

RE-P-2020-03-Annex B

University of Reading

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 Reading's HEIF strategy objectives supported embedding of our approach to KE, both across the breadth of the University and through our relationships with external partners.

KE is rooted in our [Institutional Strategy](#); [Research and Innovation Strategy](#); and [Teaching and Learning Strategy](#), and drives the University's developing Commercial Strategy and Public and Community Engagement Strategy. Our emerging strategic objectives for KE align to the University's Vision and the four principles of our Institutional Strategy – **Community, Excellence, Engaged University** and **Sustainability**:

Vision: To maximise the social, economic and cultural benefits realised by our research, skills and talent on a local, national and global scales.			
Community	Excellence	Sustainability	Engaged University
<p>We are a diverse, inclusive and supportive community of students, staff and alumni.</p> <p>We use our knowledge and skills, collectively and individually, to solve problems and create opportunities for the benefit of people and the planet and the advancement of the University.</p>	<p>We transform lives by focusing on excellence and innovation in education and research – locally, nationally and globally.</p> <p>We work in partnership with government, business, charities and other organisations to enhance student learning and career development and to extend the impact of our research.</p>	<p>Making the best use of our resources to ensure the sustainability of the University.</p> <p>Committed to playing our part in tackling climate change and recognised as a University that leads on global environmental sustainability.</p>	<p>We deliver impact beyond our campuses.</p> <p>We work with partners in a coordinated way to play a positive role in the social, cultural, environmental and economic life of our local communities.</p> <p>We use our global links to benefit the towns and regions in which we operate.</p>

Our Emerging KE Objectives

Strategic Objectives – Community

- **CO1 Upskill our community** – through increasing capacity and capability for academic and professional staff in KE and students; helping them to develop and embed their skills.
- **CO2 Enhancing student employability** – creating and growing opportunities for our students to benefit from and get involved with KE, to enhance their employability.

Our Institutional Strategy aims to drive engagement across all areas of our University community, including strengthening the student voice and upskilling our staff. It seeks to drive inclusiveness and interaction, and avoid the creation of silos. Our R&I Strategy promotes investment to help develop our researchers through training, mentoring, support and the development of communities of practice. Together, these aims drive our focus on broadening our engagement in KE activities across more areas of the University, to actively grow our KE community and ultimately deliver higher quality and more diverse KE through the development of expert practitioners at all levels – including students, ECRs, academic and professional staff, from across all relevant areas of the University.

Our T&L Strategy aims to equip our students with the aspirations, confidence and skills to become highly employable graduates who are sought after by employers, both nationally and internationally, and are able to respond to diverse opportunities and challenges. This drives our focus on KE activities that support curricular and co-curricular development opportunities, maximising opportunities for our students to engage with and benefit from our partnerships.

Strategic Objectives – Excellence

- **ExO3 Transforming sectors** – maximising the value of our excellent research to transform sectors and those employed.

Our Institutional Strategy addresses the importance of dedicating the time and commitment needed to nurture partnerships, recognising the benefits can be social, intellectual and cultural as well as financial. It places a focus on improving how we communicate, to make it easier for external stakeholders to access University knowledge and services. Our R&I Strategy reinforces our ambitions around developing strategic partnerships, collaborations and engagement – both within and beyond academia – to increase the impact and reach of our work, and to increase our influence and income.

Strategic Objectives – Sustainability

- **SO4 Maximising the opportunities of the green economy** – leveraging our global leadership and expertise to support key stakeholders in exploring the opportunity for the region.
- **SO5 Leveraging our global excellence** – building on our excellence to maximise the social and economic potential of the University’s assets, including our property portfolio, academic know-how and research outputs, (including intellectual property).

Our Institutional strategy focuses on both financial and environmental sustainability. In financial terms, it aims to generate increased income through commercialisation and engagement with business. In environmental terms, it aims to draw on our world-leading research strengths in climate change and environmental science to support and deliver change in the world.

Strategic Objectives – Engaged University:

- **EnO6 Regional leadership** – to act as an anchor institution, and lead the region’s inclusive growth agenda by leveraging our global links, expertise, skills and physical assets.
- **EnO7 Developing our approach to partnerships** – to drive more systematic and structured approaches to extend the reach and depth of our partnerships with local communities, regional stakeholders and industry.

Our Institutional Strategy is driving a stronger focus on our role as a ‘civic’ University, reflecting our major economic and cultural contribution to the region, including our wider contribution in terms of skills, particularly given the significant proportion of our alumni who make their home here. Our R&I Strategy aims to support our researchers in engaging with stakeholders at all levels, enabling us to deliver practical value from our research to tackle social, economic, environmental and political challenges. Our developing Commercial Strategy is rooted in leveraging our global links and geographic location to benefit the towns and regions in which we operate. This is driving our work around Thames Valley Science Park (TVSP), attracting significant inward investment, creating jobs and will provide significant opportunities for our students to engage and enhance their employability.

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
*List of HEIF Priorities included in the table:				
BBB1 - Build Back Better - innovation to drive economic growth and creates jobs BBB2 - Build Back Better - giving people the skills to succeed BBB3 - Build Back Better - uniting and levelling up the country BBB4 - Build Back Better - driving growth that is green BBB5 - Build Back Better - supporting Global Britain BBB6 - Build Back Better - boosting productivity and competitiveness R&DR1 - R&D Roadmap - supporting scientific excellence (inc. arts, humanities and social sciences) R&DR2 - R&D Roadmap - tackling major challenges we face		R&DR3 - R&D Roadmap - attracting and developing talent R&DR4 - R&D Roadmap - supporting entrepreneurs and start ups (including intrapreneurs and social enterprises) R&DR5 - R&D Roadmap - making the UK the partner of choice R&DR6 - R&D Roadmap - inspire future generations REO1 - RE/OfS - enriching the student experience and their careers REO2 - RE/OfS - benefits to employers, the economy and society REO3 - RE/OfS - efficiency and effectiveness		
**List of UoR Strategic Objectives included in the table:				
<ul style="list-style-type: none"> • CO1 Upskill our community – through increasing capacity and capability for academic and professional staff in KE and students; helping them to develop and embed their skills. • CO2 Enhancing student employability – creating and growing opportunities for our students to benefit from and get involved with KE, to enhance their employability. • ExO3 Transforming sectors – maximising the value of our excellent research to transform sectors and those employed. • SO4 Maximising the opportunities of the green economy – leveraging our global leadership and expertise to support key stakeholders in exploring the opportunity for the region. • SO5 Leveraging our global excellence – building on our excellence to maximise the social and economic potential of the University’s assets, including our property portfolio, academic know-how and research outputs, (including intellectual property). • EnO6 Regional leadership – to act as an anchor institution, and lead the region’s inclusive growth agenda by leveraging our global links, expertise, skills and physical assets. • EnO7 Developing our approach to partnerships – to drive more systematic and structured approaches to extend the reach and depth of our partnerships with local communities, regional stakeholders and industry. 				

<p>Growing Sector and Thematic Based Networks A.</p> <p>Expand the Thames Valley AI Hub (TVAI Hub), to include provision of workshops and short courses in partnership with key stakeholders. Workshop and course attendees will include members and non-members of the Hub, which includes large and small company employees, business owners, entrepreneurs, academics, students and members of the local community.</p>	<p>30% of Business Networks and Projects Coordinator role 25% of Business Relationship Manager role 10% of Research Development Manager role Project costs</p>	<p>BBB 1-6 R&DR 1-6 REO 1-3</p>	<p>CO1 ExO3 SO5 EnO6 & 7</p>	<p>2021 onwards</p>
<p>Growing Sector and Thematic Based Networks B.</p> <p>Learn from our expertise and experience gaining in developing and growing networks (e.g. TVAI Hub) to develop new areas.</p> <p>Target areas are expected to include: Agritech, Defence & Security, Creative Industries, Climate and Weather Services/Green Economy, Food and Agriculture.</p>	<p>30% of Business Networks and Projects Coordinator role 25% of Business Relationship Manager role 1 x Research Development Manager role (net across multiple roles) Project costs</p>	<p>BBB 1-6 R&DR 1-6 REO 1-3</p>	<p>CO1 ExO3 SO4 & 5 EnO6 & 7</p>	<p>2022 onwards</p>
<p>Commercialisation@Reading.</p> <p>A Programme of activities to engage, improve and grow commercialisation at Reading.</p> <p>Activities include: (i) Upskilling - working with experts to upskill professional services. (ii) Develop a pre-accelerator and accelerator programme and innovation fund to upskill and encourage academics to engage in the commercialisation of their research.</p>	<p>30% of Business Networks and Projects Coordinator role 25% of Head of Business Relationships and Commercialisation role 5% Director, Knowledge Transfer Centre 25% IP Manager role 10% Head of Contracts 2 x Business Relationship Manager roles</p>	<p>BBB 1-6 R&DR 1, 2, 4 & 5 REO 2 & 3</p>	<p>CO1 SO4 & 5 EnO7</p>	<p>2021 onwards</p>

(iii) Consultancy - market development of opportunities.	2 x Contract Manager roles Academic staff buy-out Project costs			
<p>Growing Inward Investment Opportunities at Thames Valley Science Park (TVSP).</p> <p>Grow engagement activities following on from the success of Shinfield Studios, to maximise the potential of TVSP as a hub for inward investment, focusing on the links to a global and research-intensive University. This includes developing programmes and initiatives to support collaboration through KE and innovation; through public and community engagement; and creation of talent pipelines.</p> <p>Target to deliver further inward investment equal to or greater than that already achieved through the Shinfield Studios transaction, namely:</p> <p>(i) c.£250m of direct investment anticipated for development;</p> <p>(ii) further c.£500m pa of inward investment thereafter;</p> <p>(iii) creation of 1,500 jobs onsite and</p> <p>(iv) a further 1,500 associated jobs in the supply chain and ecosystem.</p>	25% Commercial Director 25% Director, Knowledge Transfer Centre 2 x Business Relationship Manager roles 50% Commercial Project Manager role 50% Junior Commercial Project Manager role 50% Employer Engagement role	BBB 1-6 R&DR 1-6 REO 2 & 3	ExO3 SO4 & 5 EnO6 & 7	2019-20 onwards
<p>Academic Strategic Lead for TVSP.</p> <p>Initiative to support development of the skills and strategic capability within our academic leadership teams, and building a more systematic approach to developing strategic partnerships with anchor tenants and sector</p>	During development phase: 10% of Research Dean post 5% of Commercial Director role 15% of Head of Business Relationships and Commercialisation role	BBB 2 R&DR 1, 2, 4 & 6 REO 1-3	CO1 & 2 ExO3 SO5 EnO6 & 7	Development phase: 2020-21 Further roll out anticipated from 2022 onwards.

<p>stakeholders. Bringing together KE across T&L, Research and Innovation.</p> <p>Target: (i) Developing a pilot at Cine Valley, that effectively embeds an academic and KE leadership role in our partner relationships; (ii) creating an engagement model that can then be expanded to other areas of TVSP as development continues.</p>	<p>5% of Research Development Manager role 25% Junior Commercial Project Manager role 5% Senior Placement & Development Manager role 5% Curriculum Development (Employability) role</p>			
<p>Driving a skills pipeline through TVSP.</p> <p>Developing strategies and initiatives that will embed our students within our TVSP offering, and support inclusive growth opportunities by providing access to jobs and training in conjunction with tenants and partners. This will include: (i) activities to draw our TVSP partners into our curriculum; (ii) providing opportunities for placements and work-based experience; (iii) leading creation of a framework to join up support and delivery of sector-focused skill development programmes.</p>	<p>10% of Research Dean post 5% of Commercial Director role 15% of Head of Business Relationships and Commercialisation role 25% Junior Commercial Project Manager role 5% Senior Placement & Development Manager role 5% Curriculum Development (Employability) role</p>	<p>BBB 1, 2, 3, 5 & 6 R&DR 2-6 REO 1-3</p>	<p>CO2 ExO3 SO5 EnO6 & 7</p>	<p>2020-21 onwards</p>
<p>SME Engagement through Graduate Programme.</p> <p>Launch and deliver our graduate recruitment and development scheme for SMEs, working in partnership with Henley Business School and a local SME.</p>	<p>During pilot: 60% Project Co-ordinator role 5% Commercial Project Development Manager role 5% Employer Engagement Manager role Project costs</p>	<p>BBB 1, 2 & 6 R&DR 2, 3, 4 & 6 REO 1-3</p>	<p>CO2 SO5 EnO6 & 7</p>	<p>Pilot launch late 2021 Full roll-out 2022 onwards</p>

Target is to launch the pilot in late 2021 and recruit to 5 graduate-level roles. Assuming success, we will look to rapidly scale, but plans and targets will be informed by the pilot activities.				
<p>Creative Entrepreneur in Residence.</p> <p>Programme to deepen engagement between the University and the emerging regional creative industries ecosystem through activities including an Entrepreneur in Residence (EiR), seminars and a pump priming innovation fund.</p> <p>Targets over the 3 years of the programme: (i) engagement with academics; (ii) 3-5 pilot projects; (iii) up to 10 student projects.</p>	30% of Business Relationship Manager post Academic staff buy-out Internal, competitive projects funding Project costs Support costs for EiR	BBB 1, 2, 5 & 6 R&DR 1-6 REO 1-3	CO1 & 2 ExO3 SO5 EnO6 & 7	2021-24
<p>Entrepreneurship Training for Postgraduates and ECRs.</p> <p>Develop and deliver entrepreneurship training through a pre-accelerator programme for postgraduates and ECRs.</p> <p>This will: (i) continue to support and build on our work around the Young Entrepreneurs Scheme (YES); (ii) support the longer-term roll out the opportunity to participate in a pre-accelerator to all PGRs and ECRs. Target 50 number students over 2 years.</p>	25% of Business Relationship Manager post 25% of a Business Engagement Coordinator post 5% of an IP Manager post Project Costs	BBB 1 & 2 R&DR 1-6 REO 1-3	CO1 & 2 ExO3	2021 onwards

<p>Improving our KE communications and business development.</p> <p>Project to review and improve how we communicate with business, to make it easier for external stakeholders to access University knowledge and services. This includes developing clearer messages and channels, such that we are better able to engage with relevant partners, sectors and networks, and build on the critical mass we have created.</p> <p>Targets: (i) joined up comms strategy for KE at the University; (ii) new and targeted marketing materials; (iii) to increase engagement with target audiences; (iv) increase in relevant enquiries.</p>	<p>1 x Business Relationship Manager role (net across multiple roles) 1 x Business Engagement Coordinator 1 x new sector focused communications role 5 x student roles 5% Head of Research Communications</p>	<p>BBB 5 & 6 R&DR 1, 2 & 4 REO 2-3</p>	<p>CO1 ExO3 SO4 & 5 EnO6 & 7</p>	<p>2020 onwards</p>
<p>Create and Curate an Urban Room as a Community Hub.</p> <p>An initiative to improve our community engagement and contribute to the regeneration of the High Street by creating both a physical space and programme of activities that will establish the University's presence in Reading's town centre and opportunities for the community to engage in local growth and regeneration activities.</p> <p>This aims to establish a business model that enables effective leveraging of private sector investment in community initiatives, that can</p>	<p>25% Business Relationship Manager role 1 x new Curator post Student project stipends Project costs</p>	<p>BBB 1-6 R&DR 1-6 REO 1-3</p>	<p>CO1 & 2 ExO3 SO4 & 5 EnO6 & 7</p>	<p>2021 onwards</p>

<p>then be applied elsewhere.</p> <p>Targets:</p> <p>(i) Establish a steering group of local stakeholders.</p> <p>(ii) Create up to 5 students projects to provide real-world experience at developing community space.</p> <p>(iii) Create virtual Urban Room</p> <p>(iv) Event programme (virtual and f2f)</p>				
<p>Specialist KE roles to Build Sector Engagement.</p> <p>Undertake a gap analysis to understand the capability and skills required to deliver emerging priorities, building on experience gained in creating targeted roles to grow KTP and network development activity across professional and academic communities. Target areas expected to include Local Growth & Regeneration, Agritech, Public and Community Engagement, Green Economy and student engagement.</p>	<p>5% Director, Knowledge Transfer Centre</p> <p>5% Head of Business Relationships and Commercialisation</p> <p>20% Employer Engagement Manager</p> <p>Academic staff buy-out</p> <p>Internal, competitive pump-priming fund</p>	<p>BBB 1-6</p> <p>R&DR 1-6</p> <p>REO 1-3</p>	<p>CO1</p> <p>ExO3</p> <p>SO5</p> <p>EnO6 & 7</p>	<p>2022 onwards</p>

Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

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

Introduction

Since the appointment of the Commercial Director in 2019 and reorganisation of the Commercial Function, there have been changes to the leadership and responsibilities related to knowledge exchange at the University. Our KE Strategic Objectives (outlined in Q1) have been updated and as part of our work in developing these, we reviewed our progress in achieving the intended outcomes and impacts of our HEIF strategy, considering:

- How the HEIF uplift had enabled us to successfully build and maintain a more diverse pipeline of activities.
- Which factors delivered greater success for effectively investigating and developing innovations and new approaches.
- How we took decisions to support where and how we scaled or continued to support appropriate activities.
- How we ensured activities aligned to our strategic objectives, particularly around sustainability and community.

This work helped embed a greater focus on a more holistic review of our KE activities across the University, as well as improving our understanding of where and how activities succeeded. However, elements of this work are ongoing and the KEF and KE concordat (KEC) are informing how we: 1) Implement a Strategic Planning Process to prioritise new and emerging activities and manage investment in our existing portfolio; 2) monitor our

success and; 3) develop our approach to evaluation, including a more systematic approach for gathering feedback from external stakeholders.

Managing our HEIF spending

We continue to use our HEIF allocation to fund central teams and roles that support KE activities aligned to the University's strategic priorities and objectives. This is managed by the Director of the Knowledge Transfer Centre, supported by colleagues in relevant areas (including Research Services and Finance), under the leadership of the Chief Financial Officer and PVC Research & Innovation.

Our HEIF strategy also included plans to ring-fence a proportion of our allocation to support new and emerging activities (including roles) aligned to our Strategy and government priorities. Introduction of this Strategic Planning Process was overseen by a Steering Group led by the PVC Research & Innovation, and the work was reported through key University Committees. To support our aims for diversifying our KE and aligning to our Research Themes, the membership included:

- Director of the Knowledge Transfer Centre.
- Head of Research Services.
- Research Dean for Agriculture, Food and Health – representing the Research Deans to ensure alignment to our Research Themes.
- Teaching and Learning Dean for Student Achievement – representing the T&L Deans and to ensure a strong link to our student communities.
- Interim Commercial Director – to ensure regional and commercial alignment.

The purpose of the Group was to:

- Drive a step change in our KE activities, supporting new and emerging activities that would not otherwise be delivered.
- Implement a process for providing seed funding for pilot activities.
- Ensure a targeted use of funds, supporting activities that demonstrate a clear path to financial sustainability.
- Grow opportunities for students to benefit from our KE activities.

Given the development of our new strategic objectives for KE, while management of HEIF spend will continue to be overseen through the channels outlined above, we are reviewing our wider KE governance. This reflects the significant developments in the KE landscape (including the introduction of KEF and the KEC); development of our approach to KE and commercialisation (including the creation and success of the Commercial Function); and recognising the increased breadth of our KE activities across the University and with external partners.

Measuring progress

As outlined, we use HEIF to underpin a number of KE roles, and progress is managed through our existing performance review process, using specific objectives for KE and

commercialisation roles, that are tailored to our KE agenda and included in job descriptions. This includes:

- Objectives specific to an individual's area of responsibility – these might be sector specific or linked to our regional and/or community activities.
- A team-based objective – this is linked to our drive around continuous improvement and best practice approaches.
- A professional objective – for example, developing a new strategic initiative within an area of responsibility such as auditing sector-based opportunities and mapping the existing professional network within that space; upskilling in a core area, which may lead to an individual becoming the team or even institutional expert on a developing or emerging area e.g. a new collaborative funding scheme.

New and emerging opportunities are monitored using the approaches developed through the Steering Group. Each initiative is assigned a Project Mentor from the Business Relationship Manager team; objectives are set, monitored and reviewed, and regular progress reports are provided.

Evaluating outcomes

To evaluate our activities we:

- Deliver formal, external reviews (e.g. all completed KTP projects are evaluated by an external panel on behalf of Innovate UK).
- Work with specialist consultants on structured evaluations of activities e.g. consultancy review.
- Establish Steering Committees for key activities, with diverse membership from our academic community, professional services and externals.
- Prepare targeted communications and events e.g. case studies, research blogs and showcase events to capture impact and share with stakeholders.
- Prepare submissions to high profile awards (e.g. THE KE categories);

In preparation for the KEC, we introduced a HEIF Investment Opportunity Framework which enables us to capture objectives and expected benefits for initiatives before an investment decision is made and if successful, the basis against which to evaluate outputs. This is overseen by the Steering Committee. This framework includes:

- Guidance on knowledge exchange and eligible support including information on Institutional, Government and Research England and Office for Students priorities.
- Description of the Initiative or Programme and activity/ies.
- Identification of the purpose of the activity – (i) pump priming; (ii) maintaining excellence; (iii) accelerating or scaling; (iv) opportunistic; (v) explorative/mitigate risk.
- Agreement of expected outputs and benefits, to ensure progress and success can be effectively monitored and shared.

- Identification of monitoring and evaluation arrangements.
- Assessment of financial sustainability – what is the long-term planning for support to avoid reliance on HEIF. Sustainability may be delivered directly through generating additional income; by successfully obtaining other funding (including commercial funding); or by embedding activities in ‘business as usual’. The value of this approach is reflected in the success of our relatively new Commercial Projects team, who are already generating significant income streams to support KE activities.

Identifying lessons learned

We use a variety of approaches to capture lessons learned:

- Individual 1:1 discussions between academics and professional services.
- Community of Practices across departments or thematic areas to share feedback and lessons learned.
- Committee-level reporting and review.
- Workshops and seminars. Professional services provide academics with a number of bespoke activities that share best practice and capture new, emerging issues.
- Toolkits and Handbooks. Our **Guide to Building Collaborations** was developed by the Business Relationship Manager team to provide a resource to help support professional services staff working with our academic and research community to build new partnerships.
- Processes and Procedures. This is an ongoing activity to identify, develop and share processes and procedure on our internal web pages to ensure academics can access the relevant, up to date information.

We have also created a KE Working Group, consisting of a range of professional services and academic staff from across the University. Work has focused on upskilling this Group, particularly in light of the rapid developments in KE, to ensure they are appropriately positioned to take the role of critical friend, and to help shape and influence our strategic direction. In addition, they have a role to help share their knowledge and expertise across their own networks and communities, to support the diffusion of KE messaging across the wider University.