



Research
England



RE-P-2020-03-Annex B

Kingston University

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.

Kingston University has a long-established educational and research mission identified with positive societal impact. Our institutional priorities focus on delivering a learning experience that equips **students** with the academic, social and personal skills to prosper in diverse environments. A vibrant learning community is supported by **staff** engagement in research, knowledge exchange, pedagogy and professional practice; and our commitment to delivering impact on culture, society and industry is underpinned by collaboration with both **our local and global communities**. First launched in March 2020, the University's revised strategic plan (KU22+) encompasses our approach to knowledge exchange as an essential element of our activity. Priorities relating to our KE goals include:

#1 Developing sought after students by offering courses that meet market demand, provide industry engagement opportunities including placements, and build employability through the curriculum

#2 Advancing knowledge and engaging society by enhancing research impact and knowledge exchange, demonstrating our desirability to business and potential collaborators, and increasing opportunities for skills development locally and regionally

#3 Increasing and diversifying income by leveraging commercial opportunities, expanding our international collaborations and leveraging our alumni network and other supporters

#4 Working in a diverse and vibrant learning community by fostering an inclusive and diverse environment where staff and students are supported by effective professional support services, and encouraging a culture of high performance

Knowledge exchange at Kingston sits within the recently established Directorate of Academic Services, led by the newly created post of Provost. It encompasses learning and teaching, research and innovation, and business partnership and engagement, and brings together the creativity, innovation and skills of students, staff and external partners as a means to drive an inclusive and place-based innovation and skills strategy. As a Knowledge Exchange Framework Cluster E institution, Kingston provides broad discipline expertise across four faculties (Kingston School of Art, Business and Social Sciences, Health, Social Care and Education, and Science, Engineering and Computing) with a strong focus on delivering skills and innovation in ‘foundational economy’ subjects, aligned closely to the sectoral composition of the London region and specifically of the [South London sub-region](#).

Civic Engagement is led by the **PVC Civic Engagement** and supported by the **Public Affairs** team. As signatories to the Civic University Agreement, we have pledged to articulate our priorities to those of our local partners including schools, further education colleges, local authorities and civic bodies, the NHS, charities, and business and industry. As an anchor institution in the Royal Borough, we collaborate with the local authority on its economic development objectives. Our estate vision is backed by strategic investment of over £80 million to enhance our campus for the benefit of students, staff, businesses and local communities. Our award-winning building, [Town House](#), is publicly accessible as a civic ‘gateway’, whilst the [Mill Street Building](#) and extensive refurbishment of Kingston School of Arts provides state-of-the-art facilities and equipment for creative sector students, researchers and businesses. Our leading role in delivering and commissioning “[Re-imagining Kingston Town Centre’s Streets & Spaces](#)”, a public realm strategy with community and business engagement and co-creation at its heart, has led to the policy document being used by town planners for developer contributions, and serves as an evidence base for future funding opportunities. Over the coming years it will create enhanced linkages between the University and the town centre, with opportunities for students to become actively involved in community KE projects.

Through our work with [Kingston Strategic Partnership](#), we are collaborating with Kingston Council on “[Seizing the Moment](#)”, a 20 year vision for the borough as it responds to the ongoing challenges and legacy of the pandemic which will inform the Council’s corporate strategy by engaging a diverse range of voices across the borough to shape strategies and plans for the Council and its partners. Additionally, we have

a key role in supporting Unilever PLC's strategic decision to move its headquarters to Kingston town centre. Having engaged and supported the plans through the planning process, the University is now working with Unilever to develop early career routes for graduates, in particular opportunities connected with Kingston Business School and the potential for degree apprenticeships.

The University has recently developed a strategic partnership agreement with the South Thames Colleges Group that will enhance and maximise learning opportunities for students and the local community in the years ahead. The partnership agreement strives to enrich social and cultural development locally and in the region by providing accessible and inclusive learning opportunities and encouraging the development of KE opportunities and higher-level skills among employers, public and 3rd sector organisations in South West London.

Our [programme of student entrepreneurship](#), led by the **Enterprise Education** team, drives activity through the [Hackcentre](#), the Bright Ideas competition, the UKBA Tier 1 Graduate Entrepreneur Visa Scheme and the NEST hub space. We will continue to grow these schemes and further embed them into the curriculum, whilst also expanding our social enterprise specialisms and public sector entrepreneurship programmes both in-curricula and as a workstream in our Inclusive Innovation strategy.

The Business Engagement team sits alongside the Research and Innovation and Degree Apprenticeships teams and leads on HEIF-related activity. Activity aligns to our vision of delivering knowledge exchange with a clear focus upon social and economic impact delivered through local and regional partnership, business engagement, and collaboration with public, private and community organisations. It encompasses research, education, knowledge exchange and professional practice articulated through the lens of inclusive innovation. Our approach is evolving in response to the R&D Roadmap, Build Back Better, the Skills for Jobs White Paper and the forthcoming Innovation Strategy, Research and Development Places Strategy and Research and Development People Strategy. Its core elements are:

- A. Making a step change in business engagement by adding value through delivering programmes and services where business, regional, national and global need is central, for example through the [BIG South London](#) Knowledge Exchange Programme (Case Study One), where we will work collectively with partners to deliver six innovation hubs and provide recovery and growth support across the South London sub-region.
- B. Seeking continuous improvement of our service delivery through responsive mechanisms supporting our customers and academic colleagues. We aim to provide a high-quality service by minimising bureaucracy and simplifying internal processes. We aim to be equitable, open and transparent in allocating our resources.

C. As a diverse University, our inclusive innovation strategy supports a range of activity including the [Kingston University Women's Enterprise Network](#), [Kingston Innovation Network](#) and the and [Global Citizenship programme](#)

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> |
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| <p>Faculty Business Engagement Support :</p> <ol style="list-style-type: none"> 1) First point of contact and lead generation. Target to improve front of house provision and customer service quality through establishment of service agreement in partnership with businesses through our new and established Industrial Advisory Boards. 2) Support project/bid/tender development and critical review 3) Increase social media and webpage presence as a means of driving traffic to KU KE activity 4) Improve lead generation by 100% across the lifetime of this strategy and conversion rates by 20% per annum 5) Provide ongoing opportunity register of grants/tender 6) Provide expert sectoral insights and business engagement analysis support to faculty management 7) Working in partnership with Research and Innovation team, support faculty in meeting income targets for HEIF category programmes (research partnerships, working with business, working with public and third sector, Local growth and regeneration, IP and commercialisation) 8) Deliver tailored KTP and mKTP support, including IUK briefing and mentoring sessions, targeted telemarketing campaigns, specialist application writing support, associate recruitment and ongoing project management. Objective to deliver at least one new KTP per faculty per annum. 9) Facilitate partnership and collaborative opportunities by networking widely locally, regionally, nationally and internationally. 10) Deliver training and development plans for faculties, schools, academics at different careers stages and PGR students in line with KU's Academic Development Framework. With the objective of 100% Business and Research Domain staff having access to a KE community and development programme. With seed corn funding available to encourage strategically important cross-faculty projects. 11) Degree Apprenticeship business development and contract support | <p>0.2 FTE Head of Business Engagement</p> <p>0.1FTE Head of Governance and reporting</p> <p>0.75 FTE X3 Business Development Manager posts</p> <p>0.3 FTE Contracts Manager post,</p> <p>0.3 FTE Business Engagement Coordinator</p> <p>0.6FTE Business Project Manager</p> <p>0.7 FTE Business Enquiries Assistant</p> <p>0.5FTE Business Engagement Assistant</p> <p>Marketing and commercialisation funding support.</p> <p>Database access to business community (Beauhurst)</p> <p>Seed funding for cross-faculty strategic KE projects.</p> | <p>R&D Roadmap:</p> <p>Raising research ambitions</p> <p>Inspiring and enabling talented people and teams</p> <p>Driving innovation and productivity</p> <p>Developing world-leading infrastructure and institutions</p> <p>Ensuring a healthy R&D system</p> <p>Build Back Better:</p> <p>Skills</p> <p>Innovation</p> <p>Transition to Net Zero</p> <p>Vision for Global Britain</p> | <p>KU22 Objectives</p> <p>#1 Developing sought after students</p> <p>#2 Advancing knowledge and impacting on society</p> <p>#3increasing and diversifying income</p> <p>#4 working in a diverse and vibrant learning community</p> <p>Business Engagement priorities</p> <ol style="list-style-type: none"> a) Step change in business engagement b) Continuous improvement c) Developing an inclusive knowledge exchange community | <p>Ongoing</p> |
| <p>Skills, Enterprise and Entrepreneurship</p> <ol style="list-style-type: none"> 1) Embed entrepreneurship, employability and student KE skills throughout curriculum 2) Support, advise and encourage entrepreneurial capabilities through: Kingston Entrepreneurs | <p>0.05FTE x 3 BDM</p> <p>0.1 FTE Business Enquiries Assistant</p> <p>0.1 FTE Business Engagement Assistant</p> | <p>R&D Roadmap:</p> <p>Raising research ambitions</p> <p>Inspiring and enabling talented people and teams</p> | <p>KU22 Objectives</p> <p>#1 Developing sought after students</p> <p>#2 Advancing knowledge and impacting on society</p> <p>#3increasing and diversifying income</p> | <p>Ongoing</p> |

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| <p>Society and Enterprise! (student entrepreneurship programme)</p> <ol style="list-style-type: none"> 3) Support entrepreneur-led events, networking and mentoring opportunities 4) Support and host HackCentre programme. 5) Support Bright Ideas business idea competition. 6) Support the start-up visa programme attracting the brightest and best international entrepreneurs to start and grow their businesses with KU help 7) Provide investment support for the annual Enterprise Circle student start-up investment programme 8) Support KU start-up hub 'The Nest'. | <p>Facilitate Hackathons for staff and students in partnership with the HackCentre.</p> <p>Manage student start-up investment portfolio through Kingston University Enterprises Ltd, utilising HEIF funded legal services.</p> | <p>Driving innovation and productivity</p> <p>Developing world-leading infrastructure and institutions</p> <p>Ensuring a healthy R&D system</p> <p>Build Back Better:</p> <p>Skills</p> <p>Innovation</p> <p>Levelling Up</p> <p>Vision for Global Britain</p> <p>Student KE benefit: approximately 2000 pa</p> | <p>#4 working in a diverse and vibrant learning community</p> <p>Business Engagement priorities</p> <ol style="list-style-type: none"> a) Step change in business engagement b) Continuous improvement c) Developing an inclusive knowledge exchange community | |
| <p>Local growth and regeneration. Significant progress has been made in this area, as KU has focused on its role as an anchor institution in the borough and in South London and our role supporting residents and organisations through the pandemic. We will:</p> <ol style="list-style-type: none"> 1) Support the development of Town House and Mill Street as hub spaces for business, academic and student KE 2) Grow the Kingston Innovation Network. A partnership with Kingston Borough Council supporting local businesses through the pandemic and beyond delivering monthly events, social media community and business support opportunities. 3) Commission regional economic impact report to inform future KE needs and opportunities (during first HEIF cycle) 4) Provide strategic partnership for Re-imagining the High Street and opportunities for community groups to deliver town centre projects to benefit businesses represented by Kingston First BID. 5) Provide strategic support for Kingston Borough Council's 'Seizing the Moment' 20 year plan. 6) Provide strategic partnership for the John Lewis Riverside hub development, including supporting Creative Youth in developing the Undercroft creative hub nurturing creative spillovers and providing business support to the co-located BIG South London-funded enterprise hub 7) Provide KE and skills opportunities (CPD, apprenticeships) in partnership with South Thames College for the forthcoming Unilever Campus HQ and Lidl UK HQ 8) Support South London Partnership Mayor's Construction Academy Hub to grow construction innovation and skills in partnership with businesses and regional FE providers [hyperlink] | <p>0.1 FTE Head of Business Engagement</p> <p>0.05 FTE BDM</p> <p>0.1 FTE Business Engagement Coordinator</p> <p>Partial funding of regional economic impact report. Phased over 3 year HEIF period to recognise rapid changes in post-pandemic economy</p> <p>Where appropriate, support for academic buyout to work with local and regional government organisations</p> | <p>R&D Roadmap:</p> <p>Raising research ambitions</p> <p>Inspiring and enabling talented people and teams</p> <p>Driving innovation and productivity</p> <p>Levelling up R&D across UK</p> <p>Developing world-leading infrastructure and institutions</p> <p>Ensuring a healthy R&D system</p> <p>Build Back Better:</p> <p>Infrastructure</p> <p>Skills</p> <p>Innovation</p> <p>Levelling Up</p> <p>Support transition to Net Zero</p> <p>NB we will pay particular attention to the forthcoming Getting Smarter: Knowledge Assets Implementation Strategy; the Innovation Strategy, the R&D Places Strategy and the R&D People and Culture Strategy in developing our Local Growth and Regeneration Strategy going forward.</p> <p>Student KE benefit</p> <p>Currently, approximately 100+ Kingston School of Art students participate in community-based arts projects, however this is expected to increase as programmes come on-line.</p> <p>Unilever and Lidl HQ's are likely to provide higher apprenticeship,</p> | <p>KU22 Objectives</p> <p>#1 Developing sought after students</p> <p>#2 Advancing knowledge and impacting on society</p> <p>#3 increasing and diversifying income</p> <p>#4 working in a diverse and vibrant learning community</p> <p>Business Engagement priorities</p> <ol style="list-style-type: none"> a) Step change in business engagement b) Continuous improvement c) Developing an inclusive knowledge exchange community | <p>Ongoing</p> <p>Regional economic impact report, phased: initial report 2021/22 to reflect post- pandemic economy; updated report to reflect recovery position 2023/24</p> |

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| <p>9) Support the meanwhile arts space #Thisisnotmybeautifulhouse partnership with Kingston School of Art and the Students Union.</p> | | <p>internships and placement opportunities.</p> | | |
| <p>IP and Commercialisation</p> <p>Develop fit for purpose equitable IP/commercialisation policies for innovations at different TRL levels</p> <p>Provide project based contract, licencing and royalty advice</p> <p>Develop meaningful student IP policies</p> <p>Provide specialist legal, IP, commercialisation training for academic and PGR community.</p> | <p>0.1 FTE BDM</p> <p>0.2FTE Contracts Manager</p> <p>Fund retained patent attorney and commercialisation specialist services.</p> | <p>R&D Roadmap:</p> <p>Raising research ambitions</p> <p>Inspiring and enabling talented people and teams</p> <p>Driving innovation and productivity</p> <p>Developing world-leading infrastructure and institutions</p> <p>Ensuring a healthy R&D system</p> <p>Build Back Better:</p> <p>Skills</p> <p>Innovation</p> <p>Vision for Global Britain</p> <p>Student KE Benefit IP and commercialisation training is delivered to our 400+ PGR community as part of induction.</p> <p>Individual student IP/commercialisation support for specialist start-ups is provided for approximately 5-10 students pa</p> | <p>KU22 Objectives</p> <p>#1 Developing sought after students</p> <p>#2 Advancing knowledge and impacting on society</p> <p>#3 increasing and diversifying income</p> <p>#4 working in a diverse and vibrant learning community</p> <p>Business Engagement priorities</p> <p>a) Step change in business engagement</p> <p>b) Continuous improvement</p> <p>c) Developing an inclusive knowledge exchange community</p> | <p>Ongoing</p> |
| <p>Public and Community Engagement –</p> <p>As a signatory of the UPP Civic University Commission we are committed to developing our Civic University Strategy in partnership with the PVC Civic Engagement and our Public Affairs team during this HEIF cycle.</p> <p>We will work with our communities to understand the needs and drivers, link with local authorities, LEP's, NHS and other regional support organisations to embed CE across all activity.</p> <p>We continue to support community organisations to work with KU in support of local communities, including: Supporting the Community Brain Tolworth Train Station project, developing student KE projects and hosting living labs and Hackathons in strategic public spaces.</p> | <p>0.1 FTE Head of Business Engagement</p> <p>0.05 FTE BDM</p> <p>0.05 FTE Business Engagement Coordinator</p> <p>Partial funding of development of Civic University strategy</p> <p>Direct support for Kingston University civic events</p> <p>Fund networking opportunities</p> <p>Support Sustainability Living Lab events in partnership with Community Brain.</p> | <p>Build Back Better</p> <p>Infrastructure</p> <p>Innovation (including social and Inclusive)</p> <p>Levelling up</p> <p>NB we will pay particular attention to the forthcoming Getting Smarter: Knowledge Assets Implementation Strategy; the R&D Places Strategy and the R&D People and Culture Strategy in developing our CU strategy going forward.</p> | <p>KU22 Objectives</p> <p>#1 Developing sought after students</p> <p>#2 Advancing knowledge and impacting on society</p> <p>#3 increasing and diversifying income</p> <p>#4 working in a diverse and vibrant learning community</p> <p>Business Engagement priorities</p> <p>a) Step change in business engagement</p> <p>b) Continuous improvement</p> <p>c) Developing an inclusive knowledge exchange community</p> | <p>Ongoing</p> <p>Civic University Agreement support in 2022/23</p> |
| <p>Monitoring, evaluating and governance</p> <p>Working in partnership with Research and Impact teams, establish a function within BE team to support KEF, KEC</p> | <p>0.8 FTE Data and evaluation role (TBC)</p> <p>0.3 FTE Head of Business Engagement</p> | <p>R&D Roadmap:</p> <p>Raising research ambitions</p> <p>Driving innovation and productivity</p> | <p>KU22 Objectives</p> <p>#3 increasing and diversifying income</p> <p>Business Engagement priorities</p> | <p>Ongoing</p> |

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| <p>and HEIF reporting and to provide thought leadership on continuous improvement mechanisms</p> <p>Provide board level, company secretary and administrative support Kingston University Enterprises Limited (KU trading division)</p> <p>Supporting institutional CRM and strategic partnership scoping exercise</p> <p>Develop continuous improvement strategy, including stakeholder need and gap analysis, case study generation and productivity improvement plan.</p> <p>Provide ongoing post-award monitoring and evaluation for funded projects where appropriate.</p> | <p>0.1 FTE Contracts Manager</p> <p>0.1 FTE Business Engagement Coordinator</p> <p>0.3 FTE Projects Manager</p> <p>0.1 FTE Business Engagement Assistant</p> <p>0.1 FTE Business Enquiries Assistant</p> | <p>Ensuring a healthy R&D system</p> <p>Build Back Better: Innovation</p> <p>NB we will pay particular attention to the forthcoming Getting Smarter: Knowledge Assets Implementation Strategy; the R&D Places Strategy and the R&D People and Culture Strategy in developing our monitoring, governance and evaluation strategy going forward.</p> | <p>a) Step change in business engagement</p> <p>b) Continuous improvement</p> <p>c) Developing an inclusive knowledge exchange community</p> | |
| <p>Strategic Business Engagement Projects:</p> <ol style="list-style-type: none"> 1) EDI for Business Engagement Strategy 2) Business Process and service delivery improvement model 3) Short Course and CPD market assessment project 4) Specialist commercial facilities support strategy and business modelling 5) IP, Commercialisation and revenue share policy update. 6) Support and grow KU networks, events and showcase KE activity aligned to KU, regional and national government priorities, including Kingston University Women's Enterprise Network and the Global Leadership Programme. 7) Facilitation Social Enterprise programme and Sustainability Living Lab projects. 8) Develop Inclusive Innovation Strategy in partnership with regional business community, HEP's and FE colleges. 9) Support Istanbul University partnership programme through academic match-making in the in areas of renewable energy, smart city technology and Health-tech. | <p>3 x 0.1 FTE BDM to act as project lead.</p> <p>0.05 FTE Contracts Manager</p> <p>0.1FTE Business Engagement Coordinator</p> <p>0.3 FTE Business Engagement Assistant</p> <p>Marketing and communications support.</p> <p>Potential for academic buyout to provide specific expertise</p> | <p>R&D Roadmap:</p> <p>Raising research ambitions</p> <p>Inspiring and enabling talented people and teams</p> <p>Driving innovation and productivity</p> <p>Developing world-leading infrastructure and institutions</p> <p>Ensuring a healthy R&D system</p> <p>Build Back Better: Infrastructure Skills Innovation Transition to Net Zero Vision for Global Britain</p> <p>Student KE Benefits: Student representatives will be invited to become stakeholders in the EDI Business Engagement and Inclusive Innovation strategies.</p> <p>All KU students are encouraged to participate in our networks, currently approximately 100+ regular participants are student.</p> | <p>KU22 Objectives</p> <p>#1 Developing sought after students</p> <p>#2 Advancing knowledge and impacting on society</p> <p>#3 increasing and diversifying income</p> <p>#4 working in a diverse and vibrant learning community</p> <p>Business Engagement priorities</p> <p>a) Step change in business engagement</p> <p>b) Continuous improvement</p> <p>c) Developing an inclusive knowledge exchange community</p> | Ongoing |
| <p>BIG South London Knowledge Exchange Programme (Case Study 1). A £6m+ four year collaboration between the five South London Partnership Boroughs and six HEI's with a mission to support innovation led economic growth.</p> <ol style="list-style-type: none"> 1. Provide senior strategic leadership, BD support, marketing, communication, and project governance. 2. Support for forthcoming John Lewis Riverside Business Hub development in Kingston and additional support for further six hub spaces in the South London Partnership region | <p>02 FTE Head of Business Engagement</p> <p>0.1FTE BDM</p> <p>0.1 Business Engagement Coordinator</p> <p>In-kind and matched funding support for business-led projects.</p> <p>Marketing and communications support</p> | <p>R&D Roadmap:</p> <p>Raising research ambitions</p> <p>Inspiring and enabling talented people and teams</p> <p>Driving innovation and productivity</p> <p>Developing world-leading infrastructure and institutions</p> <p>Ensuring a healthy R&D system</p> | <p>KU22 Objectives</p> <p>#1 Developing sought after students</p> <p>#2 Advancing knowledge and impacting on society</p> <p>#3 increasing and diversifying income</p> <p>#4 working in a diverse and vibrant learning community</p> <p>Business Engagement priorities</p> <p>a) Step change in business engagement</p> | Ongoing to 2023/24 |

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| <p>3. Deliver an exemplar programme of knowledge exchange, innovation, enterprise and entrepreneurial support rooted in inclusive innovation to 600+ businesses, charities and third sector organisations.</p> | <p>Potential academic buy-out</p> | <p>Build Back Better: Infrastructure Skills Innovation Transition to Net Zero Vision for Global Britain</p> | <p>b) Continuous improvement c) Developing an inclusive knowledge exchange community</p> | |
| <p>Small Business Leadership Programme (Charter Association of Business Schools) and Help to Grow: Management (Case Study 2) supporting SME's to develop strategic leadership through a bespoke programme of training and mentorship.</p> <ol style="list-style-type: none"> 1) Support project set-up costings and contractual arrangements 2) Support marketing and communications strategy 3) Support participant evaluation 4) Provide sign-posting to other KU products and services. | <p>0.05 FTE BDM 0.05 FTE Business Engagement Coordinator 0.1 FTE Business Enquiries Assistant.</p> | <p>R&D Roadmap: Raising research ambitions Inspiring and enabling talented people and teams Driving innovation and productivity Developing world-leading infrastructure and institutions Ensuring a healthy R&D system</p> <p>Build Back Better: Skills Innovation Vision for Global Britain</p> | <p>KU22 Objectives #1 Developing sought after students #2 Advancing knowledge and impacting on society #3 increasing and diversifying income #4 working in a diverse and vibrant learning community</p> <p>Business Engagement priorities a) Step change in business engagement b) Continuous improvement c) Developing an inclusive knowledge exchange community</p> | <p>Ongoing to 2023</p> |

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.

Managing HEIF spending. Overarching responsibility for the strategic use of HEIF funding sits with the Senior Leadership Team (SLT) representative for the Directorate. Annual HEIF spending is managed by the Head of Business Engagement and forms part of the Business Engagement team annual budget. The Directorate's Finance Business Partner is responsible for monitoring ongoing spend via monthly budgetary meetings aligned to annual budget setting.

Measuring progress. As signatories to the Knowledge Exchange Concordat (KEC) development year, we utilise each of the KEC principles as benchmarks for improvement. We aim to strengthen engagement and continuously improve internal processes to maximise KE functional efficiency. KE and HEIF progress is monitored at strategic, operational and business levels, using a variety of measures and communicated through a number of reporting lines. At the strategic level, KE activity is closely aligned to our strategic plan.

KU22+ now determines the priority themes for the University's planning cycle and informs the development of faculty operational plans measured against institutional KPIs. The planning cycle enables us to track progress and performance against strategic priorities to reforecast actions for future planning processes over a three-year cycle. We have established strategic oversight at executive level to guide and manage performance according to clear principles. For example, every output of KU22+ must show clear benefit for our academic performance, all activity to support our objectives should be appropriately

scalable across the University, and all activity should pass the test of our commitment to equality, diversity and inclusion (EDI).

The University has a formal process for evaluating research and knowledge exchange conducted by Centres and Faculties through annual monitoring review. The process requires reporting on key achievements and new initiatives over the preceding 12 months, to include a progress update on knowledge exchange activity set against forward KE strategy. Reports are reviewed annually by the University's Research, Business and Innovation Committee. Kingston University's 'Centres of Excellence' are intended to support the most outstanding areas of academic practice across the University. The designation of the title 'Centre of Excellence' is awarded in recognition of meeting key criteria and performance measures that include promoting and expanding the University's professional influence and knowledge exchange activities. The configuration of the University's 'Centres of Excellence' is under review and recommendations for strengthening practice are expected to highlight the need to develop more comprehensive knowledge exchange strategies.

HEIF funding at Kingston is primarily allocated to KE roles and resources required to support specific KE. Outcomes primarily sit in faculties aligned to their ongoing plans, with the BE team providing support across a range of KE/BE activities, including both HEIF and non-HEIF KE activity. Kingston's new academic careers and development framework ('Domains') provides a key tool to build capacity and capability in KE/BE and is supported by training and development activity as well as through mentoring and the staff appraisal process. The BE team provides horizon scanning and supports the development of opportunities; it also aims to deliver clear and transparent processes and minimise bureaucracy across all activity. The Head of BE further leads on developing large-scale collaborations and is responsible for KE reporting and governance at KU. They are also Co-Director of Kingston University Enterprise Limited with the Assistant Director of Finance.

Business Development Managers are allocated to faculties, working in strategic partnership with Associate Deans of Research, Business and Innovation to deliver KPIs aligned to faculty plans for Research and KE. Faculty bidding strategy meetings, including Faculty Deans and Associate Deans, and Research and Business Engagement teams, provide a quarterly forum to reflect on past performance and develop improvement plans. At more local level, BDMs assist Heads of Schools and School Research directors to meet

targets for academic KE engagement. Reporting and objective setting is aligned to HEIF categories.

Commercialisation and IP planning are supported through the commercialisation readiness process. Still at pilot stage, the process is led by the **Contracts Manager** and seeks to understand best value and return on investment in allocating HEF funding to staff. Business engagement communication activity is led by the **Business Engagement Coordinator**, supported by the **Business Enquiries Assistant**. The team leads on webpage and social media content and is responsible for increasing traffic to BE via these routes. The team also coordinates and supports our business networks, including the Kingston Innovation Network in partnership with Kingston Borough Council, The KU Women's Enterprise Network in partnership with Kingston Business School (KBS), and the Global Leadership Programme in partnership with KBS. Knowledge Transfer Partnerships remain an important product for KU, supported by our **Projects Manager** who has responsibility for managing ongoing programmes, leading on KTP training and information events and managing annual KTP telemarketing campaigns.

Evaluating outcomes and Identify lessons learnt The 2020 KEF highlighted the challenges facing a large and complex university in evaluating KE interconnected with core university activity. Our KEF results provided a clear indication of areas for improvement, but also suggested opportunities for learning based on sector good practice. The Knowledge Exchange Concordat likewise establishes a framework for understanding and addressing complex interdependencies at institutional level to enhance performance. We will use the KEC development year to identify specific areas for improvement, working through the lens of KEC to develop meaningful KPIs aligned to KEF perspectives.

Principle 1 Mission. Will we use the KEC development year to outline a full implementation plan aligned to the institutional objectives of our strategic plan.

Principle 2 Policies and processes. Our aim is to develop our policies and processes to ensure responsiveness, pace and agility in meeting the needs of both academics and external partners. During the KEC development year we will identify areas for improvement that can be operationalised over this HEIF period.

Principle 3 Engagement. Our institutional aim of a step change in business engagement relates to both the scale and quality of KE. Participation in large-scale projects (eg Help to

Grow: Management and BIG South London) provides volume activity, and we will use these activities to develop a framework for BE improvement and growth. Likewise, working with the functions in the Directorate led by the PVC Education, we will develop a strategic partnerships framework as a means to further integrate the needs of businesses and external organisations into our curriculum and KE activity. We will also further seek to integrate student KE into KE activity and, working alongside our Entrepreneurship Education and Careers teams, we will develop a framework for delivering and evaluating student KE aligned to KEF perspectives, thus supporting KU students employability within the region and within foundational sectors.

Principle 4 Working transparently and ethically. The new academic careers and development framework provides clear and supportive pathways to build capability and capacity in business engagement and knowledge exchange. Our 2021 public sector duty equality objectives have a clear focus on the key themes of: student and staff voice; diversity and inclusion; accountability; data and evidence-based decision-making; and education; communication and training, delivered through an annual action plan overseen by the University's EDI committee working closely with staff networks and other stakeholder groups in faculties and professional support services. We have therefore joined together key aspects of our EDI approach to realise interdependencies between actions affecting students, staff and other stakeholders in the University, including external partners and collaborators; and have focussed upon mainstreaming and embedding our commitments as much as upon compliance. We are developing an inclusive leadership programme which will support an EDI for business engagement strategy, and will work towards developing our regional inclusive innovation strategy to ensure no organisation is excluded from innovation support.

Principle 5 Capacity Building. Recognising a key opportunity for growth within the next HEIF life-cycle, we will seek out models of good practice in our university community, and work with business to develop training and development for both academic and professional services staff that meets the needs of a rapidly changing KE environment. KU is consistently in the top two universities for student start-ups and we will leverage this strength to grow student and staff KE activity in a learning and development ecosystem.

Principle 6 Recognition and Reward. The new academic careers and development framework supports our step-change ambitions in business engagement by recognising,

and rewarding KE activity alongside the supportive pathways created by our explorations of new ways of working and refreshing of KE policies and processes.

Principle 7 Continuous improvement. KU22+ commits the University to a programme of continuous improvement across all activity. KEC provides a complementary framework to aid self-assessment and development in KE. As well as developing internal process improvements, we will initiate a structured programme of feedback and learning from our partners and collaborators about the quality and appropriateness of our service offering.

Principle 8 Evaluating Success. During the HEIF life-cycle we will develop a model of reflective practice to evaluate KE programmes across Kingston. We will also work through our networks (PraxisAuril, Universities Alliance, NCUB) to develop a framework for best practice in KE behaviours, cultures and programmes.