

**RE-P-2020-03-Annex B**

# University of Portsmouth

## HEIF accountability statement

**Narrative return template for HEIF funding period  
2021-22 to 2024-25**

**Return date: 21 May 2021**

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## Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

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

The University of Portsmouth's mission is to 'create, share and apply knowledge to make a difference to individuals and society'. This is being delivered through the University's [Vision 2030 and Strategy 2020-25](#) which place benefitting wider society at our core through our ambitions to become one of the UK's leading civic universities, significantly build our global reach and reputation, and deliver globally-recognised solutions that improve society.

The knowledge exchange (KE) aspects of the University Strategy are developed through our KE Delivery Plan, which sets out to deliver knowledge exchange for the planet and society, addressing environmental, social, economic and environmental challenges by building national and global partnership and engaging students and our local community. In order to realise our vision for KE, our Delivery Plan sets out our 4 strategic objectives for knowledge exchange. By 2025, we will:

**Objective 1:** Increase our number of funded collaborative research projects with businesses and the public sector by 50%, applying our knowledge, skills and expertise to

benefit the economy, increase productivity, co-create new products and tackle global, national and local challenges

**Objective 2:** Grow our existing strategic partnerships and develop 2 new partnerships locally and globally to co-create solutions in our priority areas such as clean growth, health, heritage and space industries

**Objective 3:** Increase the number of students engaged in KE by 25% by building student enterprise activities across the institution, growing our start-up support, and increasing opportunities for student engagement in our KE projects

**Objective 4:** Become a leading Civic University, demonstrating the impact of engaging with our local community, co-identifying opportunities and challenges and delivering solutions through our expanded innovation Centres and our new Community Hub.

Our KE strategic objectives align with our [institutional strategies](#) around research, teaching, student experience and [civic engagement](#) as well as with Government, Research England and Office for Students priorities. Our approach to achieving these objectives is to focus on 5 elements of delivery, underpinned by enabling works to support staff and students build expertise in delivering KE activities. We will:

***Conduct effective collaborative research with external partners, build strategic partnerships in order to combine efforts to deliver more impactful change, create and support clusters of innovation, focus on entrepreneurialism and work with our local community to create a vibrant, successful and quality place.***

The activities described in Question 2 outlines the tactics that will deliver these objectives concentrating on the 5 elements above. These have been carefully selected to build on our critical mass of expertise and respond to the drivers from businesses, community partners and other stakeholders so that together we can demonstrate and realise maximum return on investment. Our work responds to the **R&D Roadmap** and focuses on the technologies that enable our business to grow (including Clean Technologies, AI, Data Analytics) and in regional growth sectors (such as Digital Creative, Heritage, Health, Space and Maritime). It also builds on our recognised strengths such as the Centre of Enzyme Innovation which is addressing the plastic challenge for the environment.

**Strategic Partnerships:** Our collaborative engagement with business and our strategic partnerships will co-create and deliver practical solutions that tackle global challenges and improve the socio-economic and environmental wellbeing of people across the world, particularly in the aftermath of the Covid-19 pandemic. This aligns strongly with government and Research England priorities around the R&D Roadmap, engaging business and increasingly levels of practical, applied research to co-produce innovative solutions and

technological advances that will benefit the environment, economy and society, leveraging additional funding to support this work, where we can.

We will develop new and enhance existing strategic partnerships to deliver our commitment to address climate change (to **Build Back Better**) and to deliver our own ambitions to be climate positive by 2030. We will build new strategic partnerships to deliver a step change in tackling other Government priorities for example in health, clean growth, the space sector and data analytics that will contribute to economic growth and technological developments. We will build on our existing successful partnerships, such as our [Centre for Excellence in Satellite Applications](#) conducting KE in areas that are relevant to local priorities and will deliver immediate economic benefits to the city and our wider regions.

**Engaging students in KE** brings benefits for the institution, our partners and the students themselves. Our University Strategy commits us to boosting graduate employability and provides a life-changing experience for every student. With additional support for start-ups, skills development and increased opportunities to engage in KE activity, our students will gain invaluable skills and experience, and a life-changing entrepreneurial mind-set that will boost their future careers and open up a range of new possibilities in enterprise and industry. The new perspectives and fresh energy of students involved in KE also brings huge benefits to our business and civic partners and to the city as a whole, as demonstrated by previous activities our students have been involved with.

**Community Engagement.** We are firmly rooted in our local community and will work together to undertake KE that tackles deprivation, increases productivity, promotes entrepreneurialism and deliver business growth, responding to our community needs. Working together we will address the levelling-up agenda, creating opportunities for the region to address the relative deprivation of the city of Portsmouth within the otherwise affluent south-east region. Our KE will build on the strong characteristics of our place by harnessing our city-s heritage assets and our creative and digital sectors.

As part of our commitment to our [Civic University](#) status, we will promote the city of Portsmouth and lead the way in taking advantage of regional opportunities. Embracing the Government's investment in the region's new Freeport, we will ensure that we maximise the benefits for local businesses and our community, and in particular delivering economic growth that responds to the shared desire for clean growth and environmental sustainability.

**Innovation Clusters:** These clusters, in areas of regional strength (including health, heritage, maritime, space and clean growth) will bring together local and regional organisations, through both co-location and networking, enabling the identification of synergies and the development of mutually beneficial relationships. Organisations of various stages of their

lifecycle will benefit from the knowledge and expertise of the University, and from working closely with other companies in the supply chain.

**Collaborative Research:** We will work collaboratively with partners to deliver economic growth through improving business access to the universities skills, expertise and facilities. Through our knowledge brokerage functions and targeting areas of strength and capacity, we will support the development of new products and services to improve the rate, efficient and update of new product and systems development. (as demonstrated in our Case Study 2)

## 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><b>Planned areas of HEIF supported KE activity</b></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><b>HEIF support</b></p> <p>How HEIF will be used to support the project?</p>	<p><b>HEIF priorities</b></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><b>Strategic objectives</b></p> <p>Which institutional strategic KE objective does this relate to?</p>	<p><b>Indication of timescales</b></p>
<p><b>CORE UNDERPINNING ACTIVITIES</b></p>				
<p>Business Engagement and Knowledge Brokerage functions. Building collaborations, opportunities for KE activities specifically around improving access to skills, facilities and expertise of staff and students</p>	<p>Currently equivalent to 4.5 fte staff posts. Access to Innovation Vouchers</p>	<p>Supports and facilitates access to knowledge, expertise and facilities. Delivers economic growth and increased productivity in the partners</p>	<p>Contributes to all objectives and in particular Objectives 1 and 2</p>	<p>On-going</p>
<p>KE Skills and Leadership Development Programmes. Building the capacity and capability of our staff to engage in high quality and impactful KE activity. This activity will also address action plans derived from KE Concordat, Race Equality Charter, Researchers' Concordat.</p>	<p>Fully funds the design and delivery of the programme including the equivalent of 1ft of staff costs. The university HR department also supports this work in addition to the HEIF funded activity.</p>	<p>Supports the Government priorities by giving staff the right skills to secure and deliver impactful KE that enable business and other external partners to grow.</p>	<p>Contributes to all objectives by providing staff with the skills needed to deliver effective KE activity</p>	<p>From 2021/22 onwards</p>
<p>Develop and deliver regional innovation and KE [plan with stakeholders including responding to design, deliver and evaluation of place-based initiatives. In particular this involves the ERDF portfolio, Shared Prosperity Fund, as well as LEP funded initiatives delivering projects to regional agendas (for</p>	<p>HEIF provides up to 100% of the funding for 2 fte dependent on the portfolio of projects in operation (offset by direct contribution where possible). It also provides matched funding</p>	<p>Responds to the place based agenda. Secures and delivers projects that deliver economic growth in the region</p>	<p>Supports all objectives</p>	<p>Ongoing</p>

example clean growth, health, digital creative). Builds partnerships around the Freeport to enable the region to deliver its innovation led ambitions and create maximum value from the Freeport location.	for deliver secured projects through staff-time and other eligible contributions			
Provide a professional, skilled and competent service supporting the delivery of KE activities. Including, but not limited to delivering events, project administration, systems administration, marketing and communications  Provide technical expertise on contract management ensuring appropriate agreements are in place to deliver fair outcomes for all parties	Equivalent of 4 fte professional, technical and operational project support	Addresses the ambition to deliver high impact KE activity of value to the society	Supports all objectives	Ongoing
Support for technology transfer and commercialisation activities	1.5 fte staff posts plus the budget to support the commercialisation activity including but not limited to IP protection, market assessments, business exploitation plans, mentoring and advice	Enables technology transfer, facilitating the exploitation of university expertise	Objective 1 and 2	Ongoing
Pump-priming collaborative KE projects that apply institutional knowledge, expertise and access to facilities working in partnership with external organisations to unlock knowledge-led economic growth	Academic buyback across the institution equating to approximately 8 fte within a year	Supports access to knowledge, experts and facilities. Delivers economic growth and increased productivity in the partners. Co-creation of knowledge and expertise informs and influences the future direction of	Supports all objectives	Ongoing



		education and research within the University		
Leadership and Management of KE activities; defining, developing and delivering the KE strategic approach. Stakeholder management, performance monitoring and governance activities. Roles have responsibilities for different aspects, faculties and/or departments	Equivalent of 2.8 fte leadership and management	Address the ambition to deliver high impact Knowledge Exchange activities	Supports all objectives	Ongoing
<b>CLUSTER DEVELOPMENT</b>				
Network of Innovation Centres building clusters and business support programmes around regional and institutional strengths (for example in health, heritage, maritime, space and clean growth)	3 fte staff posts Innovation Voucher Scheme for companies enabling access to facilities and expertise (matching SME contribution) to facilitate engagement, addressing gaps in alternative provision. Innovation Cluster office costs  Operational costs for growing and supporting clusters	Supports access to knowledge, expertise and facilities.  Supports place based agenda, focussing on regional strengths and innovation led economic growth	Supports all objectives	From 20-21 and ongoing
Building opportunities for students to deliver short term placements delivering projects specifically to member of our Innovation Connect Community and associate clusters. Supported by academic supervisors and taking	Project management and buyback of academic staff supervising projects covered by the university. Funds salary costs for 35	Builds entrepreneurialism in students and enables more businesses to	Objectives 3 and 4	Student project roll-out in 22-23

due regard of the institutional Race Equality Charter and other relevant action plans	students to participate in steady state	engage in knowledge exchange activities		
Community Engagement Hub. Select, develop and support a new community engagement hub delivering knowledge exchange opportunities between members of the community, academics and students	Covers the cost of the activity to identify priority areas (staff resources and operational costs) and ensure community ownership of the ambitions and outputs. Provides a contribution to academic buy-out for delivering activities	Addresses the place based agenda responding to the specific needs of local communities to bring about societal improvements	Particularly focussed on delivering Objective 4	From 21-22 for 3 years
<b>ENTERPRISE ACTIVITIES</b>				
Creative Enterprise & Innovation Studios – creating a framework to promote and enable staff and students to engage on small-scale projects with appropriate individuals and organisations. Projects will have an academic overseeing and guiding projects on which current or recent students work. Three specific strands will be developed in the first instance: <ul style="list-style-type: none"> <li>• Play, Code, Create – e.g. projects involving game design, development and implementation, creative coding etc</li> <li>• Human Experience Design – e.g. projects involving user experience, human computer interaction</li> <li>• Sound and Vision – e.g. projects involving sound, music and animation</li> </ul>	Project Officer to develop and run the project and associated delivery costs. Buyback for academic staff to support the activity. Project Delivery costs. This will support 21 students in yr 1 rising to 55 in year 3.	Improving business readiness and employability skills for students, providing business access to creative, innovative solutions leading to development of new products/services and economic growth	Objective 3 and 4	Developing during 2021/22 academic year with full roll out commencing 2022/23
Pre-Start Support. Deliver pan-institutional student, graduates and staff enterprise	1.5 fte staff delivering the programme. Delivered	Creating entrepreneurs and	Objective 3 and 4	On-going with new programme

programme, providing people with entrepreneurial mindset skills. Building the pipeline for specific start-up support. This involves workshops, mentoring, pitching practice, networking etc	through our network of innovation centres (as above) Operational delivery costs	providing them with the skills required to succeed in line with the Build Back Better plans		piloting in 2021-22
Start-Up Support: Design and Deliver a pan-institutional programme for students, staff and graduates focussing on the creation of new enterprises. Flowing from the pre-start programme a series of workshops, mentoring start-up support, provision of office-space, support for pitching and access to finance etc.	1.5 fte staff delivering the programme. Delivered through our network of innovation centres (as above) Operational delivery costs	Creating entrepreneurs and providing them with the skills required to succeed in line with the Build Back Better plans	Objective 3 and 4	New programme piloting in 2021-22 and continuing subject to review
Supporting scale-up and growth stage business in the region. The Small Business Office provides co-ordinated leadership and development support for SMEs. Leverages other forms of funding to deliver additional initiatives (e.g. ERDF, BEIS) Provides Entrepreneurs in Residence to support, mentor and coach company leadership and management teams	Funds 2 fte to operate the office, and operating costs	Supports SMEs to improve access to skills, knowledge and expertise and ultimately delivers economic growth		

### 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.*

#### **Strategic Governance of KE**

Knowledge Exchange falls within the remit of the Pro Vice-Chancellor (Research and Innovation). The Pro Vice-Chancellor sits on the University Executive Board (UEB) which has executive responsibility for the institution as a whole and provides senior level oversight of all KE and research activity. Other members of the Board are the Vice-Chancellor, Deputy Vice-Chancellors, Pro Vice-Chancellor (Global Engagement), Executive Deans of the five Faculties and the Executive Directors of Finance and Corporate Governance

The Pro Vice-Chancellor (R&I) is supported, in relation to KE by the Research and Innovations Services (RIS) department. RIS is managed by the Director of Research and Innovation Services, supported by three Deputy Directors and is responsible for administering HEIF finances.

The Pro Vice-Chancellor (R&I) also chairs the University Research and Innovation Committee (URIC), which reports directly to the University's academic Council and Board of Governors in relation to research and knowledge exchange. URIC has a role in advising the Pro Vice-Chancellor on the development of the institutional strategy for research and innovation. It also has a role in monitoring the implementation of the strategy and as such will receive annual reports on delivery of the KE strategy and specifically on the performance of HEIF funded activities. URIC membership includes research and innovation leads from the Faculties plus representatives from academic departments, Executive Deans, Finance, the Library and student representation. The Vice-Chancellor is also a member of URIC.

In addition to specific reports from URIC, The University's Board of Governors receives regular reports including financial reports and progress reports on the achievement of key performance indicators (KPIs) in relation to the institutional strategy. An annual financial statement is published each year, which provides a publicly accessible account of the University's activity.

As well as internal and public reporting, statutory reporting requirements include the provision of detailed financial information as part of both the HESA Finance Return and the HESA HE Business-Community Interaction (HE-BCI) return.

In addition to the formal committee structures, governance is also ensured by the University's policies and processes around financial management and decision-making. These included policies on anti-money laundering, anti-bribery, counter fraud, data protection and equality.

### **Equality, Diversity and Inclusion (EDI)**

Ensuring that the strategic approach and all activity described in this statement reinforces our institutional commitment to creating a working, learning, cultural and social environment that is based on dignity and respect underpins the development of this Statement. Activity have been selected that deliver to specific ambitions within our EDI plans, for example, with our commitments to our Race Equality Charter, Athena Swan and emergent KE Concordat. Projects will need to demonstrate how they are driving forward these agendas as part of the routine monitoring. This agenda will also be an important consideration in the work with our local communities described in Question 2 above, ensuring that their needs as well as the institutions are addressed.

All Committees work to ensure diversity of representation in their membership, and staff are required to complete equality and diversity training packages on unconscious bias, bullying and harassment and diversity in the workplace. All new policies are required to undergo an Equality Impact Assessment to ensure there is no detrimental impact to anyone with protected characteristics.

The University is a signatory of the Race Equality Charter, and submitted its application for a Bronze Award in February 2021. It also holds an Athena Swan Institutional Bronze Award for gender equality and is working towards submitting an application for an Institutional Silver Award in 2021

In relation to HEIF, this translates to a commitment to ensure that the funding is allocated in a way that both ensures and promotes equality, diversity and inclusion. Planned HEIF funded activities will directly deliver ambitions set out in the Race Equality and Athena Swan Actions Plans, for example by tailoring student engagement programmes for female entrepreneurs and those from BAME communities.

### **Operational Management of KE**

Decisions on the use of HEIF funding to deliver this strategy are made by the University's Executive Planning Group (EPG), according to an established process. Membership of EPG includes the Director of Finance, Chief Operating Officer, Deputy Vice-Chancellor and Pro Vice-Chancellor (R&I). The majority of the funding is allocated to long-term activities that underpin KE across the institution, and for previously identified, multi-year initiatives. A smaller proportion (up to 20%) may be made available for delivery of new projects, subject to financial constraints.

To be considered for this discretionary funding, projects must be aligned with the institutional strategic priorities and can be short or longer term but must be able to evidence sufficient funding for successful delivery. Potential projects are submitted by the Director of RIS, in consultation with the Pro Vice-Chancellor (R&I), the Innovation Leadership Group (as defined below) and other relevant stakeholders. Funding decisions are made with reference to alignment with strategic objectives, funding requirements, external engagement with beneficiaries and/or the community, longevity, impact and expected outcomes. Once a

project is approved, it must keep accounts of all spending and is subject to financial and project monitoring processes.

Overall HEIF funds are managed by the Director of RIS through monthly management account processes, with individual cost codes used to manage project expenditure locally where appropriate. The Director of RIS has oversight and budget authority and meets with the University's central finance team on a monthly basis to review expenditure against agreed plans. The HEIF Annual Monitoring Statement is prepared by RIS and Central Finance and is approved by the Pro Vice-Chancellor on the recommendation of the Director of RIS and Deputy Director of Finance.

The Innovation Leadership Group (ILG) co-ordinates operational delivery and project monitoring for HEIF and other innovation activity across the institution. The ILG brings together the Innovation leads from the University's five Faculties with the Director, Deputy Director (Commercialisation & External Partnerships) and Innovation Director from the RIS department with the Pro Vice-Chancellor (R&I).

The ILG plays an important role in relation to, advising on HEIF spending, monitoring progress, evaluating outcomes and sharing best practice on KE. It is also responsible for leading on the implementation of the KE Concordat and reviewing outcomes from the Knowledge Exchange Framework (KEF).

ILG also has a significant role in supporting the Pro Vice-Chancellor (R&I) to develop the Strategy Delivery Plans, setting out in detail the institution's strategy and approach for delivery of the knowledge exchange elements of the University Strategy. This work has been unfortunately delayed due to the Covid-19 pandemic, but is underway at present and has informed this HEIF Accountability Statement.

Another broader group – the Research and Innovation Leaders Group (RILG) brings together staff with an active role in the shaping and deliver of research and knowledge exchange activity both centrally and at Faculty level. This group includes all members of ILG, plus Associate Deans (Research) from each Faculty, Directors of the University's Thematic Areas and other relevant colleagues.

RILG is the forum for coordinating, agreeing and communicating the context and overarching approach to achieving the University's strategic ambitions in relation to research and knowledge exchange. In particular, it provides an opportunity for coordination and collaboration between Faculty innovation leads and the Theme Directors who work across disciplines on research and knowledge exchange projects that align with the University's five Thematic Areas – Sustainability and the Environment; Health and Wellbeing, Security and Risk, Future and Emerging Technologies and Democratic Citizenship.

### **Measuring Progress**

**The role of KEF and KE Concordat.** Monitoring progress towards the delivery of our KE strategy will include engagement with the KE Concordat, which we will use to ensure continuous improvement in our KE processes, practices and capabilities. This will ensure that staff have the appropriate skills and knowledge to deliver high quality and impactful knowledge exchange.

In addition to internal monitoring procedures, outcomes from our strategy will be measured through the KE Framework (KEF) where we will benchmark against our Cluster (E) and seek to achieve a top 20% position in the perspectives that align with our strategy objectives –

Research Partnerships; Working with Business; Working with Public and Third Sectors; Skill, Enterprise and Entrepreneurship and Public and Community Engagement.

### **Project Management**

For all large projects, formal project management approaches are adopted, including regular project boards, risk logs and performance reviews. Performance measurement in terms of individual outputs and impacts form a standard aspects of these projects. An annual KPI review of performance against outputs is conducted as part of the governance structure of the projects. We also use interim assessments to inform continued project direction and focus. One particular value of these exercises is that they determine what types of intervention create the most value for beneficiaries which is used to inform future programme design.

Smaller projects which do not require a formal project management approach are still required to set milestones and undertake ongoing review of progress towards their stated goals and objects, as appropriate to their scope and scale.

All projects should seek to include mechanisms for engaging with their community, with build-in feedback loops to understand the needs of beneficiaries and to make continuous improvements throughout a project's delivery period.

### **Stakeholder Management**

It is important that we have robust processes in place to ensure that the community is actively involved in shaping and informing activities. We are part of a regional Civic University Partnership, which brings together all the HEIs in the wider Solent Region to share strategic and best practice and to agree shared priorities and initiatives. This group has agreed to undertake a collaborative project to create a new process for members to engage with their local community. This will also set a benchmark for this activity at the beginning of this HEIF cycle so that the impact of the activities can be understood and learnt from

### **Data and Reporting**

Overall, HEI activity is monitored through an annual reporting process as part of wider institutional financial reporting procedures. As well as individual project reporting mechanisms, HEIF funded activity is reviewed annually to assess progress towards delivery and to review projects and initiatives against stated and current project, institutional and government objectives and priorities. This regular monitoring enables flexible application of HEIF funding to meet changing needs and shifting priorities, for example funders were able to be redeployed in response to Covid-19.

Measurement of progress toward the broader strategic objectives for KE is undertaken in a number of ways. The annual HE-BCI survey provides a valuable data set for measuring performance against KPIs, including those relating to HEIF. The process for preparing the HE-BCI return includes a variation analysis against previous performance and unanticipated variances are investigated. Once the HE-BCI data has been published it is analysed to identify trend analysis within the institution and to compare institutional performance against a benchmarked group of HEIs. This insight can shape future investment and activity. Through collaboration and networking lessons are learned and shared with other HEIs to improve performance.

KE objectives are also monitored by the ILG and through regular reporting to UEB, Academic Council and the Board of Governors. The will also be monitoring the KE Concordat action plan which will also provide progress information.

### **Evaluating Outcomes and Sharing Lessons**

Evaluation is focussed on assessing the outcomes of each project, reviewing what has been delivered against the intended outcomes, assessing the impact for beneficiaries and identifying lessons that can be carried forward.

At the conclusion of each major project, an evaluation report is prepared and shared with ILG and other relevant stakeholders. Best practice is shared through practitioner group bringing together a variety of staff involved in project delivery to share lessons learned and experiences.

Independent summative assessments are a core part of some projects and provide valuable independent insight into the impact that projects have on their intended beneficiaries. Beneficiary Case Studies are routinely collected as part of the delivery of many of our knowledge exchange programmes. These provide information on the activities undertaken and the impact that it has had on the beneficiary organisations and/or individuals (both qualitative and quantitative). This is a rich information source and case study collection will form a standard part of projects being funded through HEIF during this accounting period.

Understanding the impact of KE on beneficiaries and the local community is vital to shaping the University's future activity and to achieving its objective to be the top Civic University in the region. To aid this process, the University has commissioned a new Economic Impact Assessment, to help identify and understand the impact it is currently having on its local, regional, national and global communities. This independent assessment offers an important indicator of the socio-economic impact of both individual initiatives and our overall approach to knowledge exchange. A similar exercise was commissioned in 2017, allowing for analysis of changes and improvements which will influence and inform the ongoing development and delivery of the University's KE strategy.

### **Celebrating Success**

Previous HEIF funded activity has demonstrated real world impact, with evidence of repeat engagement with collaborators, private investment in R&D, new job creation and new products and services being brought to market. The evaluation of the activities will influence and inform the activities in the latter years of the plan ensuring that best practice is shared and implemented. Case Studies are routinely produced to celebrate and share these experiences. Our KE partners are invited to present their projects at networking events (for example with InnovateUK, VenturefestSouth, Business South) to both demonstrate the value of working with HEIs and also to increase their own profile and networks. Examples of case studies are included in this plan.