location to UEA.</p> <p>UEA will continue to support an individual to help co-ordinate and monitor, its public engagement activity (50% HEIF funded) while much of the activity will be funded from other streams.</p>	This activity stream will place UEA at the centre of creating a sense of place for the region, while also supporting the development of People.	1, 2, 4, 5	2021-22 onwards
9 Regional and economic development				
	<p>All of the HEIF funded teams will support UEA's role as a Civic University and participate in the New Anglia LEP committees and numerous regional business Boards as appropriate.</p> <p>In addition, staff will support four key initiatives: Productivity East, Food Innovation Centre, the Low Carbon Innovation Fund (ERDF funded) and SuNRise Coast (SiPF wave 2 application). Together these four initiatives could contribute over £40 million into the regional economy during this HEIF cycle.</p>	The programmes described all have a strong place-based element and will help with the levelling up agenda increasing local productivity, assisting in the de-carbonisation of the economy, improve productivity and stimulate additional private sector R&D expenditure.	1, 3, 4, 5	2021-22 onwards

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)

UEA has a well-developed and long-established governance structure for the effective management of HEIF activity. Institutional responsibility lies with the Pro-Vice Chancellor Research and Innovation and delivery is enacted via the Research and Innovation Division lead by a Director. An Innovation Executive meets 6 times a year and is chaired by the PVC R&I. Other members are the Associate Dean for Innovation from each of the four faculties, Director R&I, Head of IP Management & Funding and Head of Business Partnerships. Each Faculty has its own Innovation Committee, chaired by the Associate Dean and made up of representatives of each of the Schools. Through this structure strategies, policies, processes and ideas related to KE are able to be cascaded up and down.

This governance structure is also one of the main ways in which we measure progress, evaluate outcomes and identify lessons learned. These three activities are all entwined so are discussed collectively hereafter. In addition to the day to day oversight and management by the leadership team of the Research and Innovation Division we ensure our performance through regular reporting and evaluation. Reports on activity levels and metrics are made available at each Innovation Executive meeting allowing for discussion of any concerns. Annually a detailed report on KE performance is written for and presented to the University's Senate by the PVC R&I. We also have an Innovation Advisory Board made up of senior business figures, external to the University, who provide challenge and advice on our strategy and performance. Current members are Karen Jones (Founder of Café Rouge, Chair of Prezzo, Hawksmore, and Mowgli, Senior Independent Board Member Crown

Estates, University Chancellor); Andy Wood (CEO, Adnams Brewery and former Chair of New Anglia LEP); Soraya Jones (Founder of Cambridge Wireless), Jacyn Heavens (Founder and CEO, EPOS Now). Periodically the University's Council will ask for a 'Deep Dive' into significant areas of the university's activity and KE/Innovation has been included in this. The PVC and Director will give a detailed analysis of performance, challenges, opportunities and also identify where Council can help make a difference. Where we believe specialist oversight of activity is required we have also established dedicated entities, for example, we have a Patent Advisory Board to interrogate our patent holdings and ensure that our approach to commercialisation remains rigorous. Furthermore, where we are managing specific external funds such as the Low Carbon Innovation Fund or the Student Enterprise Fund we have dedicated Boards established to ensure oversight, make decisions and meeting the funder requirements. The same approach applies for any particular project funding e.g. our OfS funded Gateway to Growth project has a dedicated advisory board to oversee project delivery.

We make considerable use of management information, including HEBCIS and KEF data, to report to these various structures. We also ensure that we avail ourselves of opportunities to test our performance in more qualitative ways through membership of peer networks. For example, we are members of the Research Intensives Directors Group which allows us to share intelligence and gauge our performance, challenges etc with peers.

Our management of spending is undertaken within the Research and Innovation Division. The Director oversees activity and meets regularly with the Head of IP and Investment Management and Head of Business Partnerships to monitor the detail of budgets and ensure that delivery is on track. We have dedicated financial support to manage transactions and monitor expenditure. Active project management from KE staff and the routine monitoring of expenditure ensures the effective spending of internally allocated HEIF financial support and allows progress of projects to be followed to identify any delays and encourage activity. Where allocations are more sizeable we ensure that a budget profile is established so that we can monitor spend more accurately within any given month, quarter or across the year. All spend is managed through the standard university finance system and we comply with all university processes and policies, in turn meeting all institutional obligations.

UEA will monitor of measures of success through the KPI described below:

Headline outcomes and impacts	Success measure
Ideas/Innovation	

Skills from KE to understand issues and develop ideas and solutions	Number of policies influenced [KPI: number of policies influenced]
Improved innovation, the development of technology and IP through testing and application to products and processes	Increased number of external interactions [KPI: number of signed confidentiality agreements as a proxy measure of meaningful interactions]
	Increased commercial consultancy activity [KPIs: Consultancy income, number of consultancy contracts]
	Increase in number of licences to commercial organisations [KPIs: Number of live licences, number of new licences signed in year]
Enhancing Innovation through greater technology diffusion	Increase number of technology offerings (commercial and free) [KPI: Number of technology offerings]
	Increase awareness of technology offerings available [KPI: Number and source of enquiries about technology offerings]
Increased benefits for SMEs	Increased number of SMEs interacting with University [KPI: number of signed confidentiality agreements as a proxy measure of meaningful interactions].
	Support for student and staff spin-out and start-up companies [KPIs: number of pre incorporated projects supported, number of spin-out and start-ups established]
Strengthening the innovation system	Increase number of academics involved in external interactions [KPI: number of academics]
	Increase the number of strategic relationships with regional (Norfolk and Suffolk) businesses [KPI: number of strategic relationships including more than one academic group]
People	
Enhancing opportunities in the labour market	Increase number of internship/year in industry placements [KPIs: number of internships, number of year in industry placements]
	Increase number of companies interacting with University Careers Service [KPI: number of companies]

	Increase numbers of students entering graduate level employment within six months of graduation [KPI: number of students]
	Increase numbers of students entering graduate level employment within six months of graduation [KPI: number of students]
Supporting enterprise and entrepreneurship	Support for student and staff spin-out and start-up companies [KPIs: number of pre incorporated projects supported, number of spin-out and start-ups established]
Place	
Skills from KE to understand issues and develop ideas and solutions	Number of regional policies influenced [KPI: number of policies influenced]
Shaping and developing regional partnerships, such as LEP's local authorities, business groups	Maintain current level of involvement with regional policy setting [KPI: number of policies influenced] Maintain current level of involvement with local and regional committees and initiatives committees [KPI: Number of local and regional committees and initiatives supported].
Strengthening the innovation system through businesses and regional agencies	Increase number of academics involved in external interactions with regional (Norfolk and Suffolk) interactions [KPI: number of academics]
	Increase the number of strategic relationships with businesses [KPI: number of strategic relationships including more than one academic group]
	Increase the number of strategic relationships with regional (Norfolk and Suffolk) businesses [KPI: number of strategic relationships including more than one academic group]
Improved innovation, the development of technology and IP through testing and application to products and processes	Increased number of external interactions with regional (Norfolk and Suffolk) organisations [KPI: number of signed confidentiality agreements as a proxy measure of meaningful interactions]
Increased benefits for SMEs	Increased number of regional (Norfolk and Suffolk) SMEs interacting with University [KPI: number of signed confidentiality agreements as a proxy measure of meaningful interactions]

Enhancing opportunities in the labour market

Increase number of internship/year in industry placements with regional (Norfolk and Suffolk) businesses [KPIs: number of internships, number of year in industry placements]

Increase number of internship/year in industry placements with regional (Norfolk and Suffolk) businesses [KPIs: number of internships, number of year in industry placements]

Increase number of regional (Norfolk and Suffolk) companies interacting with University Careers Service [KPI: number of companies]

Increase numbers of students entering graduate level employment with regional companies (Norfolk and Suffolk) within six months of graduation [KPI: number of students]

These KPIs will be monitored to identify both successful and unsuccessful initiatives. UEA will continue its practice of benchmarking itself against other Cluster X universities using publicly available data from both KEF and HEBCIS to compare its relative performance and contextualise the data from the KPI. Combining the absolute and relative performance will indicate areas that UEA can then review to ensure further success, improve outcomes or choose not to pursue further. This will ensure effective resource allocation and efficient delivery of the required outcomes.