

HEIF accountability statement

Narrative return template for HEIF funding period 2024-25

Return date: 24 January 2025

University of Suffolk

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HEIF contact information

The contact provided here is responsible for ensuring that the head of institution has approved this HEIF Accountability Statement submission to Research England¹

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Has this KE strategy been approved for submission to Research England by the head of institution?	Yes - initial approval with the Executive 17 th December 2024 and final approval 21 st January 2025.

¹ We would normally expect this to be the nominated KE contact held by Research England, for confirmation of who is currently held as the nominated KE contact email KEPolicy@re.ukri.org

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.

(max 2 pages of A4)

As a university in receipt of HEIF income for the first time, the University of Suffolk revised their Research Excellence strategy to a new Research and Knowledge Exchange Strategy to more prominently include knowledge exchange. This revision better reflects the new university structure, more closely aligning knowledge exchange with research under the leadership of the Pro Vice-Chancellor for Research and Knowledge Exchange.

Both research and knowledge exchange are central to the University's [Strategy and Vision 2020 -2030](#) and to date we have significantly invested in and grown both our research and knowledge exchange agendas in line with our areas of distinctiveness:

- Health and Wellbeing
- Social Justice and Crime
- Creative Digital Technologies
- Sustainable Energy
- Excellence in Learning and Teaching
- Culture and Heritage

Our strategy for Research Excellence and Knowledge Exchange specifically is informed by:

- Regional and national priorities for economic and societal benefit (for example, the Suffolk Economic Strategy and Growth plan)
- Our values – Transformative; Inclusive; Creative; Empowering; Collaborative; Professionalism and Service
- Our commitment to EDI, Athena Swan, CoARA and to Concordats (research integrity, knowledge exchange and career development for researchers) and Manifesto for public engagement
- Our role as a Civic University
- Close collaboration with our external stakeholders
- Our academic community
- Our performance in the KEF 4

We have strategically and significantly invested in both our Research and Knowledge Exchange Directorate and our Business Engagement, Careers and Employability (BECE) Directorate to support a range of knowledge exchange activities, but we need to increase the number of academic staff engaging in knowledge exchange endeavours, the profile of knowledge exchange across the university and the number of business and organisations working with us.

An immediate priority for the University is developing Knowledge Transfer Partnerships, Consultancy and non-credit bearing courses (Continuing Professional Development – CPD). Another key priority is to increase partnerships with business and opportunities for students to engage with knowledge exchange to support employability and career development. We will continue to develop our areas of distinctiveness through our institutes and establish a new Centre for Culture and Heritage.

In summary our strategic objectives to improve our performance in knowledge exchange are to:

1. Increase our capacity for knowledge exchange and ensure that our staff and students are better developed and trained to understand and undertake their roles and responsibilities in the delivery of successful Knowledge Exchange.
2. Build better and more effective relationships with business, other organisations and the community by improving our communications and information about clear routes to access expertise in the University.
3. Revise our knowledge exchange related policies and introducing policies to support and incentivise new areas of activity (for example consultancy) and ensure our processes to support knowledge exchange activities are clearly communicated as being central to our mission as a modern university.
4. Better recognise, reward and publicise the achievements of staff and students who perform high quality knowledge exchange activities.
5. Support our commitment to inclusivity, equality and diversity through the Concordat for the Advancement of Knowledge Exchange Research in Higher Education, the Concordat for Research Integrity and our delivering on our Athena Swan Bronze award action plan and ensuring that our partners and beneficiaries understand the ethical and charitable regulatory environments in which our institution operates.

6. Share best practice with our partners and peers and have established processes for learning and developing our understanding from this.
7. Regularly evaluate, monitor and report our institutional and collective performance and engagement with knowledge exchange and review our knowledge exchange ambitions using the Concordat for the Advancement of Knowledge Exchange in Higher Education through regional, national or international benchmarks to deliver a robust programme of continuous improvement.
8. Strive to maintain our performance in the areas where we are above the cluster average - public and community engagement (aiming for a silver NCCPE watermark by 2027) and local growth and regeneration.
9. Increase the number of research partnerships and business we are working with (for example through KTPs, Consultancy and Contract Research) to be above the cluster average by 2027.
10. Invest in and improve the areas we are performing below the cluster average – especially working with the public and third sector, CPD and grad start-ups to be at least in line with the cluster average by 2027.

Question 2 – Use of HEIF

How do you intend to use your 2024-25 HEIF allocation?

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2024-25. Please include indication of the planned timescale of the activity.

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. 2024-25 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 2024-25 HEIF allocation.	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
Enhancing and developing our Civic University and Public Engagement programmes, including public engagement events and a comprehensive, accessible multi-media programme. Collaborative business/university place-based public engagement events to debate local/regional issues and topics for example, the Green economy with Sizewell C and effectively tackling poverty with Healthwatch. These events will strengthen university-business-community relationships while providing students with valuable exposure to real-world regional issues and networking opportunities.	HEIF will be utilised to support open public events annually with relevant academic and external stakeholders focused on a key issue/topic facing the region (£20K). HEIF will be used to support 0.2FTE of an existing Research and KE Systems Administrator to enhance our communications platforms in relation to Civic university and public engagement.	This supports Suffolk's Growth and Economic Strategy 'Pride in Place', driving inclusive growth by facilitating critical public discourse on regional challenges. It focuses on talent development and creating strong local networks, while supporting Research England and OfS objectives around civic engagement.	Objective 2: Build better and more effective relationships. Objective 8: Strive to maintain our performance	2024-2025 onwards
Invest in Culture and Heritage Establish a Centre for Culture and Heritage supporting a range of creative industries. The Centre will attract local businesses and cultural organisations (for example historical sites; places of artistic and literary interest) to engage with academics improving access for local communities and facilitating student placements.	HEIF will fund the investment in a new 0.4 FTE role as lead for the Centre for Culture and Heritage as buy behind from existing staff time (Associate Professor grade), HEIF will also fund a new 0.5 FTE Band 5 Centre Manager, and a budget to enable the development of activities within the Centre (£7.5K).	This strategically aligns with both regional economic priorities and national objectives for creative industry growth. Supporting the emerging creative and digital sector while preserving and promoting local cultural assets.	Objective 2: Build better and more effective relationships with business. Objective 9: Increase the number of research partnerships and business we are working with.	Commencing February 2025

		The Centre will further enhance student opportunities in the creative industries connecting to broader government priorities around place-making and creative sector growth, while supporting OfS objectives for high-quality specialist education and enhanced graduate outcomes in priority sectors.	Objective 10: Invest in and improve the areas we are performing below the cluster average.	
<p>Resource for KE support within the Research and Knowledge Office (RKEO) and the Finance and Planning Directorate</p> <p>The RKEO are the key support team within the university for KE activity. Within the RKEO we have a dedicated KE team who will be supporting the following activities within the year:</p> <ul style="list-style-type: none"> • Evaluation of current KE engagement activity undertaken by academic staff through 1-2-1 and small group conversations identifying range and level of engagement; potential barriers and support required to increase level and type of KE activity across the University. • Increase external stakeholder engagement in helping the university increase knowledge exchange activity and profile and obtain external stakeholder perspectives to inform the development of priorities for KE strategy to align with research excellence strategy. 	<p>HEIF will contribute 2.2FTE of staff resource within the RKEO, with all other support posts in the RKEO being University funded.</p> <p>HEIF will contribute 0.8FTE to the Finance and Planning Directorate to provide financial support for funded KE activities.</p>	<p>In line with our mission, and directly underpinning the university's ability to deliver on regional and national strategic priorities, this will strengthen our KE capabilities, evaluation processes, and stakeholder engagement.</p> <p>It aligns with Research England's emphasis on effective knowledge exchange while supporting the Suffolk Economic Strategy's goals for enhanced business-academia collaboration.</p>	<p>Objective 1: Increase our capacity for knowledge exchange.</p> <p>Objective 3: Revise our knowledge exchange related policies.</p> <p>Objective 7: Regularly evaluate, monitor and report our institutional and collective performance.</p>	Commencing 2024/2025 ongoing

<ul style="list-style-type: none"> Revise policies, processes and promotion criteria to better reward and recognise KE activity. Improve our internal systems to better ensure that recording, reporting and returning KE related data are accurate. <p>The RKEO team also provide pre-award and contracts support for all funded research and KE activity, including KTPs, consultancy, and contract research. Our Finance and Planning Directorate provide post-award financial support for funded activity.</p>				
<p>Increase support for Knowledge Transfer Partnerships and consultancy</p> <p>With our aim of growing the number of Knowledge Transfer Partnerships (KTPs) and consultancy projects, we are also creating a permanent KTP and Consultancy Manager to help drive this forward.</p> <p>The post holder will work in partnership with our academic colleagues and external stakeholders to develop opportunities and oversee support from submission through to post-award.</p>	<p>HEIF investment in 0.8FTE KTP and Consultancy Manager post.</p>	<p>This directly supports the UK's Invest 2035 innovation agenda while accelerating Suffolk's 'EPIC' framework objectives for productive and inclusive growth.</p> <p>The role will support Suffolk's goal to add £14bn to the regional economy by 2045 through enabling strategic partnerships between academia and local businesses.</p>	<p>Objective 9: Increase the number of research partnerships and business we are working with.</p> <p>Objective 10: Invest in and improve the areas we are performing below the cluster average.</p>	<p>2024-2025</p>
<p>Development of KE culture</p> <p><u>Support across Academic Schools and Research Institutes</u></p> <p><u>Training and events</u></p>	<p>HEIF will fund a total of 1FTE of these roles to support and develop KE across the Schools and Institutes (0.2FTE x 3 ADRKEs; 0.1FTE x 4 RIDs).</p> <p>HEIF will fund a variety of training and events (£25K).</p>	<p>This enhances the university's capacity to deliver on Suffolk's strategic economic priorities.</p> <p>By equipping academic staff with specialized KE skills through training and dedicated</p>	<p>Objective1: Increase our capacity for knowledge exchange.</p> <p>Objective 4: Better recognise, reward and publicise the achievements of staff and students.</p>	<p>2024-2025</p>

<p>We are running a variety of internal training and events for colleagues to enhance the knowledge of KE activities within the university, including:</p> <ul style="list-style-type: none"> • Praxis Auril Knowledge Exchange training to staff • KE Conference including public • We will also support staff attending an engaging with external KE training opportunities <p><u>Capacity building for KE</u></p> <p>Update our use of workload allocation model to include KE activities, revise promotion criteria and appraisal guidelines and run workshops for staff and managers.</p>	<p>HEIF will fund a fixed term 1FTE resource for 5 months to support the development of the workload allocation model to include KE activities.</p>	<p>conferences, while embedding KE activities in workload models and career progression frameworks, we're building sustainable institutional capacity for knowledge exchange meeting Research England's objectives for enhanced knowledge exchange performance.</p>	<p>Objective 5: Support our commitment to inclusivity, equality and diversity & Objective 10: Invest in and improve the areas we are performing below the cluster average.</p>	
<p>Programme to support improved business engagement through expanding capacity within the Business Engagement team and the development of a new business to business marketing strategy.</p> <p>Develop a new business to business (b2b) marketing strategy for knowledge exchange at the university and establish clear mechanisms for accessing expertise and facilities at the university.</p>	<p>HEIF will contribute to 1.9FTE staff resource in our Business Engagement team, part of our Business Engagement, Careers and Enterprise Directorate, including contributing to 1FTE (0.5FTE x 2) of existing Business Development Managers the creation of an additional Business Development Manager (1FTE) and 0.5FTE of our Head of Business Engagement.</p> <p>A new post Business-to-Business (b2b) 0.6FTE post will be fully HEIF funded to develop new b2b campaigns, organise for example</p>	<p>These posts directly support Suffolk's ambition to strengthen connections between academia and its 30,945 businesses, particularly focusing on the region's high-growth sectors.</p> <p>It aligns with Suffolk's strategic enabler of 'Driving Enterprise and Innovation' while supporting the UK's Invest 2035 objectives for improved research commercialization and business-academia collaboration.</p>	<p>Objective 2: Build better and more effective relationships with business.</p> <p>Objective 5: Support our commitment to inclusivity, equality and diversity.</p> <p>Objective 8: Strive to maintain our performance in the areas where we are above the cluster average.</p> <p>Objective 9: Increase the number of research partnerships and business we are working with.</p>	<p>2024-2025</p>

	<p>Enterprise Expos, develop collaterals and promote student consulting.</p> <p>This role will be supported by £15K for business engagement events, campaigns targeting companies on e.g. LinkedIn, developing case studies, videos, etc.</p>	<p>The development of accessible, multi-media engagement channels aligns with Suffolk's 'EPIC' framework in the Economic Growth strategy for inclusive growth and supports the strategy's goal to 'build and promote a strong Suffolk brand'. It contributes to Research England's objectives for enhanced knowledge exchange impact. The civic-focused approach particularly supports Suffolk's identified need to strengthen work readiness through business-education collaboration.</p>	<p>Objective 10: Invest in and improve the areas we are performing below the cluster average.</p>	
<p>Innovative new programme to support embedding student engagement with KE and Graduate Start-ups</p> <p>Through an Innovation Pathfinder; Graduate Start-up accelerator and a new Graduate Enterprise and Entrepreneurship Manager post.</p>	<p>Innovation Pathfinder</p> <p>This pipeline building fund for KTPs, consulting etc. support small short-term projects done by student and supervised by the academic acting as a phase 1 for KTPs applications (£35K).</p> <p>Start-up Accelerator</p> <p>For students and graduates and entrepreneurship funding a start-up bootcamp and some</p>	<p>This new pathway for student enterprise and innovation directly advances Suffolk's strategic aim to expand its talent pool while fostering entrepreneurship and Suffolk's vision of being a place where 'businesses that start here, thrive here' - particularly significant</p>	<p>Objective 1: Increase our capacity for knowledge exchange.</p> <p>Objective 4: Better recognise, reward and publicise the achievements of staff and students.</p> <p>Objective 10: Invest in and improve the areas</p>	<p>February 2024 – July 2026</p>

	<p>small grants for students/graduates (£5K).</p> <p>New Graduate Enterprise and Entrepreneurship Manager</p> <p>HEIF investment will create a new 1FTE post to work with our existing team to establish and develop a programme for academic staff to supervise student consulting projects (often leading to KTP opportunities). Linked to the Innovation Pathfinder (above) the role will lead on student and graduate startups, bridging relationships between UoS and local colleges and external investors in startups.</p>	<p>given the region's business formation rate of 10.5%.</p> <p>It supports the region's goals around driving enterprise and innovation while meeting Research England and OfS objectives for enhanced student outcomes and graduate entrepreneurship, helping build the next generation of innovative businesses in Suffolk's high-growth sectors.</p>	<p>we are performing below the cluster average.</p>	
<p>Contracts and legal support for contracted research and funded knowledge exchange activity</p> <p>The RKEO oversees contracts for funded research and KE activity and requires external legal advice with complex contracts. This funding will enable the use of our external legal services for contracted research or funded KE activity, including consultancy. This amount also includes the external legal team creating a new consultancy agreement template for the university, along with guidance and a playbook for our RKEO team to utilise.</p>	<p>HEIF will provide funding (£11K) for the consultancy agreement development and training, along with an annual budget for contracted research and consultancy agreement support.</p>	<p>This strengthens our capability to deliver on Suffolk's strategic economic priorities while effectively managing risk whilst enabling more complex research and consultancy partnerships across its priority sectors aligning with Research England's emphasis on effective knowledge exchange governance.</p>	<p>Objective 3: Revise our knowledge exchange related policies and introducing policies to support and incentivise new areas of activity.</p> <p>Objective 6: Share best practice with our partners and peers.</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.

How we will measure our HEIF spending

The HEIF income is used to support the delivery of Knowledge exchange activities outlined the University's new Research and Knowledge Exchange strategy agreed by the Executive. The Executive agreed both the new strategy and the use of HEIF in January 2025 and allocated resources accordingly.

The Pro Vice-Chancellor Research and Knowledge Exchange has overall strategic responsibility for knowledge exchange and the annual accountability statement. HEIF spending is overseen by the Research and Enterprise committee which meets three times a year and reports to Senate. HEIF spending is managed with support from the Associate Director, Research and Knowledge Exchange (Funding and Contracts) and a Finance Business Partner within the Finance and Planning Directorate.

How we will measure our progress

In August 2024 responsibility for knowledge exchange was moved to the Research Directorate. A newly structured dedicated KE team (0.6FTE KE Manager, 0.8FTE KE Officer, 0.8FTE KTP and Consultancy Manager) worked under the leadership of the Head of Research Culture and Knowledge Exchange and the Associate Director, Research and Knowledge Exchange (Funding and Contracts) to capture accurate data on KE activity across the c.260 academic staff. Barriers to KE engagement were also identified and reported on. This data capture project and subsequent report helped inform the new KE strategy and the development of a new KE activity data base and dedicated KE email.

The development of a KE activity database, coupled with a dedicated KE email address, complements the public and community engagement for KE tracker. By having a single point of contact for all external stakeholders and internal colleagues, the dedicated centralised KE email address ensures efficient communication, reduces duplication, and fast-tracks the coordination of KE efforts. The public and community engagement for KE

tracker is designed to streamline the monitoring of engagement activities throughout the year. Activities captured by the tracker include conferences, public lectures, hackathons, exhibitions, workshops, and challenge labs, ensuring a comprehensive overview of public and community engagement efforts. By implementing a clear process for staff to log their activities, the tracker enhances understanding of KE and provides valuable insights into the volume and variety of KE engagement across Schools and Research Institutes. This data will support strategic discussions and decision-making, helping to optimise and expand the university's KE activities. Together, these tools enhance our ability to monitor, report on, and strategically manage KE initiatives, ensuring clarity and responsiveness across all interactions.

Using Theory of Change (ToC) methodology, we will set clear key performance indicators and targets against which to measure our progress. Using the data from the data base and regular wider KE engagement activities (for example, KE conferences, stakeholder engagement days and feedback from training events), we will effectively monitor and measure our progress on an ongoing basis and report our progress in our quarterly Research and Knowledge Exchange report for discussion at the Research and Knowledge Exchange committee and the Research and Enterprise committee.

We will measure our progress in relation to academic engagement metrics with data on the number of academics actively involved in KE activities and the percentage of academic staff participating in industry collaborations. We will report on the number of successful funding applications for KE projects and using our workload allocation model (WAMS) the academic time dedicated to KE activities. Our progress will also be measured through our business and industry engagement and the number and total value of collaborative research projects with industry partners. Income generated from contract research and consultancy services will also be considered as a success measure alongside the number of and type of businesses supported through knowledge transfer partnerships (KTPs) including charitable organisations and the number of businesses using university facilities and equipment. In addition to quantitative data on numbers, we will use industry and external satisfaction rates with university collaboration and qualitative feedback mechanisms to monitor progress on delivering our KE strategy.

As a civic university, community and public engagement is central to our strategy and vision. We have a clear, comprehensive action plan in place from our Bronze watermark award from NCCPE which includes (but is not limited to) the number of public engagement events held; attendance at public lectures, workshops, and demonstrations and feedback from these events; media coverage and social media engagement. We will monitor the number of new community partnerships established and develop impact case studies demonstrating societal benefit which we will effectively share and communicate to raise further public awareness of our KE activities. A key component of our KE strategy is increasing the offer on professional development and training opportunities. We will measure our progress on the number of CPD (Continuing Professional Development) courses successfully delivered; income generated from CPD activities; the number of professionals/practitioners trained and employer satisfaction with the training programs we deliver in addition to the number and satisfaction with student placements and internships.

We commissioned an [economic impact report in 2024](#) and we will continue to measure our progress through jobs created through KE activities; the additional revenue generated for partner organizations; our regional economic impact (GVA - Gross Value Added) and our return on investment for KE funding. It should be noted that whilst intellectual property and commercialisation is not an immediate strategic priority for the University of Suffolk we will

note any development in this aspect through any patents filed and granted; the number of licenses executed; any income from licensing activities and the number of spin-out companies created by students and/or staff.

How we will evaluate our outcomes

We will evaluate our outcomes using our ToC and through framework alignment mapping our evaluation criteria to KEF (Knowledge Exchange Framework) metrics to ensure that we maximise our alignment with Research England's expectations and reporting requirements and with institutional strategic objectives and KE Concordat commitments. We will adopt a multi-level assessment approach – strategic; operational and impact using a variety of data collection methods against key performance indicators over a defined time period.

At a strategic level our progress will be measured against institutional KE strategy objectives; a return on investment from KE activities; the contribution to university reputation and rankings and our strategic industry partnership development and sustainability. At an operational level our outcomes will be evaluated through project completion rates and deliverables achieved; financial performance metrics; resource utilisation efficiency including staff engagement in KE activities. Our outcomes will also be evaluated at impact level in relation to the economic impact on regional/national economy; our social and cultural impact on communities; our environmental impact (given that our HESA achievement of having attained the biggest reduction of scope 1 and 2 emissions of any UK university) and any changes in partner organisations' capabilities and skills development and knowledge transfer effectiveness.

The data for evaluating our outcomes will include a variety of collection methods including regular partner surveys and feedback mechanisms; case study development and documentation; economic impact assessments; stakeholder interviews and focus groups; quantitative metrics tracking (income, partnerships, outputs); annual reviews with key partners and staff and student feedback on KE activities.

We have identified an evaluation timeline to support the evaluation of our outcomes with a short-term (1 year) programme to identify immediate outputs and deliverables; partner satisfaction and awareness levels; our financial performance and staff knowledge and activity levels and engagement. In the medium-term (2-3 years) we will evaluate our partnership sustainability; how our capability development is progressing and our regional economic impact and any potential research commercialisation outcomes. Finally in the longer-term (4-5 years) we will evaluate our strategic relationship development; our institutional reputation enhancement through KE activity; any systemic changes in partner organizations and our broader societal impacts including policy influence and thought leadership.

How we will identify lessons learned

We will identify lessons learned through establishing baseline measurements at the strategy start (Autumn 2024), the development of clear evaluation frameworks and tools and training staff in evaluation methodologies most appropriate for knowledge exchange metrics. We will have regular reporting and review cycles and use the findings to inform strategy refinement sharing best practices (and what could have been better) across the university to build evaluation into project planning. In line with the Concordat Principle 7 we will also share with our peers and learn from them and include external stakeholders for additional validity. This would include regular consultation with key partners with clearly identified feedback mechanisms for all stakeholders and a transparent reporting of

outcomes. We will co-create our success metrics with partners and adopt shared learning approaches at every level.

Our consideration of lessons learned will inform our approach to continuous Improvement (in line with Concordat Principle 8) with regular reviews of evaluation methods and adaptations based on findings to ensure an agile integration of lessons learned. We will benchmark against sector best practice and update our metrics as our strategy evolves and analyse the alignment with our institutional strengths and capabilities.

Finally, we will undertake a financial impact assessment through return on HEIF investment calculations and income generation from HEIF-supported activities including those that leverage additional funding/investment. We will consider the cost-benefit analysis of different KE activities and the sustainability of HEIF-funded initiatives. The evaluation will also review process in relation to the efficiency of HEIF allocation processes, the effectiveness of internal funding distribution and the quality of project selection in relation to resource utilisation and an administrative overhead assessment.