London South Bank 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.

LSBU was established in 1892 with a mission to provide education and services that improve access to opportunity for the people of south London, and applied research and enterprise activity that advances their businesses. Our commitment to education, enterprise and the needs of our community is at the heart of LSBU's identity. In order to better serve those needs, we have created the LSBU Group, which alongside the University, includes South Bank Colleges, South Bank Academies and South Bank Enterprises. The creation of the Group will allow us to develop clear educational pathways to career opportunities in addition to supporting local businesses and growth industries of national importance.

With an emphasis on real world impact through insight and engagement with place, the LSBU Group Corporate Strategy 2020–2025 commits the University to producing research and innovation that enhances teaching and tackles global and civic challenges, generates critical insights, and sustainable solutions to transform the lives of individuals, communities, businesses and society, with the ultimate aim of producing £5 billion of economic impact by 2025. Through continued and increased investment in these key areas, LSBU will drive KE and innovation provision to deliver £50m in Research and Enterprise income by 2025. Research, Enterprise and Innovation services are delivered centrally through South Bank Innovation (SBI), a team of 50+ members, responsible for research development, knowledge exchange, student enterprise and inclusive growth. SBI utilises HEIF to support the delivery of LSBU's knowledge exchange strategic objectives. This includes funding of KE staff and institution wide initiatives that enable both our academic and student communities to engage and access KE, generating economic and societal benefits at the local, national and international levels.

In line with national priorities and supporting ideas, people and place, LSBU shares its campus with the boroughs of Southwark, Lambeth and more recently Croydon. All three boroughs experience higher than average levels of pay

inequality and unemployment, further highlighting the hyper-local challenges for LSBU's community and the growing role of LSBU as an anchor institution, supporting the development of businesses, skills and human capital. Over the next 5 years SBI will utilise HEIF to support the below strategic objectives adding strength to areas of excellence and driving domains of scalable potential.

1) Developing an Enterprising Academic Community

LSBU's KE activity aims to stimulate economic and societal growth by utilising Group research and enterprise expertise to provide coordinated support to local business through access to facilities, technical expertise and high-quality academic insight provided by our Research Centres and Groups. In 20/21, SBI is expected to generate approximately £7million in enterprise related income - By 2025 the team aims to increase this figure to reach LSBUs target of £50m in combined research and enterprise income. To achieve this, SBI will invest in the creation of Innovation Networks, focussing on STEM, Health and Wellbeing. The Innovation Networks will bring together LSBUs academic expertise and specialist facilities to engage and collaborate with industry. The Innovation Networks align with LSBU's academic strengths and key areas of national importance including AI and data, an aging society, clean growth and the future of mobility. Given LSBUs strengths in STEM and focus on technology which will drive sustainable futures, further investment will be allocated to developing an institutional understanding of IP and translating research into commercially viable products and services. LSBU will use HEIF to improve the development of LSBUs IP pipeline, specifically focussing on technology and systems to manage and market early-stage IP to potential clients and partners. Utilising the strengths of LSBUs academic insight and range of specialist facilities, SBI aims to pilot a new LSBU Group subsidiary company, co-run and delivered by students by 2025. This builds upon the success of similar initiatives such as the South Bank Collective (a student run creative agency) to provide additional pathways for students to gain real world experience and secure graduate level employment.

2) Inclusive Growth and Regeneration

LSBU continues to be London's leading provider of ERDF and ESF project delivery through the Inclusive Growth team. LSBU currently delivers 7 ERDF programmes to support micro businesses and SMEs across a range of key sectors including health tech, low carbon and creative tech. Over the next 3 years, LSBU aims to support 1000 SMEs to create 140 jobs. By 2025 the team aims to quadruple the average annual income for regeneration grants from £2.5 to £10.5m broadening the portfolio of support, increasing opportunities for businesses, individuals and students to benefit. The pandemic has further highlighted the need to support increasing numbers of businesses and individuals to survive, grow or pivot. Over the next 5 years, HEIF will contribute to LSBUs aims to secure further funding from emerging calls, such as the UKSPF. In addition, HEIF will enable the team to commercialise programme content and extend project benefits and outputs beyond their funding scope. This will enable LSBU to deliver regeneration programmes to other priority places in the UK, helping to further support the UK's levelling up strategy in regions such as Kent and East Sussex where LSBU currently leads an ERDF programme. Inclusive Growth programmes present an excellent opportunity for students to gain work-based learning. The team will work closely with Student Enterprise colleagues to increase the number of students placed with startups and SMEs enrolled in future inclusive growth programmes.

3) Driving local skills and supporting workforce development

By 2025 SBI aims to have delivered a comprehensive portfolio of CPD and short courses to 5K learners, 150 SMEs and 30 large corporations. LSBU has a strong history of delivering CPD and short courses to professionals and individual learners. Over the next 5 years SBI will allocate significant resource to the development of high quality CPD and digital short courses. The programmes will be delivered through a newly implemented digital marketplace, allowing for both face-to-face and virtual delivery. We will continue to develop upon our strategic partnerships, particularly with organisations across health, transport, energy and technology, to increase the number of bespoke programmes serving the needs of

transforming workforces. In addition, specific focus will be placed on the development of short courses providing opportunities for local residents to upskill and secure higher-level employment.

4) Connected campus

LSBU has invested significantly in its estate, specifically the Southwark and Croydon Campuses (due to open in Sept 2021). These developments will provide state of the art teaching facilities in addition to services and spaces for businesses and the local community, driving recovery and regeneration in South London. Throughout 2019/ 20, LSBU hosted approximately 70 businesses across its co-working spaces, by 2025 we aim to increase tenant memberships to 150. HEIF will enable SBI to build on LSBU's leading workspace and incubation provision, expanding the model through LSBU's newest sites, building a connected campus from Elephant and Castle south to Croydon. This network will support entrepreneurship and knowledge exchange, linking the student community with local enterprises, civic institutions and local residents. A key initiative which will drive this engagement is the Digital Community Hub project. The Hubs, based at each site, will deliver short courses, advisory services and open events aimed at upskilling and supporting local businesses and individuals, focusing on digital skills and targeted at underrepresented groups. The hubs will provide opportunities for students to manage and deliver hub-based services, such as LSBU's Business Solutions Centre and Legal Advice Clinic; student-led advisory services offering tailored advice to small businesses and freelancers.

5) Inspiring the next generation of student entrepreneurs and future leaders

Student Enterprise is a key strength of LSBU's lifelong learning offer for aspiring entrepreneurs. During 2020/21 overall engagement with programmes was healthy with 2500 students participating in enterprise services, competitions and events. In addition to providing student and graduate start-up programmes (Ideahack and IdeaHub) and incubation services through the Clarence Centre for Innovation, the team also supports student knowledge exchange through our research and SME internship programmes, connecting LSBU's students with tenant businesses and academics, to work on specific business and commercialisation challenges. Over the next 4 years, SBI will continue to use HEIF to support these activities and develop the next generation of student entrepreneurs and future leaders; increasing the number of new graduate purpose-led startups and generating improved graduate outcomes. Additional focus will be placed on developing students as freelancers, through the development of 'side-hustles' that complement academic studies and individual interests ie journalism, photography and games design.

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.

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
Focussing on STEM and Health, SBI will continue to build relationships to generate KE opportunities with major partners (e.g. TfL, NHS) whilst increasing the engagement to reach 200 SMEs over the next 5 years.	A total of 1.0 FTEs across 5 BDM posts from different Schools 1x 0.2 FTE Support Officer 1x 0.15 FTE Head of KE	This activity supports the Ideas pillar of the IS. In addition, it will contribute to supporting the IS grand challenges.	1) Developing an enterprising academic community	2021 onwards
The establishment of the Innovation Networks provide a gateway to reach and collaborate with large and small business partners in STEM and Health based sectors. The aim is to establish a set of 4 Innovation Networks by 2025	A total of 1.0 FTEs across 5 BDM posts from different Schools 1x 0.2 FTE KE Support Officer 1x 0.15 FTE Head of KE HEIF will also be allocated to contribute to events and micro competitions to support the networks and their development	This activity supports the Place and Ideas pillar of the IS. In addition, it will contribute to supporting the IS grand challenges.	1) Developing an enterprising academic community 4) Building a connected campus	2021 onwards
Deliver programmes to support skills development across local boroughs for those seeking employment and individuals in entry level positions. Also providing SMEs with training to assist in innovation and growth. Target is to reach 5000 individuals and 150 SMEs	A total of 0.3 FTE across 3 BDM posts 1 x 0.15 FTE Head of KE A total of 0.4 FTEs across 4 Senior Lecturer posts	Supports both People and Place pillar of IS with a strong direct benefit to increasing Student Employability through participation in services but also subsequent delivery	2) Inclusive Growth and Regeneration 3) Driving local skills and supporting workforce development	2021 onwards

		of programmes with an aim to enrol 200 students by 2025		
Increase the number of KTPs to a total of 10 running by end of 2024	1 x 0.5 FTE KTP BDM 1 x 0.2 FTE Academic lead support	Contribution to the IS Ideas pillar by increasing R&D as %of GDP and also SME engagement. Five new KTPs starting per year	1) Developing an enterprising academic community	2021 onwards
Identify IP from existing research and IP that can generated through LSBU's knowledge capital which has market potential. By 2025 to establish 5 spinouts.	A total of 0.4 FTE across 3 BDM posts 1 x 0.1 FTE Head of KE	Supports IS Ideas pillar through building a portfolio of licensed IP.	1) Developing an enterprising academic community	2021 onwards
Utilise space and capital equipment. Reaching 150 SMEs and individuals by 2025	1 x 0.2 FTE KE Support Officer	Supporting local industry (IS place)	1) Developing an enterprising academic community 4) Building a connected campus	2021 onwards
Integrating our new CPD platform with large corporations and SMEs. Becoming a provider of both content and infrastructure to develop skills in the workplace. Targeting 5000 individuals, 100 SMEs and 30 corporations by 2025	1 x 0.5 FTE BDM	Supports People pillar of IS. Increasing reach to learners by working with industry as an infrastructure partner. Aiming to reach a total of 10000 learners.	3) Driving local skills and supporting workforce development	2021 onwards

LSBU will invest in upskilling and educating students to support local businesses through the Business Solutions Centre, aiming to reach 1000 clients per annum by 2025.	1 x 0.25 FTE Student Enterprise Manager 3 x 0.1 FTE Senior Lecturers	Supports the Ideas, Place and People pillars of IS. Enhances student and graduate employability through the placement of 100 students by 2025. The services also aim to help develop local micro and SMEs through business systems support.	3) Driving local skills and supporting workforce development 4) Building a connected campus 5) Inspiring the next generation of student entrepreneurs and future leaders	2021 onwards
Student Enterprise will design a new set of programmes to increase the participation of students, staff and the local community in Enterprise Education. The overall aim is to increase engagement to 3000 by 2025, with an increase in the number of purpose-driven graduate startups supported year on year.	1 x 0.5 FTE Student Enterprise Officer 1 x 0.5 FTE Events Officer Competition funds are supported by HEIF HEIF will also be allocated to contribute to events and workshops	Supports the Ideas and People pillars of IS. Builds learning resources and develops a community to support and increase engagement in the skills and employability agenda. The programme aims to engage with 3000 students by 2025	2) Inclusive Growth and Regeneration 3) Driving local skills and supporting workforce development 5) Inspiring the next generation of student entrepreneurs and future leaders	2021 onwards
Student Enterprise will develop new online modules and open access content for aspiring freelancing students. The aim is to engage with 200+ future freelancers and enable them to launch and generate revenue for their business	1 x 0.5 FTE Student Enterprise Officer 1 x 1.0 FTE Student Enterprise Manager	Supports the Ideas and People pillars of IS. Supports development of student ideas, enhances graduate employability and skill development aiming to support 200+ freelancers by 2025.	5) Inspiring the next generation of student entrepreneurs and future leaders	2021 onwards

Student Enterprise will work closely with the tenancy team to increase the number of funded student internships and placements with micro-SMEs based on LSBU's campus. The aim is to reach 100 internships by 2025	Student SME internships are HEIF funded 1 x 0.25 FTE Student Enterprise Manager	Supports the Ideas, People and Place pillars of IS. Enhances student and graduate employability, introduces students to entrepreneurial environments, supports growth of local micro businesses and SMEs through the placement of 100 interns by 2025	2) Inclusive Growth and Regeneration 3) Driving local skills and supporting workforce development 4) Building a connected campus 5) Inspiring the next generation of student entrepreneurs and future leaders	2021 onwards
Inclusive growth will develop new programmes and bids for regeneration funding to support local startups and SMEs. The aim is to secure in excess of £10m in regeneration funding by 2025	1 x 0.5 FTE BDM 1 x 0.2 FTE Head of Inclusive Growth	Supports both people and place pillar of IS	2) Inclusive Growth and Regeneration 3) Driving local skills and supporting workforce development 4) Building a connected campus	2021 onwards
Business and innovation support for local startups and SMEs: Delivery of programmes which aim to engage with 2000 clients by 2025	1 x 0.25 FTE Marketing Manager 1 x 0.25 FTE Programme manager 1 x 0.1 FTE Head of Inclusive Growth A total of 0.4 FTEs across 4 Senior Lecturer posts	Supports both people and place pillar of IS and increases employability of students through consultancy and internship-based placements. Aiming to place 15-25 students per annum	2) Inclusive Growth and Regeneration 3) Driving local skills and supporting workforce development 5) Inspiring the next generation of student entrepreneurs and future leaders	2021 onwards

Design and delivery of business and innovation support events and workshops to local businesses - with an aim to provide over 250 events and workshops by 2025	1 x 0.25 FTE Programme manager 1 x 0.1 FTE Head of Inclusive Growth 1 x 0.1 FTE Academic support	Supports both people and place pillar of IS and increases employability of students through consultancy and internship-based placements. Aiming to place 15-25 students per annum	2) Inclusive Growth and Regeneration 3) Driving local skills and supporting workforce development 4) Building a connected campus	2021 onwards
Working across LSBU Group to develop and bid for programmes of skills and employment support aligned with boroughs and Mayor's employment and skills strategies for local growth (growth plans, mayors recovery missions etc), aiming to secure over £10m in funding by 2025	1 x 0.25 FTE BDM 1 x 0.1 FTE Head of Inclusive Growth	Supports both people and place pillar of IS	2) Inclusive Growth and Regeneration 3) Driving local skills and supporting workforce development 4) Building a connected campus	2021 onwards
Delivery of skills and employment programmes aligned with boroughs and Mayor's employment and skills strategies for local growth (growth plans, Mayor's recovery missions etc) - aiming to deliver over 200 workshops and events by 2025	1 x 0.25 FTE Programme manager 1 x 0.1 FTE Head of Inclusive Growth A total of 0.4 FTEs across 4 Senior Lecturer posts	Supports both people and place pillar of IS and increases employability through consultancy and internship-based placements. Aiming to place 15-25 students per annum	2) Inclusive Growth and Regeneration 3) Driving local skills and supporting workforce development 4) Building a connected campus	2021 onwards
The tenancy team will increase memberships to 150 through the expansion of our innovation spaces across the Group and subsequent development of flexible membership packages designed to account for a more hybrid working arrangement	1 x 0.4 FTE Tenancy Manager 1 x 0.3 FTE Tenancy Support Officer	Supports ideas, people and place pillars of IS. With the increase of 'employers' on campus we aim to	4) Building a connected campus	2021 onwards

		place 50+ students in internships and placements		
Development of Digital Community Hubs, providing digital skills and networks to support local communities. The aim is to open 5 Digital Community Hubs by 2025	1 x 0.25 FTE BDM 1 x 0.1 FTE Senior Lecturer support	Supports both people and place pillar of IS with a strong direct benefit to increasing Student Employability through participation in services and delivery of programmes with an aim to enrol 200 students by 2025	2) Inclusive Growth and Regeneration 3) Driving local skills and supporting workforce development 4) Building a connected campus	2021 onwards
Pilot a new LSBU Group Subsidiary company which will provide training, knowledge and employment for LSBU students.	1 x 0.15 BDM 1 x 0.1 Director of SBI	Supports both people and place pillar of IS with a strong direct benefit to increasing Student Employability through participation in company activities. The aim is to enrol 50 students by 2025	3) Driving local skills and supporting workforce development 4) Building a connected campus 5) Inspiring the next generation of student entrepreneurs and future leaders	2021 onwards

Question 3 – Monitoring success

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

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

      i.   manage your HEIF spending

     ii.   measure progress

   iii.   evaluate outcomes and

   iv.   identify lessons learned.

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

Overview:
HEIF is managed and monitored by the South Bank Innovation team, working closely with LSBU's Finance Directorate to plan and distribute funding to Departments, Schools and standalone projects.

SBI is responsible to the Enterprise Advisory Board (EAB) which reports directly to the University's Executive Board. The EAB meets quarterly and reviews data and performance pertaining to income and departmental programmes and projects. The EAB membership includes LSBU's Vice Chancellor and two C-level external members with extensive industrial experience, providing a high level of scrutiny and alignment with institutional strategic objectives.

Planning
Budgets and project plans for HEIF are agreed with SBI's sub-departments, taking into consideration the previous years spend, SBI strategic objectives in addition to any environmental factors which may affect planned activities. All budgets are agreed two months prior to LSBUs financial year end and confirmed funding amounts are allocated to the departments at the beginning of the following financial year.

Within the planning round each department within SBI is invited to modify ongoing HEIF activities and propose new initiatives. Any newly proposed projects, or existing funded activities with planned changes, are evaluated against how the proposal delivers against current HEIF and Government priorities. This process is managed by the SBI directorate, which assesses and agrees on funding amounts for projects. To maintain transparency and encourage a supportive culture of Enterprise development, all project owners are provided with feedback and encouraged to reapply or work with the team to seek alternative funding if not successful.

Monitoring
SBIs policy for measuring progress, identifying risks and evaluating outcomes, instructs each recipient of HEIF, where applicable, to produce a brief monthly update to the SBI Executive, subsequently quarterly reports to the Enterprise Advisory Board and an annual impact report. Individual reports may be requested where the projects are short term, standalone or do not fall within the usual cycle of reporting.

The reporting points allow the SBI directorate to identify any high-risk projects likely not to complete or alternatively allocate further funding to leverage outcomes. To support this process SBI has developed a digital work management tool which provides dashboards allowing SBI staff to track projects and provide real-time data pertaining to project completion, tasks, risks and spend, this in turn allows the directorate to accurately monitor and provide support where needed.

Evaluation
At the close of each project and where applicable a full retrospective meeting – often used in agile project management - is performed. The retrospective meeting gathers the key project owners and stakeholders to conduct an analysis of, positive project outcomes, what did not work so well and how elements of the project be improved for the future. Within this process a final assessment is performed against the proposed initial benefits, this includes the estimated impact and delivery against institutional and governmental priorities. All retrospective meeting information is collated and shared with the wider SBI directorate and cascaded to Academic Schools where applicable. In addition, all information is collected using the digital work management tool, providing access to all users across LSBU, enabling efficient and effective sharing of learnings.

Outlined below is a description of how SBI will manage and monitor specific funded activities in line with the key strategic objectives as summarised in question 1.

1) Developing an Enterprising Academic Community

Overall objective
To develop an enterprising community that generates significant enterprise income, increasing LSBUs total Research and Enterprise income to £50m by 2025.

Measuring progress:
KE will be tracked and measured by individual project teams which will report into the Head of Knowledge Exchange and Director of SBI. The key objectives for KE include: Increasing the numbers of commercial contracts, focusing on the STEM and Health sectors. Building engagement with the newly established Innovation Networks providing pathways to developing more strategic partnerships and establishing repeat business.

High-level measurement of each activity:
- Commercial contracts and consultancy - Number won and lost, amount of income and impact generated with a focus on economic and societal benefit
- Consultancy – number of contracts initiated and completed, feedback from clients and any subsequent impact generated
- Specialist facilities hire – Income generated per annum
- KTPs – number of new KTPs established per annum
- Increased IP portfolio (invention disclosure forms and patents held) and related IP income
- Successful pilot of Group Subsidiary Company – Income generated, number of students supported, graduate outcomes

Evaluating outcomes and identifying lessons learned
Given the large remit of this strategic objective, outcomes will be evaluated on a monthly basis by the Director of SBI and KE team, a more in-depth quarterly evaluation will take place to assess progress against project milestones. In addition, all KE projects will perform a retrospective activity, from which learnings are collated and disseminated to the wider SBI community. Any non-completed projects will also be tracked and evaluated to ensure learnings from these projects are also shared. IP portfolio review and development will be supported by a newly established IP commercialisation board which will meet twice a year to assess and advise on IP commercialisation.

2) Inclusive Growth and Regeneration

Overall objective
To significantly increase the average annual income year on year for regeneration grants by 2025, supporting local businesses and individuals to develop knowledge and advance.

Measuring progress
The inclusive growth team will track progress of ongoing projects through regular project and programme team meetings, with each having very stringent reporting requirements on outcomes. The new development of bids and market intelligence work will be assessed through the number of submissions made, success and failure rates. This will also incorporate data on spend per application and feedback gathered from the outcome of each application. The remit for this team will also be the commercialisation of regeneration activities, providing a platform for new income streams to further support ideas, people and place.

Evaluate outcomes and identifying lessons learned
Outcomes will be assessed at the three key stages of Inclusive Growth's workstream. Discovery and bid development, project and programme delivery, legacy planning and commercialisation. Each project team utilises the online project management tool to perform regular retrospective sessions. Learnings are collated and disseminated to the wider team and Academic Schools where applicable.

3) Increasing local skills and supporting workforce development

Overall objective
The team aims to increase the number of learners to 5000 by 2025, increasing overall income for CPD and short courses. The focus of new programme development will target professionals from LSBUs priority industries including STEM, Health and Wellbeing. In addition to developing industry specific and bespoke training package, LSBU will design a new collection of short courses aimed at improving career prospects for students and individual learners.

Measuring progress
Key outputs include: the number of new courses launched, number of signups per programme, income (where applicable), the quality of delivery and destination/ progression data on individual learners.

Through the development of a new digital platform for CPD and short-courses, SBI will track, in real-time, quantitative data pertaining to course delivery, sign ups and individual learner outcomes linked with career destinations. This data will inform the direction of new programming.

In addition, SBI will leverage the new digital platform to design bespoke training delivery platforms for organisations seeking better ways of delivering compulsory and bespoke training for their teams.

Evaluate outcomes and identify lessons learned:
Outcomes are assessed against course KPIs and desired outcomes, facilitated by the collection of feedback for CPD delivery and development. Improvements for future programmes will be collected in retrospective activities performed as part of the completion of each programme. The learnings are then fed back into the development process to ensure iterative improvement of each programme.

4) Building a Connected Campus

Overall objective
To become the leading provider of HEI coworking and community spaces, increasing the number of memberships to 150 by 2025.

Measuring progress
Key measurements for the tenancy and incubation team are occupancy rates and income generated per month. This is reviewed by the SBI Executive team and the Director of SBI each month. The team will develop new membership packages to allow greater flexibility of the use of space on

campus for tenants. The team will also design specific discounted packages for local underrepresented groups and social enterprises seeking office space. Additional analysis of tenants and their backgrounds will also inform intelligence around how we engage with the local population and serve their needs.

Evaluate outcomes and identify lessons learned
A monthly report outlining income, occupancy, new tenants and leaving tenants will be reviewed by the SBI executive. In addition, a quarterly review is performed to assess and evaluate policies, tenancy levels, business development and a review of services provided. All data and learnings are collated through the retrospective process and circulated to the wider team.

5) Inspiring the next generation of student entrepreneurs and future leaders

Overall objective:
To increase year on year the number of successful, purpose led LSBU entrepreneurs and future leaders.

Measuring progress
Over the next 4 years, Student Enterprise (SE) will focus on engagement, aiming to provide every student at LSBU with the opportunity to gain entrepreneurial and enterprising skills. In addition, further priority will be directed at developing and supporting student and graduate freelancers, founders from under-represented groups and social entrepreneurs. The SE team will work on increasing the pipeline of student entrepreneurs, aiming to increase the numbers of new graduate start-ups year on year, generating more revenue, raising investment and creating jobs. The SE team will also work closely with LSBUs employability team to increase the number of work-based learning opportunities by diversifying pathways to gain professional experience, including freelance opportunities and working directly with business tenants on campus.

Evaluate outcomes and identify lessons learned
Key metrics will include the number of engagements across all programmes, number of newly created graduate start-ups, graduate outcomes, number of work-based learning opportunities fulfilled. Specific effort will be applied to understanding the student and graduate journey, establishing which pathway at LSBU contributes to a successful entrepreneur or graduate level job. In addition, each programme will evaluate overall satisfaction and how the engagement (across events, 1:1s, competition participation) helped develop student and graduate enterprise skills. Improvements for future programmes will be collected in project retrospective meetings. The learnings will then be fed back into the development process to ensure iterative improvement of each programme and initiative.