

RE-P-2020-03-Annex B

The University of Essex

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 University of Essex is committed to excellence in education and research for the benefit of individuals and communities. Our [university strategy](#) (2019-2025) maps out our delivery of this commitment in three priority areas: People; Knowledge and Communities. Our KE objectives align with the university strategy, and can be expressed as follows:

1. **People:** Develop our capacity and culture to deliver excellence in knowledge exchange
2. **Knowledge:** Optimise knowledge exchange to maximise the impact of our research and innovation
3. **Communities:** Diversify and amplify partnerships through knowledge exchange

Over the accountability period 2020/21 – 2024/25, our high-level KE objectives (1, 2, 3) will be delivered through work in the following focus areas:

Develop an Entrepreneurial and Externally engaged Culture across the University: Every academic department in the University of Essex engages in KE activity appropriate to their research, including, for example: collaborative or contract research; consultancy; commercialisation of research; CPD provision; students engaging in start-up activity. **(1,2&3)**

Increase Prosperity for our Community: Contribute to regional economic growth through activities delivered from our research business park [Knowledge Gateway](#) and through partnership working with regional stakeholders to increase productivity and social benefit. Knowledge

Gateway provides a physical space for delivery of innovation support across the region, not limited to the tenant population. Optimise the role of the University's Centre for Public and Policy Engagement (CPPE) as a hub to capture and demonstrate our public engagement activities, delivering benefits to research users and helping communities thrive through our research and innovation. (1,2&3)

Commercialise our Research (collaborations): exploit and expand our partnerships with regional, national and international stakeholders and businesses to optimise co-development of innovative products, services and processes. Aim for top position in UK for number of KTPs to support regional SME's and doubling of Innovate UK funded activity with large corporates. Capitalise on collaboration opportunities from large strategic government initiatives, for example ARIA and Freeports. (2&3)

Commercialise our Research (research outputs): increase the number of licenses and spin-out opportunities based on research output supporting the academic community via an accelerator programme approach to foster ideas and capture income. (2)

Build Capacity: increase number of researchers engaged in KE and improve KE practice across the University, through sustained training of academic and professional services staff to embed a culture of continual improvement. (1)

Enhance Student Knowledge Exchange: engage every student in at least one piece of KE activity during their time at university. (1&2).

Build critical-mass through cross-university Initiatives: a new Institute of Public Health and Wellbeing will launch in 2022 with embedded knowledge exchange support to enable social benefit and commercial engagement (1,2&3)

Advance Communities: introduce structured account management for large corporate engagement to maximise the impact of our research and innovation through broadening the scope of engagement over time. (2&3)

This strategy and associated plans support government policy for innovation including Plan for Growth (Build Back Better), Research England HEIF priorities, Office for Students current strategy and the UK Research and Development Roadmap. The priorities that Essex is working towards are identified here and detailed further in Q2. This strategy aligns with Build Back Better (BBB) supporting the innovation pillar by making it easier for researchers to support businesses and closing the gap between invention and commercialisation. Both the BBB and the UK R&D roadmap propose economic growth through development of high-growth potential R&D intensive firms. Our strategy to proactively engage our academic community with business to create innovation and support the investment target of 2.4% of GDP spend on R&D aligns well with government priorities. The Levelling Up Agenda is covered across the focus areas of increasing prosperity for our community, commercialise our research, building critical mass through cross – university initiatives, advancing communities by concentrating on our region and enhancing productivity through the activities noted in Q2, and continues as part of our regional development work with local and regional stakeholders. The Research England goals of delivering transformational research with real world application, developing researchers and unlocking potential impact are supported by our focus areas and activity noted in Q2. Office for Student agendas are noted in Q2 and our strategy outlines areas where students benefit and have enhanced employability and postgraduates leave with the knowledge and skills that will contribute to their national and local economies and communities, and drive productivity. Finally, our thematic approach to the Net Zero agenda is aligned with the latest government priorities and KE activities.

Investment in resourcing dedicated KE roles continues to be a primary strategic focus for HEIF to enable effective relationship management internally and externally. A variety of operational funds have been in use previously and continue to be utilised to enable KE activity: the Innovation Voucher Scheme and Enterprise Project Fund scheme are now well embedded and continue to enable commercialisation via collaborations and development of IP. New areas of focus include the ACTUATE and EVOLVE programmes for supporting staff/student start-ups and spin out opportunities through workshop-based activity and funded assessment of new opportunities. A newly developed Corporate Engagement Fund will enable the University to maximise the impact of our research and will diversify and amplify partnerships through flexible support to enable interaction and long-term sustainable collaborations with large corporate organisation. A dedicated new role will support this function.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p><u>Leadership for the function and delivery of the plan:</u> Target to meet university KPI's: increase industry income to enable the UoE to be in the top half of Cluster X comparison group by delivering the 3 goals identified in the strategy.</p>	<p>Deputy Director – Enterprise (DDE) Head of Knowledge Exchange (HoKE) Head of Business Engagement (HoBE) Head of Start-Up Support (HSS)</p>	<p>Supports RE/OfS objective of ensuring high-performance KE, unlocking potential, generating impact and meeting national and global priorities and challenges.</p>	<p>All objectives and deliverables</p>	<p>2021 onwards</p>
<p><u>Develop an Entrepreneurial and Externally engaged Culture across the University:</u> Internal engagement to increase the number of departments that engage in KE Awareness raising. Target to have every academic department engage in KE activity appropriate for their discipline.</p>	<p>Knowledge Exchange Managers (KEM) x 5</p>	<p>Supports the Innovation pillar of BBB, increasing economic and societal benefits by increasing researcher's engagement with non-academic organisations.</p>	<p>Objective 1 Further Focus Area (FFA): Capacity Building</p>	<p>2021 onwards</p>
<p><u>Develop an Entrepreneurial and Externally engaged Culture across the University:</u> Support for academics new to KE in sourcing opportunities relevant to field. Target to reach all academic departments in 2021/2022</p>	<p>KEM x 5</p>	<p>Supports the Innovation pillar of BBB by developing new cohorts of academic staff engaging in KE.</p>	<p>Objective 1 FFA: Capacity Building</p>	<p>2021 onwards engagement 2022 activity realised</p>
<p><u>Develop an Entrepreneurial and Externally engaged Culture across the University:</u> Annual Training for academics in the fundamentals of KE. Target to reach academics in all research disciplines and engage academic KE champions</p>	<p>HoKE HoBE KEM x 5 KTP Manager x 1 KE Officer x2 (KEO)</p>	<p>Supports the R&D Roadmap objective of attracting, developing and retaining research and development talent.</p>	<p>Objective 1 FFA: Capacity Building</p>	<p>2021 onwards</p>
<p><u>Develop an Entrepreneurial and Externally engaged Culture across the University:</u> Development and Production of support guides for KE engagement. Target to build a suite of support guides and track staff engagement from 2021.</p>	<p>KEO x 1 Innovation Marketing Officer (IMO) x</p>	<p>Supports the Innovation pillar of BBB through making it easier for academic staff to work with external organisations.</p>	<p>Objective 1 FFA: Capacity Building</p>	<p>2020-2021 2021-2022</p>

<u>Build Capacity</u> : Maintain highly trained professional services staff, with ongoing training programme to increase capacity and capability of the team. Target enable all KE prof services staff to attend 2 x external training over period. Target record all ongoing internal training from lessons learned activities through reflective practice and develop best practice guides.	Internal and external training providers. Within current team 100% HEIF funded. Within University 100% university funded.	Supports RE/OfS objective of ensuring high-performance KE, unlocking potential, generating impact, meeting national and global priorities and challenges.	Objective 1 FFA: Developing a culture of KE across the university.	2021 onwards
<u>Increase Prosperity for our Community</u> : Develop clear reporting lines for the centre for public and policy engagement (CPPE) and capture activity. Target to capture all Policy and Public engagement activity, engage in activity & define best practice in area.	Head of Research Development and Impact (HoRD&I) Director for CPPE (100% University Funded)	Supports RE/OfS objective of delivering transformational research with real world application for societal benefit.	Objective 1,2 and 3 FFA: Developing a culture of KE across the university.	2021-2022 development 2022 onwards for reporting
<u>Increase Prosperity for our Community</u> : Engagement with our current and prospective Knowledge Gateway tenants to connect with in our research activities and use of the site as a hub for regional innovation Target all new and current tenants are connected to appropriate research activity.	Business Development Manager (BDM) x2 (100% HEIF) Funded Director of Operations Knowledge Gateway x 1 (50% University Funded)	Supports the Innovation pillar of BBB and the objectives of the R&D Roadmap through supporting high-growth, R&D intensive firms.	Objectives 2 and 3 FFA: Commercialise our Research (collaborations)	2021 onwards
<u>Increase Prosperity for our Community</u> : Following Completion of the expansion of next phase of Knowledge Gateway. Support access to innovation at our regional knowledge exchange hub. Target to support innovation with 5 new businesses annually.	BDM x 1	Supports the Innovation pillar of BBB with regard to the Levelling Up Agenda and regional growth.	Objectives 2 and 3 FFA: Commercialise our Research (collaborations)	2023 onwards
<u>Commercialise our research (collaborations)</u> : Prepare to respond to new government initiatives including ARIA, Freeports and sector deals. Target to engage with regional and national stakeholders to enable applications for strategic funding. Apply for 3 x applications for large scale initiatives.	Director REO (50% HEIF) DDE HoKE HoBE HSS (100% HEIF)	Supports the Innovation pillar of BBB through the development and commercialisation of creative ideas and new technologies and Levelling Up Agenda.	Objectives 2 and 3 FFA: Commercialise our Research (collaborations)	2021 onwards
<u>Commercialise our research (collaborations)</u> : Engagement with new sectors as output of new departments engaging in KE. Target to have contracts with 20 new businesses per year	BDM x 1 – new role Innovation Voucher Scheme Corporate Engagement Fund (CEF)	Supports the Innovation pillar of BBB through development and commercialisation of creative ideas and new technologies and the Levelling Up Agenda.	Objectives 2 and 3 FFA: Commercialise our Research (collaborations)	2023 onwards
<u>Commercialise our research (collaborations)</u> : External engagement with businesses, local authorities and third sector organisations. Attending events,	BDM x 2 KEM x 5 SIMO	Supports the R&D Roadmap target of increasing R&D spend to 2.4% of	Objectives 2 and 3 FFA: Advance Communities and Prosperity for our	2021 onwards

designing events and follow up from events. Target to host and attend sector related events, to engage with stakeholders in our relevant expertise	KTP Manager KEO x 4 Senior KEO KE Admin – new role Corporate Partnerships Manager – new (CPM)	GDP by 2050. Supports the Innovation pillar of BBB	community and New Initiatives	
<u>Commercialise our research (collaborations):</u> Conversion of leads from engagement to contracts. Target to increase HEBCI data return for collaborative, contract research and consultancy year on year.	KEM x 5 Business contracts manager x 1 KTP manager x 1 Senior KEO x 1	Supports the Innovation pillar of BBB and the R&D roadmap	Objectives 2 and 3 FFA: Prosperity for our community	2021 onwards
<u>Commercialise our research (collaborations):</u> Relationship management of current and prospective external organisations. Target aim for number 1 for KTP in UK, maintain top 3 position.	KTP manager Senior KEO KEO x 2 KEM x CPM	Supports the Levelling Up Agenda increasing productivity of the region	Objective 3 FFA: Prosperity for our community	2021 onwards
<u>Commercialise our research (research outputs):</u> Introduce a new accelerator programme ACTUATE, pivot programme annually, ensure engagement Target engagement across all three faculties. Programme develops, lessons learned. Target to apply for at least 1 x external funding to support new ventures each year.	KEM x 1 HSS x 1 Actuate Programme costs	Supports the Innovation pillar of BBB by closing the gap between invention and commercialisation.	Objective 2 FFA: Developing a culture of KE across the university	2020-2021 onwards
<u>Commercialise our research (research outputs):</u> Capture new inventions and protect where desirable actively market assets, apply for funding to further concepts. Target increase new IDF's year on year; increase licensing agreements year on year, assess spin out potential for each invention.	KEM x 2 HoKE DDE KEO x 1 Enterprise Project Fund	Supports the Innovation pillar of BBB by closing the gap between invention and commercialisation.	Objective 2 FFA: Prosperity for our community	2021 onwards
<u>Commercialise our research (research outputs):</u> Competitive funding of high-quality innovations of research outputs. Target apply for minimum of 2 funding applications per year to further commercialisation opportunities.	KEO x 2 KEM x 2 Enterprise Project Fund (100% HEIF) Academic staff (100% university funded)	Supports the Innovation pillar of BBB through the development of creative ideas and new technologies to shape the UK's future, high-growth, sustainable and secure economy.	Objective 2 FFA: Prosperity for our community	2021 onwards

<u>Commercialise our research (research outputs):</u> Continue investment platform Angels@Essex to deliver high growth start-ups for the region. Targets per year of minimum 12 businesses onboarded to platform. Target 100 1:1 mentoring sessions provided. Target minimum of 12 investment focussed events delivered.	Enterprise Officer (EO) x 1 Business Support Manager x 1	Support the Levelling Up Agenda through increasing productivity for the region.	Objective 2 FFA: Prosperity for our community	2021 -2023
<u>Enhance Student Knowledge Exchange:</u> Develop, access, and engage, a range of enterprise skills-based workshops for UG/PG students. Target to deliver and engage with UG/PG students and increase year on year with 750 during initial reporting year.	HSS EO x 2 Enterprise Assistant (EA) (100% HEIF) Entrepreneur in Residence (100% Externally funded)	Supports RE/OfS objective for students to benefit and enhanced employability.	Objective 1 & 2 FFA: Prosperity for our community and Student KE	2021 onwards
<u>Enhance Student Knowledge Exchange:</u> Microgrant & start-up funding for student and graduate businesses. Target to invest c.£52k in student and graduate start-ups through a combination of microgrants and start-up funding that supports 30 businesses.	80% Contribution from Santander Universities, remaining 20% from HEIF funding	Supports RE/OfS objective for students to benefit and enhanced employability, anticipate 30 of students to receive funding.	Objective 1 & 2 FFA: Prosperity for our community and Student KE	2021 onwards
<u>Enhance Student Knowledge Exchange:</u> Delivery of innovation-led challenges to engage students in extra-curricular knowledge exchange programmes. Target to engage 50 students in extracurricular KE-led innovation challenges per year.	HSS EO x 2 External providers	Supports RE/OfS objective for students to benefit and enhanced employability, anticipate 50 of students to be directly involved.	Objective 1 & 2 FFA: Prosperity for our community and Student KE	2021 onwards
<u>Enhance Student Knowledge Exchange:</u> Development of an intensive business catalyst programme (EVOLVE) for staff spinouts, student and alumnus start-ups. Target to engage 15 x student/graduate/academic staff members per year in a commercialisation/spin-out programme.	HSS EO x 2 EA x 1 External Providers (100% HEIF) Entrepreneur in Residence (100% Externally funded)	Supports RE/OfS objective for students to benefit, anticipate 15-20 students, graduates and staff members to be directly involved annually.	Objective 1 & 2 FFA: Prosperity for our community, Student KE and commercialise our research (research outputs)	2021 onwards
<u>Build critical-mass through cross-university Initiatives:</u> Engagement with businesses with a focus on public health and wellbeing. Target to enable research commercialisation and CPD delivery to at least 20 new organisations and increase year on year.	BDM x 1 Innovation Vouchers Corporate Engagement Fund	Supports the Innovation pillar of BBB via connecting businesses with our research to contribute to an inclusive, sustainable economy and society. Also supports the Levelling Up Agenda via the implementation	Objectives 2 and 3 FFA: Prosperity for our community, Commercialise our research (collaborations), Advance Communities	2021 onwards

		of regional medical trials and working with local NHS Trusts.		
<u>Build critical-mass through cross-university Initiatives:</u> Institute for Public Health and Wellbeing. Support the commercialisation of research via partnerships with match funded industry PhD's. Target 2 x match funded PhDs per year. Flexibly support new initiatives in research strengths Net Zero and Climate Emergency.	KEM x 3 BDM x 2 CPM CEF (100% HEIF) (66% industry funded, 33% HEIF)	Supports the Innovation pillar of BBB through supporting and incentivising the development and commercialisation of new creative ideas and technologies to shape the UK's future high-growth economy. Supports OfS strategic outcome: postgraduates leave with the knowledge and skills that will contribute to their national and local economies and communities, and drive productivity.	Objectives 2 and 3 FFA: Prosperity for our community, student KE	2021 onwards
<u>Support New Initiatives:</u> Benchmark KE activity and develop best practice in promotion of KE enablers and outputs. Target to identify high profile international institutions and germinate ideas for promotion of KE, integrate best practice into current work streams	HoBE SIMO BDM x 2 KEM x 2	Supports the Innovation pillar of BBB via supporting & incentivising the development & commercialisation of new creative ideas & technologies to shape the UK's future high-growth economy	Objectives 2 and 3. FFA: Prosperity for our community, Commercialise our research (collaborations)	2023 onwards
<u>Support New Initiatives:</u> Net Zero innovation network engagement to enable research to impact on the economy and society. Target to map the underpinning research applications which contribute to Net Zero, promotion of research activity to Business audience. Target Apply for minimum of 2 x collaborative funding per year on Net Zero activity	HoBE HoKE BDM x 2 KEM x 2 Innovation Vouchers CEF	Support the Transition to Net Zero objective of BBB. Supports the BBB vision of a Global Britain via the priorities of the Innovation pillar.	Objectives 2 and 3. FFA: Prosperity for our community, Commercialise our research (collaborations)	2021 onwards
<u>Advance Communities:</u> Identify appropriate structured mechanisms for delivery of relationship management. Target to identify high value long term strategic partners and develop effective partnership management tools and reporting.	DDE HoBE HoKE CPM	Supports the Innovation pillar of BBB through connecting businesses with our research in order to contribute to an inclusive, sustainable economy and society. Additionally supports the Levelling Up Agenda.	Objectives 2 and 3 FFA: Develop a culture of KE and Prosperity for our community.	2022-2023
<u>Advance Communities:</u> Implement structured mechanisms for delivery of relationship management. Target to have all relationships defined and managed	DDE HoBE HoKE	Supports the Innovation pillar of BBB through connecting businesses with our research in order to	Objectives 2 and 3	2023-2024 onwards

appropriately with clear routes for reporting and governance.	CPM	contribute to an inclusive, sustainable economy and society. Additionally supports the Levelling Up Agenda	FFA: Develop a culture of KE and Prosperity for our community.	
<u>Advance Communities</u> : Knowledge Gateway development of KE culture across the campus and business community. Target Businesses on our estates to increase engagement year on year with the UoE community for the benefit of the economy and society.	BDM x1 KEM x 2 KEO x 1	Supports the Levelling Up Agenda increasing productivity of the region	Objectives 2 and 3 FFA: Develop a culture of KE and Prosperity for our community.	2021 onwards
<u>Advance Communities</u> : Development of research user communities in public and policy engagement, with maturity of a KE culture across the campuses and regionally engaged communities. Target Research users increase activity year on year.	HoKE (100% HEIF) HoRD&I Director for CPPE (100% University Funded)	Supports RE/OfS objective of delivering transformational research with real world application for societal benefit.	Objectives 2 and 3 FFA: Develop a culture of KE and Prosperity for our community.	2023 onwards
<u>Support Operational Activity</u> : Engagement with reporting for Research England and other funders and provide benchmarking, evaluation and continual improvement in KE.	All KE engaged staff	Supports RE objectives and KE Concordat principles.	All objectives and deliverables	2021 onwards

*Green background denotes 100% HEIF funded activity

*Clear background denotes combined funded activity

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 information below details the policies and procedures that we deploy for the effective management and use of HEIF and measuring progress against our strategic objectives.

- i. Governance of HEIF

The Pro-Vice Chancellor Research has strategic responsibility for KE with support of the Research and Enterprise Office (REO) with the Director and Deputy Director – Enterprise developing operational plans to deliver strategy. Operational responsibility sits with the Head of Business Engagement, Head of Knowledge Exchange and Head of Start-Up Support. The REO centrally manages KE projects with expenditure, milestones and deliverables monitored regularly to ensure objectives are met.

The HEIF spend is managed in the following ways that are appropriate for the grant and delivery timescales:

- i) An annually updated plan submitted to the University Steering Group (University of Essex's senior management team) outlining activity for the following academic year, aligning with the current strategy and reflecting any planned updates to the relevant institutional priorities.
- ii) Any new HEIF supported staff posts are also reviewed as part of the University's annual planning process and are agreed in alignment to the business need and the strategic objectives.

iii) The University of Essex has an Enterprise Board comprised of external members, senior academics and professional services staff. Meetings are held quarterly where progress against the objectives is reviewed and any new initiatives are approved or refined according to members' recommendations.

iv) Support and strategy for commercialisation projects from research outputs is reviewed at the University of Essex Commercialisation Group. (Both the Enterprise Board and Commercialisation Group have industry representation).

Financial Monitoring of HEIF

HEIF is used under the controls and governances set out in [University financial regulations](#) that include financial and contractual authority levels. In addition, there are monthly meetings with finance colleagues to ensure that funding is deployed effectively to ensure that the maximum impact is achieved from the funds available.

ii. Measuring Progress

Progress is measured in a variety of formats; from individual team members' reports on live projects in regular meetings through to outcomes against the annual targets for the strategic objectives being captured at an institutional level. Current measures for the HEBCI submission are monitored and reported on annually to University Steering Group and Enterprise Board.

Progress for this accountability period will be measured against the following activities:

Objective	Activity	Measure	Outcomes
1	Departmental engagement in KE activity	No of academic engagements with KE activity	Increased capacity for High Quality KE delivery
		No of attendees at internal KE training	Increased capacity for KE and standard setting
		% of academic staff engaged with business	Increased capacity for KE and reach with relevant sectors
		No of engagements with support guides in KE	Informed University staff in KE and further generation of KE culture
	Students engaged in KE	Number of students/graduates starting businesses	Increased no of businesses returned as part of annual HEBCI return
		Number of students receiving funding to support start-ups	Increase number of student and graduate start-ups receiving start-up grants and microgrants
		Number of students participating in innovation-led KE challenges	Increase in entrepreneurial skill awareness/efficiency through self-reporting tools
		Attendance at external training	Higher Quality delivery of KE and best practice sharing

	Highly Trained Professional Services KE staff	Development of Lessons learned and implement recording of activity	Progression in delivery of satisfaction in KE projects and streamlining of processes.	
2	Engagement with external partners and collaborators – pipeline numbers	Measured via systems and pre-system pipelines the CRM system and records to Enterprise Board	Maximise the impact of our research by collaborating with external stakeholders	
	Number of new research contracts signed, covering contract research, collaborative research and consultancy	Measured from reporting systems and reported through HEBCI	Impacts increasing for stakeholders through collaboration.	
	Number of sector relevant events delivered	No of events		Increased innovation potential for stakeholders
		No of academic staff engaged in events		Increased understanding of stakeholder needs and applied research activity
		No of externals engaged in events		Increased understanding of University's offer
		No of professional services engaged in events		Increased understanding of sector needs and developments leading to tailored offers
		Conversion to proposal development		Maximising the research and innovation from UoE
		No and value of Innovation vouchers		Lowering the barrier to entry to working with SMEs in the region.
		Conversion to larger funding opportunity		Increasing partnerships and commercialisation
		No and value of projects supported by Corporate Engagement Fund		Maximising the strategic research commercialisation activity with large organisations, enabling sustained impact across value chains
		Conversion to contract and delivery		Delivery of commercialisation via research to stakeholders
		No of new case studies exploited		Promotion of High Quality KE to stakeholders and shaping of best practice
	Research commercialisation from research outputs	No IDF's and No from department		Maximising research outputs
		No of Engagements of staff/students in ACTUATE/EVOLVE		Potential new start-ups realised
		No of license deals completed		Increasing the reach and impact of research outputs
		No of business plans reviewed by commercialisation group		Prosperity for the community from new business
		No of projects and value delivered by Enterprise project Fund		Increased commercialisation of research outputs for economic growth and societal benefit.
		No of external funding applications to support commercialisation innovations		Increased pipeline of research outputs developing routes to commercialisation
	Engagement with Continuing Professional development	Total and new CPD offerings		Delivery of sector and stakeholder training for regional developments
		No of participants/learner days in CPD		Increased engagement and up skilling of workforce

3	Diversify current partnerships engagement activities – Marketing activity	Social media impressions	Increased innovation potential for stakeholders
		Lead generation % increases	Maximising the research and innovation from UoE
		Number of businesses mentored through space2grow	Increased innovation potential for stakeholders
	Amplify current partnerships	Number of press releases and case studies of KE activity	Increased innovation potential for stakeholders and Promotion of High Quality KE to stakeholders and shaping of best practice
		No of public engagement events delivered	Engaged communities enabled to benefit from research activity and outputs
		No of multiple KE engagements with business	Diversification of KE offer to stakeholders to enable commercialisation of research
		No/value of Key accounts	Sustained research commercialisation through collaborations
		No/value of repeat business	Increased impact delivered by commercialisation of research

*Green denotes a NEW metric to measure.

iii. Evaluation of Outcomes

Outcomes are monitored by Enterprise Board through quarterly reporting, evaluation of staff is an annual performance review process and project funding is evaluated on a project by project basis. External evaluation is undertaken as part of the KTP programme management. Continuous improvement is fostered through peer to peer networking and sharing best practice with a diverse range of University partners, including active membership of KE networks. The use of HEBCI, the KEF and the KE Concordat enables Essex to continue to benchmark and strive for continual improvement and evaluation of outcomes. An external evaluation will be commissioned each year on a particular KE activity strand which will enable lesson learning and best practice development. An external assessment of the KE activity will also be undertaken on an annual basis to ensure the KE activity continues to benefit the economy and society.

iv. Lessons Learned

For this accountability period, the continuous improvement of delivery of high quality KE will be actioned in a holistic programme to ensure that lessons are learned from across the portfolio of KE activity and interventions are designed to enable commercialisation of research which is streamlined for collaborators and academics. Annual away days will be used to inform the topics of reflective practice and integration of the learnings into daily practice. University policy development for commercialisation and KE activity will be informed from this annual exercise. The action plan for the KE Concordat will be instrumental in the continuation of improvements and delivery of high quality KE.

The Enterprise Senior Leadership Team engage with the sector to ensure that the University of Essex is conversant with current best practice, and we are often contacted to provide insights from other institutions on our KE activity and success.