

University of Southampton

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 Southampton's strategic purpose is to **achieve remarkable things to change the world for the better and transform lives**. Adopting a **One Southampton** approach to build an inclusive and diverse community we have a drive for excellence, integrity and justice and an organisational culture which values people, respects difference and focuses on creating and translating new knowledge to make a positive difference to the world. People (students, staff and alumni) are at the heart of our strategy as we strive to empower everyone in our community to succeed and build their talents. We aim to be a global partner of choice based on our reputation for excellence, innovation and inclusivity. We will transform lives by creating and sharing new knowledge and by finding solutions to the world's most complex challenges. We will be innovative, agile and focus on creating value for people and the planet. Through our civic engagement agenda we will transform the prosperity, opportunity and health of local communities.

Our Knowledge Exchange & Enterprise (KEE) activities are how we translate our research and education into forms that provide benefits to our partners (business, public & third sector), stakeholders and wider society so it is important for us that KEE is recognised as **core and important activity as well as education and research**. We create economic benefits through the activities of our professional Enterprise Units, provision of commercial technical services, academic consultancy, licensing intellectual property, creating spin out companies, running a science park or by increasing skills via continuing professional development (collectively "Enterprise" activities). These support Government priorities for innovation and skills, contribute

to prosperity of our partners (business, public & third sector) and create jobs. For the University these Enterprise activities play an important role in ensuring our financial sustainability, diversifying our income streams resulting in greater financial resilience. Our University strategic purpose is equally served, by using our research to inform policy decisions, engage with the public, develop enterprise skills (both within the University and surrounding communities), and foster enterprise ecosystems. We will do this in close dialogue with and responding to the needs of our partners and stakeholders both so we can be sure our activities help us achieve our mission of delivering public good, and acting as a Civic University.

The University has a strong track record in KEE and we are determined to build on this strength. Our achievements in KEE are particularly important sources of reputational benefit for the University and are deservedly widely recognised. We are rightly proud of our performance in the KEF 2021 showing we have strength across all categories and leading in many. However we strive for continual improvement and believe it is our contribution to the positive outcomes from our Knowledge Exchange and Enterprise (KEE) activities which make the difference and how we contribute to economic, societal, cultural, and environmental prosperity is what matters.

Our new KEE Strategy for 2021-2026 is progressing to consultation. Informed by our KEC self-assessment, our KEF outcomes and a review against the performance of our KEE activities we are looking for a step change in approach and significant culture change across the University so we are purposeful and business like when undertaking KEE and to delivering positive impact. Our goals 2021-2026 are:

- **People** – we will enable our staff and students engaged in KEE to gain relevant skills and experience so we help them succeed in their careers, allowing them to realise their potential to innovate, deliver impact and support our strategy. We will also value and incentivise staff involved in KEE to ensure we bring the best people & commercial skills necessary for successful KEE and to deliver impact.
- **Transform and streamline our processes, systems and customer journey** to ensure they are an enabler and not a barrier to achieving effective KEE and delivery of our ambitions. We are clear that we must operate, as much as possible, as if we were in a commercial environment with customers and stakeholders who have clear expectations for timescales, cost and professional standards.
- **Grow our overall income from Enterprise activities** over the next five years **and the resulting financial surplus** so it contributes to diversifying University income, helps secure our financial sustainability, allows us to reinvest appropriately and enable more, high impact KEE to be supported in a sustainable way. Increasing investment from our partners (business, public & third sector) in this way will also contribute to delivering the UK ambition of raising R&D spend to 2.4% GDP by 2027.
- We will ensure all **KEE activity meets agreed metrics support our KPIs and contribute to the delivery of positive impact** developing good evaluation methodology where metrics do not suffice, so we can ensure these activities succeed and contribute to our mission in a sustainable way.

- We will be clear which **KEE activities are to be prioritised for growth** or maintenance so we invest resource and service improvement initiatives appropriately and enable them to succeed and to ensure that we consciously disinvest from those we which decide to reduce or cease.

We have ambitions for growing CPD/Continuing Education/Lifelong Learning; provision of access to our specialist facilities; commercialisation through spinouts & licensing (including commercialisation for social good); and the Science Park. All these, together with the services of our specialist [Enterprise Units](#) can play an important role in supporting the UK bounce back strongly and swiftly from the pandemic by driving innovation, helping business to grow, developing skills and through job creation. We have a firm commitment under our civic university agenda to growing our contribution to our local and regional communities and delivering local prosperity. We have signed up to the KEC and to continually improve through delivering on our action plan.

[The University Strategy](#); [Bridging Strategy](#)

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
Overarching use				
Support the underpinning infrastructure and people resource for delivery of our KEE activities and strategic plan to work alongside & facilitate our academic staff in delivering them & support our students engage in enterprise. The staff deliver support to the key activities and initiatives set out below.	Dedicated KE posts in Research and Innovation Services, Student Careers & Employability, Finance, Policy/Southampton , PERu , FutureWorlds , Science Park and SETsquared Partnership . (c.77 posts supported at mixed funding levels 25%-100% from HEIF)	Supporting IS - ideas, people & place, levelling up, civic contributions. BBB-PfG: Infrastructure, Skills and Innovation Student benefit – c1890+ p.a. across full range of activities	Full range of KEE activities supported and relating to all Goals.	2021-2025
Leadership for KEE through appointment of senior academic posts with business & innovation expertise. To ensure KEE is imbedded as a strategic priority across our academic & research base; support the continual improvement agenda and achieve transformational change.	Associate Deans Enterprise (5 Faculties) and number of Directors of Enterprise at a Departmental level. (Largely University funded with contribution from HEIF)	Supporting IS and BBB-PfG priorities skills and innovation and OfS benefits to students through ensuring successful KEE delivery.	Culture change & all Goals. KEC delivery	2021-2025
Delivery of our KEE strategic plan, KEC action plan and implementation. Providing project management, monitoring, communication & engagement. Stakeholder engagement with local and regional partners.	2 dedicated KE staff providing programme management and engagement support with contribution from other subject expertise from KEE staff mentioned above, our academic community and students	Supporting IS and BBB-PfG priorities and OfS benefits to students through ensuring successful KEE delivery and support to skills and innovation priorities.	Culture Change; KEC Delivery; Engagement; Goals: People; Transforming Customer journey; Civic	2021-2025
KEE Activities - NB much of delivery is enabled by KE Staff mentioned above and where specified below are not additional KE staff				
Enterprise Units & Consultancy – delivery of specialist services to external business clients and partners to help them innovate /	Support from dedicated KE posts mentioned above particularly for	Supporting IS - ideas, people & place, levelling	Goals: Income & Surplus generation;	2021-2025

<p>solve their technical challenges. Enterprise Units contain dedicated staff to deliver these services and operate to an agreed business plan. Currently 10 Enterprise Units. Building the links with businesses to make it easier for them to access expertise and for academics to get insight into market need.</p>	<p>contracting, pricing, policy and business development. Academic KE leadership who oversee delivery against business plans.</p>	<p>up, civic contributions. BBB-PfG: Infrastructure and Innovation. R&D to 2.4% GDP by 2027</p>	<p>Transformation Customer Journey; Growth Activity Enterprise Units</p>	
<p>Facilities Access – provision of access for external partners and business clients to our specialist facilities & laboratory space (e.g. clean rooms, wind tunnels, HPC facilities) including hosting companies on our premises. Provision of facilities tours linked to business engagement activities & creation of virtual tours.</p>	<p>Support from dedicated KE posts mentioned above particularly for contracting, pricing and business development. Funding to support hosting visits & creation of virtual tours.</p>	<p>Supporting IS - ideas, people & place, levelling up, civic contributions. BBB-PfG: Infrastructure and Innovation. R&D to 2.4% GDP by 2027</p>	<p>Goals: Income & Surplus generation; Transformation Customer Journey; Growth Activity Facilities</p>	2021-2025
<p>CPD, Continuing Education & Lifelong learning to business and consumer customers. Licensing of educational materials including language learning toolkits. A specific project to transform how we deliver this activity with a view to making it easy for customers (individual & business) access & pay for courses.</p>	<p>Support from dedicated KE posts mentioned above particularly for contracting, pricing, licensing and business development. HEIF Funding to support the initial scoping, design, business case development and implementation planning.</p>	<p>Supporting IS – ideas, people & place, levelling up, civic. BBB-PfG: Skills and Innovation. Lifelong Learning; Business Productivity</p>	<p>Goals: People; Income & Surplus generation; Growth Activity CPD; Civic</p>	2021-2025 Project 2021-2023
<p>Commercialisation – IP advice and management. Supporting early identification of commercially valuable IP and sustaining the pipeline for future commercialisation projects. Mentoring staff/PhD student inventors to understand market need, develop business case, find business expertise, business plan development and seeking investment. Management of our IP Portfolio 260 patents, licences post deal license and our portfolio of spinout companies. Looking to build more support on “<i>commercialisation for social good</i>” developing best practice and toolkits alongside other HEIs through SETsquared partners and ASPECT to ensure social enterprises are financially sustainable and can succeed.</p>	<p>Support from dedicated KE posts mentioned above particularly technology transfer & IP Management, contract/legal support & finance.</p>	<p>Supporting IS – ideas, people & place, levelling up, civic. BBB-PfG: Skills and Innovation. Civic OfS Student Benefit – 25 p.a. Net Zero; Health; Security; Disruptive technologies; Global Science Super power</p>	<p>Culture Change Goals: People; Income & Surplus generation; Transforming Customer Journey; Growth Innovations Civic – local jobs</p>	2021-2025
<p>Business Incubation & Acceleration - Programmes to support building healthy spinouts and start-ups, high potential innovative micro to grow and scale up companies. Initiatives include support to ICURe; Catalyst Programme at the Science Park; FutureWorlds Founders Cohort; SETsquared programmes &</p>	<p>Support from dedicated KE posts mentioned above particularly Future Worlds; SETsquared; Science Park Business Acceleration; Corporate Partnerships and Technology</p>	<p>Ideas, people, places, levelling up. BBB-PfG: Skills & Innovation. Help to Grow businesses; Civic</p>	<p>Culture Change Goals: People; Income & Surplus generation; Transforming Customer</p>	2021-2025

investor showcases; SETsquared Scale Up programme; and connections with Eagle Labs in Southampton. Supporting founders and innovative companies get mentoring from successful entrepreneurs, investors and professional advisers (legal, tax, accountancy, payroll, recruitment etc.). Progression of the development of SETsquared Investment Fund.	Transfer. Funding to support entrepreneurs to mentor and guide prospective start-ups.	Net Zero; Health; Security; Global Science Super power; Disruptive technologies.	Journey; Growth Innovations Civic – local jobs	
Student Enterprise & Entrepreneurship focuses on support for prospective student founders, freelancers and social entrepreneurs. Programmes include summer Founderships with “Ask Me Anything” workshops and full support programme; FutureWorlds Founders Cohort; Demo days/Dragons Den; Big Ideas competition; SETsquared 3 Day Start Up & GradInvest ; Incubation hot-desking at Science Park, Eagle Labs & FutureWorlds; and access to mentors and advisers. Growing our support for freelance/self-employment with 3 day Freelance Launch. Support to Student enterprise societies – Fish on Toast “business basics”; Soton Codes; Soton Capital (investment group); & Enactus Southampton.	Support from dedicated KE posts mentioned above particularly Careers & Employability; Futureworlds; SETsquared; Science Park Business Acceleration; and Technology Transfer.	Innovation; Skills; Help to Grow; OfS Student Benefit c750 p.a.	Culture Change Goals: People; Growth Innovations & Student Start Ups Civic – local jobs	2021-2025
Student Enterprise & Employer engagement focuses on support for students to put into practice their skills to support business challenges through student innovation projects and placements. Summer programme to focus on challenges provided by our strategic corporate partners. Catalyst Challenge gets students to engage with & support companies on the Science Park Catalyst Programme to support their innovation challenges in an innovative start up environment.	Support from dedicated KE posts mentioned above particularly Careers & Employability; Corporate Partnerships; Business Engagement; and contracts.	Place; levelling up; Skills and Innovation. Help to Grow businesses. R&D to 2.4% GDP by 2027; OfS Student benefit c520 p.a.	Culture Change Goals: People; Income & Surplus generation; Growth Innovations & Student Start Ups Civic – local jobs	2021-2025
Specific initiatives (key examples) – NB much of delivery is enabled by KE Staff mentioned above and where specified below are not additional KE staff				
Transformation of customer journey – inclusion of enterprise in the “Alpaca programme” dedicated to improving & streamlining support for contracting, costing & pricing for research & enterprise to make it easier for researchers & quicker for external partners. Priority action 2021/22 being the procurement & implementation of a new research & enterprise management	Support from dedicated KE posts particularly contract/legal support & finance in process design and implementation but also corporate partnerships & business engagement.	IS: Ideas, Skills; BBB-PfG: Innovation. Helping Businesses Grow.	Culture Change Goal: Transforming Customer Journey; Income & Surplus; Growth all Enterprise Activities KEC delivery	2021-2023

system. Improvement Plans for all Enterprise activity & support to be developed 2021/22 & prioritised for implementation.	Project & programme delivery funded by University			
Strategic relationship development with corporate partners in Defence, Aerospace, Life Sciences, Health & Pharmaceutical, Energy, Transport, Marine & Maritime, AI & Digital, Creative Industries to increase research collaboration and joint innovation projects including from SHAPE disciplines and to build the opportunity for student innovation projects. Further to build link between innovative SMEs, our spinouts and starts with our corporate partners. Providing innovation projects & challenges for students.	Supported from KE staff in corporate partnership team; careers & employability; contracts & pricing. Hosted events & networking at external trade & industry events/exhibitions, local business growth networks. Marketing materials, media & exhibits. (costs & expenses supported by HEIF)	Supports: Innovation, Net Zero, Health, Security; Help to Grow; Skills; R&D to 2.4% GDP by 2027 Places; Levelling up; Civic Students placements & innovation projects; skills development – c60-100 p.a.	Culture Change Goal: Transforming Customer Journey; Income & surplus generation; Growth collaborative R&D, Enterprise Units & Facilities Access Civic University	2021-2025
“Open for Business” and “Collaborate to Innovate” campaigns to engage with SMEs (focusing on innovative micro companies and Scale Up Companies). With focus on kick starting engagement as lockdown eases. Working at a local, regional and national level, engaging through local growth hubs. Collaborating with other HEIs to provide easy entry point to businesses to academic expertise e.g. KTP South Network; SPRINT & SETSquared Scale Up programmes; and our newly developing Coastal Creatives Network.	4 posts business engagement team, corporate partner team. Contribution to SETSquared Partnership. Also Careers & Employability team. Hosted events & networking opportunities at external trade & industry events, local business networks	Help to Grow: Management & Digital. Innovation, Skills. R&D to 2.4% GDP by 2027 Places; Levelling up; Civic OfS Student Benefit through placements & innovation projects & skills development – c250 p.a.	Culture Change Goal: Transforming Customer Journey; Income & Surplus Generation; Growth collaborative R&D, Enterprise Units & Facilities Access. Civic University	2021-2025 Campaign 2021-2023
Business & Industry Community of Practice to build skills across the research base; increase knowledge sharing of business & Government priorities; improve responsiveness and agility to deliver expertise and services to business.	Facilitated by KE Staff (as above) particularly: Business Engagement & Corporate Partnerships. Funding to support training and development, events & networking with business	Skills and Innovation. Help to Grow. R&D to 2.4% GDP by 2027 KEC	Culture Change Goal: People; Transforming Customer Journey; Growth collaborative R&D. KEC Delivery	2021-2023 pilot
How To Guides for Researchers – building and updating a suite of guides including: IP Management; Commercialisation through licensing & spinouts; Commercialising for social good; Software Commercialisation; Collaborating with Business.	Developed by the dedicated KE staff as mentioned above. Funding to support marketing, design and print costs.	Skills; Innovation; Ideas; KEC	Culture Change Goal: People; Transforming Customer Journey; Growth: Commercialisation and collaborative R&D KEC Delivery	2021-2023

<p>Bringing external business expertise to mentor and guide our academic, researcher and student base through schemes e.g. Entrepreneurs in Residence & Experts in Residence, but also volunteer mentors & advisers to support our entrepreneurs. Training is provided from a series of themed workshops and events. 1-2-1 coaching and mentoring together with innovation clinics to support researchers.</p>	<p>Facilitated and supported by the dedicated KE staff mentioned above particularly Technology Transfer and Business Engagement. Funding to support events & workshops. The Business experts are typically funded from other sources – Royal Society and Impact Acceleration Accounts.</p>	<p>Skills; Innovation; Ideas; Places; Civic; Levelling Up</p>	<p>Culture Change Goal: People; Transforming Customer Journey; Growth: Commercialisation and collaborative R&D KEC Delivery</p>	<p>2021-2025</p>
<p>Business & Commercialisation Fellows - Supporting a cohort of early career researchers seconded 50% into Research & Innovation Services to focus on their business and commercial skills development. Working to complete a comprehensive skills matrix spanning networking with business, relationship development, negotiation, IP, contract, project management and more they learn through attendance at events, training, self-directed learning, project work and shadowing. The Fellows are also tasked to give back and promote their learning amongst their peers and will become KEE ambassadors for the future.</p>	<p>Supported & trained by the dedicated KE staff mentioned above particularly: Technology Transfer, Corporate Partnerships & Business Engagement.</p> <p>The Fellow salary on secondment is funded from Impact Acceleration Accounts.</p>	<p>Skills; Innovation; Ideas; Places; Civic; Levelling Up KEC</p>	<p>Culture Change Goal: People; Transforming processes; Growth: Commercialisation & collaborative R&D Civic University</p>	<p>2021-2023 pilot</p>
<p>University Strategic Institutes (IFLS, Web Science, SMMI, Zeplar & SIAH) bringing an interdisciplinary approach to enable two way KE with business, industry and to stimulate co-creation of innovation. Interdisciplinary stimulus projects which i) foster collaboration with business, ii) further develop and mature new technologies, ideas & inventions coming from our research and iii) securing joint innovation & translation.</p>	<p>Funding to support projects. Also supported by KE Staff - Corporate Partnerships, Business Engagement, Technology Transfer, Contract & Legal.</p>	<p>Innovation; Places; Civic; Levelling up; Greener, healthier, safer; Lifesciences, Clean energy, Marine & Maritime, AI & Digital, Creative Industries, Advanced Manufacturing and Defence sectors.</p>	<p>Goal: People; Income & Surplus generation; Growth: Commercialisation & collaborative R&D Civic University</p>	<p>2021-2023</p>
<p>Public Policy Southampton building and maintaining strategic partnerships with local, sub-national, national and international policymakers. Facilitation of networking through events, social media campaigns and policy briefings. Training, coaching and mentoring researchers. Promotion of Govt Department's Areas of Research Interest and supporting securing of policy placements for researchers and policy internships for students.</p>	<p>HEIF contribution to dedicated KE staff in PPS. Funding for workshops & events.</p>	<p>Innovation; Skills; Global Science Superpower; Place; Levelling up; Health; Net Zero; Civic. OfS Student Benefit: 75+</p>	<p>Culture Change Goal: People; Public Good KEE; Civic University</p>	<p>2021-2025</p>

<p>Public Engagement with Research unit (PERu) supports high quality public engagement across all disciplines with a focus on co-production of research. Having signed up to the NCCPEs Manifesto the unit facilitates networks (e.g. engagement hubs), designs and delivers training, brokers partnerships between researchers and the public. Maintaining platforms for engagement including: Human Worlds; Science & Engineering Festivals; Festival of Social Science; and Research Café.</p>	<p>HEIF contribution to dedicated KE staff in PERu. Funding for engagement projects.</p>	<p>Ideas; Places; Levelling up; Innovation; Skills; Health; Net Zero; Civic; Responsible Innovation OfS Student Benefit: 25+</p>	<p>Goal: People; Public Good KEE; Civic University</p>	<p>2021-2025</p>
<p>The Civic University development programme aligning work at Southampton with the national civic university agenda; driving support for local recovery and bounce back post pandemic; participating in civic university network; collaborating with core civic partners (e.g. LEPS, Southampton City Council, Hampshire County Council) on initiatives to support prosperity in the region and improve social & economic outcomes locally (e.g. Southampton voluntary services, partner in the City of Culture 2025 bid). Working towards formal Civic University agreements. Developing a campaign for philanthropic fundraising to supercharge local volunteering by students.</p>	<p>HEIF contribution to dedicated KE staff. Funding for community engagement projects, workshops and networking.</p>	<p>Ideas; Places; Levelling up; Innovation; Skills; Future Towns; Health; Net Zero; Civic; Responsible Innovation; OfS Student Benefit: 500 + p.a.</p>	<p>Goal: People; Public Good KEE; Growth: commercialisation; collaborative R&D Civic University</p>	<p>2021-2025</p>
<p>Equality Diversity & Inclusivity – creating a better environment to encourage female founders and other under-represented communities. Opportunities for all students from all backgrounds. Hosting events, workshops and talks. Facilitating engagement with external programmes e.g. Women in Innovation. Development of case studies to promote successes of our female founders and other under-represented groups. EDI Internships for Careers & Employability</p>	<p>KE academic leadership. KE staff in FutureWorlds; Technology Transfer, Business Acceleration; Corporate Partnerships, Business Engagement & Careers & Employability collaborating with Widening Participation & Social Mobility Team for increase access. Funding for events, workshops and training.</p>	<p>Innovation: Skills; Diversity; Responsible Innovation; Levelling Up: Civic KEC OfS Student Benefit: All students all backgrounds.</p>	<p>Culture Change Goal: People; Transforming processes; KEC priority</p>	<p>2021-2025</p>
<p>Responsible Innovation at Southampton. Development of University policy statement, toolkits and guidance for researchers. Presenting at enterprise meetings & forums to promote the importance of responsible innovation and seeding the conversation raising awareness of this important agenda.</p>	<p>KE Staff in Technology Transfer with support from Business & Commercialisation Fellows.</p>	<p>Innovation; Skills; Places; Levelling up; Civic KEC</p>	<p>Culture Change Goal: People; Transforming processes Civic University</p>	<p>2021-2025</p>

Question 3 – Monitoring success

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

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

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

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

Primary responsibility for delivering on our KEE Strategy, KEC commitments and for delivery against HEIF sits with the Vice President Research & Enterprise (VPRE) who is accountable to the University Executive Board (UEB) and the President & Vice Chancellor (VC). VPRE chairs Southampton Enterprise Board (SEB) which has responsibility for championing and overseeing performance of KEE at Southampton. SEB sets the Strategic Plan for KEE Strategic, our overarching KPIs and at a KEE activity level, guides the prioritisation for investment from HEIF and Impact Acceleration Accounts. SEB membership includes Associate Deans Enterprise from each of the 5 faculties; Chief Operating Officer; Executive Director Finance; Director RIS; Director Enterprise & Knowledge Exchange; Director Science Park and Head Student Opportunities & Enterprise. SEB meets 6 times a year and in addition to a standard agenda it has a rolling agenda for focused deep dives into each of our KEE activity areas where performance is assessed and objectives are set for the following year. Further once a year each Faculty provides a report on their KEE activities, any challenges arising, outlining their objectives and priorities moving forward.

In this context:

- i) **Management of HEIF spending:** SEB agrees the priorities for use of HEIF. We have also established the HEIF Oversight Group, Chaired by VPRE and with senior members of RIS and Finance which meets quarterly to monitor spend against HEIF in accordance with SEB's wishes. Finance department provides monthly reports against expenditure to ensure we are on track with spending.

ii) **Measuring Progress:** We recognise that we will only succeed in our ambition for KEE if we measure and monitor our performance. Benchmarking data from [HEBCIS](#) and [KEF](#) form the basis for our review of performance against other institutions in the sector. The outcome of our annual [KEC returns](#) will also be a useful measure for whether we are achieving the continual improvement we are seeking to deliver on our strategy. Progress against our KEE Strategic Plan implementation is also monitored. We set performance measures at KEE activity level and are currently undertaking a project to finalise measures of success against our strategic priorities. The HEBCIS data collection points are used. Indicative measures are set out in table below:

KEE Activity	Measures
Enterprise Units & Consultancy	EU have 3 year Business Plans with agreed KPIs – performance assessed against these KPIs; No's of EU succeeding / failing; Consultancy Income & Surplus; % Growth in income & surplus;
Facilities Access	% growth in income & surplus; no. companies hosted on University facilities; % utilisation of key facilities (e.g. clean rooms, wind tunnels etc) by external parties;
CPD/Continual Education/Lifelong Learning	Income from CPD; % growth in income & surplus; no. learner days; no. core CPD courses;
Commercialisation	No. disclosures; New patent filings/grants; No non patent IP commercialised (software/copyrights/tools etc); No. new licences; % portfolio unlicensed; Licensing income/Royalty Income; % increase in income; No. Spin-outs/start-ups established; No. spinouts/start-ups surviving; Investment in start-up companies by third parties; jobs created; R&D income from spinouts/start-ups; facilities income from spinouts/start-ups;
Business Acceleration & Incubation	No. programmes/cohorts; No. companies in incubation programme/cohort; No. external companies v University spinout/start-ups; No. mentors actively engaged on programmes; % occupancy of incubation space; jobs created; No. companies raising investment/grants; value investments raised; value of grants secured; R&D/facilities/consultancy income with the University from supported companies.

Student Enterprise, Entrepreneurship	No Student placements/innovation projects/internships; No. engaging with corporate partners & businesses; No engaging with Student Enterprise Clubs; Education activities and skills courses; attendance at training & skills; additional curriculum strands; no student start-ups; No freelancers launched; no students attending founder programmes;
Business Engagement	Research Collaboration Income; Commercial Income; SME Income; Consultancy; Access to Facilities; No. researchers collaborating with business; size of KTP portfolio & pipeline; No. businesses engaged with; No. events & attendees at business/researcher networks/workshops;
Corporate Partnerships	No. strategic partnerships; Income from partners; collaborative grants won with partner; no. sponsored PhDs/student innovation projects; no secondments (in/out); no events with partner; no. researchers engaging with partner; breadth of disciplines & projects with partner; partner's feedback on our performance/relationship.
Business & Enterprise Skills development	No. events/training & no. attendants at events/training; no engaged in Business & Industry CoP; % researchers on CoP; No experts in residence; No secondments; No: Guides to Researchers developed; Engagement statistics with guides developed;
Public Good KE (Policy & Public Engagement)	No. Policy Commissions; No. Policy internships/placements; No. new connections established with policymakers; Size of Public Engagement network; no Public events/festivals; Attendance to Public Engagement events;

- iii) **Evaluating Outcomes:** Some of the measures above are good indicators of outcomes. The success of our KEE activity is in tracking and assessing progress against our KPIs and getting qualitative feedback from our staff, students and external stakeholders. Typically outcomes mature over a longer period and are best assessed through ongoing tracking and development of case studies. As stated above SEB reviews performance of our activities through deep dives which enables more qualitative assessment of outcomes.
- iv) **Identify Lessons Learnt:** The KEC concordat review has proved valuable for self-assessment and identifying areas of improvement/change. Feedback from our staff, and students, our external stakeholders whether partners, clients, funders, LEPs, local government, investors and public is equally important to help us identify their perspective on areas we should focus attention to improve/change. We will use these measures to guide our decisions on where to continue to invest resource and have the

confidence to disinvest/cease where our initiatives are not providing the anticipated/desired outcomes.