

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

# University of Surrey

## HEIF accountability statement

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

**Return date: 21 May 2021**

Return as Microsoft Word file to: [KEPolicy@re.ukri.org](mailto:KEPolicy@re.ukri.org)

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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.*

As a research-intensive university, with research income of £44m per annum and c1,100 postgraduate researchers, the University of Surrey prides itself on collaboration and knowledge exchange (KE). Our KEF dashboard reflects our achievements: top 10% of all UK universities for “working with business”; top 20% for “IP and commercialisation” and top 30% for “research partnerships”. KE lies at the heart of our mission: The University of Surrey provides excellent education, and advances and disseminates knowledge; we transform lives and shape the world for a better future by partnering with students, governments, businesses, alumni and local communities; we strive to be a preferred partner for government, business, industry and in creating technological solutions, digital transformation and policy innovation, and the intellectual home for the local community. We define Innovation as making use of KE to turn research ideas into actions that make real world impact.

Our recently refreshed university strategy, launching in 21/22, has identified three priority areas: drive student experience; focus research intensity; and create the conditions for success. Our refreshed [Research and Innovation Strategy](#) follows from these priorities and sets five clear strategic goals to lead us to deliver on the mission:

1. ***We will enhance our research excellence and sustainably grow our research scale through balanced resourcing and concentration of activity.***
2. ***We will ensure our research and teaching produce synergy, complementarity, and efficiency for the benefit of our researchers, teachers and students.***

3. ***We will contribute greater societal benefit*** – by deepening the culture of innovation, we will enhance our impact, knowledge exchange, and community engagement.
4. ***We will make research support “researcher-centric,”*** and continue to enhance our research infrastructure with a focus on data.
5. ***We will enhance Surrey as a place to start and grow a career*** by supporting people in an enhanced, inclusive and open research and innovation culture.

Strategic Goals 3 and 5 lead us to define KE activities that will draw fundamental research excellence through to innovative products, services, policies and practices that address the big challenges of today and tomorrow. Income generated from some of these activities will be reinvested enabling us to further progress our mission. We recognise that KE is about more than commercialisation and fully support the R&D Roadmap Strategy of Ideas, People and Place through our three pillars to societal impact:

- Collaborating and convening – extending our partners, networks and value-add, through enhanced community leadership.
- Commercialising – through our renewed approach to intellectual property ownership, enterprise creation, and enabling of translational activities; and
- Culture and skills – by creating a more motivated, mobilised and vibrant innovation community that values real-world application and has the agility, attributes and attitude to deliver it.

Our priorities for KE follow these three pillars and can be summarised by expanding our two overarching strategic goals into four key objectives:

**Objective 1: Establish innovation as a mainstream activity** within our academic community by educating, stimulating, and facilitating innovation activities.

**Objective 2: Build upon existing successful KE pathways** (such as IP/commercialisation and business collaboration) to broader KE activities (such as public and community engagement and policy development) to lead our region in societal and behavioural change as well as product and service innovation.

**Objective 3: Optimise our Innovation Ecosystem** to facilitate external engagement, enabling businesses to boost productivity and prosperity in our region, encouraging investment in R&D, supporting on-business partners to enhance society and maximising student and researcher employability skills and experience.

**Objective 4: Build partnerships** to establish new KE connections across a wide geography, supporting skills transfer and intelligent investment in future infrastructure and policy, contributing our regional skills to levelling up across the UK.

We are committed to scaling our innovation to grow societal impact, making innovation a mainstream activity for our academic community and this is a key workstream in the priority of focusing research intensity, ensuring all academics have the attitude, culture and skills to collaborate, convene and commercialise. We will invest HEIF to bring process, transparency, capability and reward to our external engagement activities, aligning our institution with the KE Concordat principles. We aim to make our university the best place to build a research career and believe that KE skills and the ability to be involved in innovation at all career stages, especially early stages, is essential to this.

We will invest in KE alongside research funding, ensuring KE activities begin early to maximise opportunity for commercial exploitation and knowledge dissemination throughout the research pathway to impact. We have successful approaches to using HEIF to leverage investment from industry, donors, and other innovation funding including our two Connecting Capability Funding programmes, four Impact Acceleration

Accounts and licence income, and will continue these approaches to extend the public reach of, culture of investment in, and scale and impact of innovation activities.

Our innovation ecosystem, grounded in our local [Surrey Research Park](#) and our [SETsquared Partnership](#), is the environment through which we support our civic centre, attracting and supporting companies to come/stay and grow in our region, increasing the regional Gross Value Added (GVA), where including our Surrey Research Park we contribute 40-45% of the city's GVA. We use our academic expertise to inform, helping our civic partners invest intelligently in the build back from the COVID pandemic. We bring students on this journey to impact, providing placements, projects and employment prospects, as well as entrepreneurial support to start their own enterprise and join the ecosystem themselves. These activities support our refreshed strategic priority to drive student experience and position them to achieve lifelong success.

Our diverse researchers across the health sciences, physical sciences, social sciences and the arts and humanities all have different cultures and value propositions to offer external partners. A beacon of this diversity will be the establishment of crosscutting institutes to focus research intensity and facilitate partnerships forming around a vision for innovative reform of society. Our first institute focuses on people-centred [Artificial Intelligence](#), bringing together teams from across the University and beyond to focus on the people-centred implications of AI technologies transforming health, education and societal trust and interactions.

## 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>Knowledge Exchange Champions:</b></p> <p>Focal points for KE and impact across all three faculties, giving academics KE responsibilities and supporting them with KE practitioner support staff. Supporting the identification of external engagement activities across all research disciplines and extending scale of innovation activity. Sits alongside the KE training and development for Academics, which will ensure a KE development and reward path for these champions.</p> <p>Target 30 faculty champions by 2024.</p>	<p>HEIF will be used to part-fund posts in each faculty, stimulating engagement of all researchers and creating a clear focus point for KE plan ownership, reporting and academic consultation.</p> <p>Investment will be made into supporting data systems that allow more strategic prioritisation of KE support.</p>	<p>Facilitates research exploitation and commitment to investment in innovation activity, with an outward facing approach, supporting government objective of attracting collaboration and investment from external partners and facilitating growth in UK science and innovation focus.</p>	<p>Objective 1: Establishing innovation as a mainstream activity.</p>	<p>From 2021, transitioning from a focus on research impact to a consistent wider KE focus.</p>
<p><b>Training and development programme for our KE practitioner staff:</b></p> <p>Creating a culture of innovation and aligning to the University's refreshed strategy priority of creating the conditions for success and empowering all staff to flourish in their careers.</p> <p>Programme includes making use of providers such as PraxisAuril and Enterprise Educators UK.</p>	<p>Rolling out a budget of £500 per year per HEIF-funded post to spend on personal CPD training in addition to leadership training provided through Human Resources.</p> <p>These staff then spend at least 5% of their time, providing KE training to the</p>	<p>Supports the government skills for jobs agenda and our commitment to the KE Concordat, ensuring capability building is a core part of our KE agenda.</p>	<p>Objective 1: Establishing innovation as a mainstream activity.</p>	<p>Established in Innovation Strategy teams in 2019 and to be extended to other relevant teams in 2021/22.</p>

	student and academic community.			
<p><b>KE Training and Development for Academics:</b></p> <p>In addition to the knowledge imparted by our KE practitioner staff, tailored programmes will support academics to develop skills and experience needed to follow specific KE pathways, such as spin-out formation and Government policy advisory.</p> <p>There will also be a focus on creating a package of training for early career researchers, ensuring opportunity to experience and develop a range of skills that will better equip them to identify innovation opportunities and have the confidence to engage in KE activities.</p> <p>The Surrey Researcher Academy will support 30 academics a year to receive intensive support to develop collaborative high-value Research and Innovation bids and take their knowledge back into their department.</p>	<p>HEIF will be used to extend the impact of programme funding and University investment in training, ensuring innovation skills development can be prioritised in training programmes and the participant numbers and be expanded.</p> <p>An example of this is our IAA-funded Commercialisation Fellows. We have successfully piloted the scheme with 2 awards and have IAA funding to offer another 2 awards in 2021/22 and can use HEIF to double the number of places on offer.</p> <p>HEIF will part-fund the wider Researcher Academy training, ensuring a KE focus within the programme.</p>	<p>Focuses on building skills to start new businesses and ensuring that all researchers develop the skills to stimulate innovation through the exchange of ideas, knowledge and talent.</p> <p>Helps drive the government skills agenda of lifelong learning, supporting early career researchers and innovators into the next stage of their careers, and our commitment to the KE Concordat, ensuring capability building is a core part of our KE agenda.</p> <p>Supports the talent agenda, ensuring we attract the brightest and best academics from around the world.</p>	<p>Objective 1: Establishing innovation as a mainstream activity.</p>	<p>The different offerings of academic KE training will be brought together into a more focused programme over the next two years. The amount of HEIF investment in this area is planned to grow but, in parallel, other funding programmes are being sought to support this objective.</p>

<p><b>Innovation Convening Platforms:</b></p> <p>Invest in convening platforms that provide physical, virtual and digital high-profile opportunities for collaboration and participation in innovation activity.</p> <p>This area includes enhancing our convening spaces on campus and at Surrey Research Park to facilitate external engagement in the innovation activity of our staff and students, progressing our Living Lab approach to academics supporting companies to pilot innovations using our campus as a testbed, and creating new opportunity to showcase our innovations to the public.</p>	<p>Software development costs to set up new digital platforms.</p> <p>KE practitioners to facilitate the engagement of companies in the Living Lab programme and in our innovations.</p> <p>KE practitioner to support the running of the platforms and use of the convening spaces.</p>	<p>Supports the three pillars of ideas, people and place, supporting our people to develop the skills to bring their ideas to market with the support of the local community both on campus and off. Enhances the employability of our students, building entrepreneurship skills and supports new enterprise creation by supporting their start-ups.</p>	<p>Objective 1: Establishing innovation as a mainstream activity.</p>	<p>Living Lab has been trialled since 2019 and will continue to evolve over the next 3-5 years.</p>
<p><b>IP Commercialisation Programme:</b></p> <p>Creating a culture of innovators and inventors in staff and students with clear IP policies, support programmes and investment vehicles.</p> <p>We aim to increase our activity to move into the top 10% per capita.</p> <p>We aim to expand our spinout cohort to 30 active companies by 2024.</p>	<p>4 FTE KE staff with operational costs to support IP commercialisation.</p> <p>Strategic investment of HEIF into commercialisation activity alongside University of Surrey Seed Fund and reinvestment of IP income.</p>	<p>Cultivating new business growth and creating a world market for UK Science and Innovation Strengths.</p> <p>Ensuring a fair approach to commercialisation, balancing commercial and societal benefits in the exploitation of IP.</p>	<p>Objective 2: Build upon existing successful KE pathways (such as IP/commercialisation) and enable expansion into broader KE activities (such as public and community engagement).</p>	<p>Ongoing activity.</p>
<p><b>Strategic Innovation Programme:</b></p> <p>Investing HEIF alongside funded Research Council and Industry-funded research programmes to directly seed KE activity early alongside research</p>	<p>Forecast to allocate 25% of HEIF allocation to this programme. Funding will both support academic staff to carry out the</p>	<p>The government's Build Back Better strategy recognises that full benefits of innovation are realised when new ideas and</p>	<p>Objective 2: Build upon existing successful KE pathways (such as IP/commercialisation)</p>	<p>Over the next 4 years, we will broaden the categories of activity, from</p>



<p>activity, creating opportunities for innovations to emerge early into the external market and maximising their impact.</p> <p>This includes IP commercial value assessments, pilot projects with industry partners, testing specific application of research knowledge, facilitating joint development projects with partners, connecting researchers to policy makers, conferences and academia/industry events, consultancy feasibility studies, and facilitating industry access to research outcomes.</p>	<p>activities and KE staff to manage the processes and policies and ensure best practice research, innovation and engagement activity.</p>	<p>technologies are adopted and diffused by firms throughout the economy. This programme supports this objective, both by facilitating researchers to collaborate and by incentivising companies to invest in innovation.</p> <p>In addition, this is about ensuring our innovation is aligned to the needs of the nation, helping to solve the big challenges coming out of the COVID pandemic and building a sustainable net zero carbon and healthy future.</p>	<p>and enable expansion into broader KE activities (such as public and community engagement).</p>	<p>current focus on research exploitation to IP commercialisation facilitation, knowledge diffusion, public engagement and exploiting our assets.</p>
<p><b>Industry Placements:</b></p> <p>Match funding industry (business, third party and public sector bodies) placements for PGRs to incentivise broader company engagement and supporting student internships and industry placements to widen participation and focus on solving innovation challenges. Working in collaboration with employability team to extend the reach of their programmes and better link them to the innovation ecosystem. Targeting growth to 100 annual internship offers.</p>	<p>Part funding placement costs to incentivise industry investment and participation.</p> <p>KE practitioner staff to facilitate the assessment and placement of students.</p>	<p>A focus on productivity growth through skills, employability, and innovation culture that links academia and industry and supports the R&amp;D roadmap.</p> <p>Supporting greater mobility of the research and innovation workforce between business and academia.</p>	<p>Objective 3: Optimise our innovation ecosystem to maximise student and researcher employability skills and experience.</p>	<p>Continue to increase internship offering over next 3 years.</p> <p>Embed a PGR placement support programme within next 3 years.</p>

<p><b>Student Enterprise and Entrepreneurship Programme:</b></p> <p>A dedicated extracurricular programme upscaling our support for undergraduate and postgraduate students to explore entrepreneurial skills through practical sessions from founders and business placements, experience, taking their business idea forward through bootcamps, pitching competitions, peer support and mentoring, and execute their business plan to start-up their company with dedicated business, mentoring and investment readiness support.</p>	<p>2 FTE with operational budget to support an Entrepreneur in Residence and student assistants to support events, marketing and administration of the programme.</p> <p>The HEIF is matched by philanthropic donations that allow cash awards to support the students to build their business ideas and start their enterprise on graduation.</p>	<p>Supports OfS student knowledge transfer into industry agenda by giving our students real experience of working with and becoming entrepreneurs. Target to engage over 1500 students in our programmes and support an annual cohort of over 50 student businesses.</p>	<p>Objective 3: Optimise our innovation ecosystem to maximise student and researcher employability skills and experience.</p>	<p>Ongoing activity</p>
<p><b>Business Incubation Programme, SETsquared Surrey:</b></p> <p>A network of high-tech, high-growth start-ups made up of our spinouts, graduate start-ups and regional start-ups supported by entrepreneurial experts, business mentors, angel investors and local professional service companies.</p> <p>Target of 60 active members with at least 3 new graduate start-ups and 2 spinouts a year</p>	<p>4 FTE KE staff with operational costs to support business training, running a physical incubator and investor events.</p>	<p>In line with Build Back Better, this is focused on supporting business growth, especially SME growth, building business skills and contributing to regional growth.</p> <p>Our focus on high tech businesses who engage with university research is encouraging the growth of R&amp;D businesses in the UK.</p>	<p>Objective 3: Optimise our innovation ecosystem through work with businesses to boost productivity and prosperity in our region, encourage investment in R&amp;D.</p>	<p>Ongoing activity</p>
<p><b>Enterprise Engagement Programme:</b></p> <p>Providing a suite of programmes to facilitate the engagement of companies</p>	<p>4 FTE KE staff with operational costs to</p>	<p>Focusing on the importance of scale up support, accelerating UK business</p>	<p>Objective 3: Optimise our innovation ecosystem through</p>	<p>Ongoing activity</p>

<p>with academics and use of research facilities.</p> <p>Programmes bring in external funding for collaborative activity, such as KTPs, consultancy, CCF programmes, regional development/growth programmes.</p> <p>Engage over 1500 SMEs over next 4 years and contribute to the creation of 3,000 new jobs in local region (in partnership with civic authorities, other HEIs, and industry).</p>	<p>support engagement events and activities.</p> <p>Staff coordinate the activities of the programmes, and act as the single contact point into the University for businesses, especially SMEs.</p>	<p>growth in key areas of strength, such as Digital, Animal Health, Blockchain for supply chains and Space innovation.</p> <p>Playing our part in encouraging inward investment to the region.</p>	<p>work with businesses to boost productivity and prosperity in our region, encourage investment in R&amp;D.</p>	
<p><b>Strategic Partnerships Programme:</b></p> <p>Optimising strategic business, third sector and public sector relationships and income streams in support of 'focusing research intensity'.</p> <p>Developing clusters to create multi-party collaborations connected to university research strengths and supporting the formation of university research Institutes as flagship research critical mass.</p> <p>Contribute to maintaining top 10% per capita KEF performance for working with business.</p> <p>Target to launch at least 3 new major collaborative initiatives in the next 3 years.</p>	<p>8 FTE KE staff with operational costs to support engagement events and activities.</p>	<p>Stimulating private sector investment and supporting public services to get the most out of our excellent research, especially in geographies of need, contributing to the levelling up agenda.</p> <p>Creating large initiatives that make us a partner of choice internationally for inward investment and create industry pathways to impact and link to the innovation infrastructure of the UK and the continued demand for innovation investment.</p>	<p>Objective 4: Build partnerships to establish new KE pathways across a wide geography, supporting skills transfer and intelligent investment in future infrastructure and policy.</p>	<p>Ongoing activity</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.*

#### **Managing HEIF Spend**

Our HEIF spend is managed in accordance with our Financial Regulations and Policies. In accordance with the University's Scheme of Delegation approved by the Council, the Financial Regulations are approved by the Finance Committee on the recommendation of the Executive Board. As part of our financial planning process, the Finance Department issues financial targets to each Executive Board member for their area. Budget holders, in conjunction with the Finance Department, are required to submit detailed proposals for budgets and forecasts consistent with those financial targets. As the budget holder for HEIF, the PVCR&I and his Directors are responsible for budgetary control and for the effective and efficient use and reporting of HEIF. A dedicated R&I Finance Lead and Finance Business Manager provide support. The use of cost codes in our financial management system and the production of monthly reports enable us to monitor and manage HEIF spend.

Our Strategic HEIF Governance Group meets bi-monthly, chaired by the PVCR&I, and includes the R&I Directors, Associate Deans of R&I and Head of Research Finance. The group evaluate HEIF expenditure, discuss and prioritise options, and review and approve new applications in line with the R&I Strategy and HEIF objectives.

Where HEIF is invested in projects as part of our Strategic Innovation Programme, the projects are assessed by an internal review panel drawn from across R&I and Faculty to assess the innovation, objectives and deliverables, benefits to external partners and the University, potential for economic and social impact, and opportunity to lead to further and more substantial collaborations. Awarded projects are overseen by the appropriate

Director in the PVC&I portfolio who report by exception to the Strategic HEIF Governance Group. The University guidance on performing due diligence is followed for all new potential partners, providing a level of assurance that they are in good financial, reputational and regulatory standing and will be able to fulfil their commitments. Our Procurement Strategy provides an established framework for planning and decision making, contract management and performance measurement. The use of HEIF to make purchases such as new digital platforms, in alignment with our objectives, is undertaken in accordance with our Procurement Strategy and Purchasing Policy.

### Measuring Progress

The table below sets out the measures of success against our KE objectives.

KE OBJECTIVE	ENABLER	MEASURE OF SUCCESS
Innovation as Mainstream	KE skills, development and recognition of Innovation. Convening platforms boosting Innovation visibility.	3-year growth towards 40% of research staff engaged in Innovation activity. Appraisal system recognition of KE competency. Innovation awards.
Building KE Pathways	Projects developing commercialisation options and external engagement routes in parallel with research activity. Facilitated collaboration building. Simplified R&I processes and policies.	Developing towards a portfolio of 30 spinouts. Increase in self-assessed Public Engagement KEF score and increasing to top 10% per capita KEF dashboard IP commercialisation position by 2024. Increase in collaborative bid success, contributing to target of >£46m research grants and contracts income by 2024. Increase in industry funding and contributions.
Optimise Innovation Ecosystem	Programmes providing funded / facilitated access to skills and facilities. Enterprise and entrepreneurship training, growing new start-ups. Civic engagement leads.	Maintaining level of active incubation members with higher % of graduate and spinout members. Maintain growth in GVA impact of our Research Park and local growth activities. Maintaining top 10% working with business KEF position. Active SME sector growing to 1500 engaged businesses.

Building New Partnerships	Partnership managers, focusing on key sector opportunities and facilitating the formation of collaborations and the attraction of investment. Formation of Institutes to focus research excellence and industry solutions provided at scale.	3 major new collaborative initiatives launched in next 3 years. Growing to at least 20 managed industry partnerships with >£250k relationship value.
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### Evaluating Outcomes and Identifying Lessons Learnt

We undertake regular monitoring and review to assess and evaluate outcomes in several ways and to inform continuous improvements. Business engagement and KE activities and outcomes are discussed and reviewed at relevant steering groups including:

- University R&I Committee – KE policies and processes are reviewed quarterly and scrutinised for fitness for purpose.
- Surrey Research Park Board meeting – quarterly oversight of park operations, engagement and spending, optimising opportunities for local growth.
- Strategic Partnership Steering group – quarterly oversight of matters relating to managing and monitoring major relationships and partnerships, ensuring best practice and appropriate risk and reward structures.
- Business Engagement Network meeting – network of industry engagement and KE practitioners from across the University meets quarterly to discuss and share successes, key relationships, events, best practice, challenges, and opportunities; and
- Pipeline meetings – R&I quarterly review of live and pipeline collaborative projects, key relationships, and opportunities for knowledge exchange activities to be extended and offered further support.

For supported collaborative projects, structured feedback is collected separately from the academic PI and the company partner during and at the end of each project to form a balanced view of feedback. We aim for a consistent process across all projects, overseen by a central team to create positive feedback loops across all activities. We evaluate the success of each project and the overall Scheme/Programme, collecting and analysing data on the application process, expectations, outcomes, partnership, benefits, economic and social impact, and opportunities for further collaboration.

We look to create regular case studies and use the creation process to collect detail on the outcomes and views of the participants and include them in the stories, ensuring we are transparent with feedback. Case studies profile both our internal innovators and our external partners and are accessible on our innovation [website](#).

We commission both internal and external annual assessments of our knowledge exchange activities, capturing and reporting clearly on our activities and outcomes and using quantitative assessment where possible.

- Economic impact assessment: BiGGAR Economics undertakes an annual economic impact assessment of the University of Surrey. The key aim of the assessment is to describe and, where possible, quantify the contribution that the University of Surrey makes to the local, regional and UK economies. The report includes an evaluation of core impacts, student impacts, learning impacts, commercialisation, innovation and enterprise, and business engagement, including the impact of the Surrey Research Park resident companies.
- Annual social impact assessment: review of activities across the University, creating case studies to illustrate social impact and creating a report to communicate to the public.
- Annual data collection on supported company investment and job growth: we collect financial information from spinouts, start-ups and supported companies on an annual basis. Metrics collected include turnover, number of staff and investment raised, making use of online services which regularly gather, maintain and present more comprehensive information on not only our spinouts but our wider innovation ecosystem.
- Regular patent review: The University of Surrey actively manages a patent portfolio of more than 100 patents. The Technology Transfer Office continually reviews the status of all patents and evaluates on an ongoing basis the commercial opportunities they present. At least once every 2 years, the entire portfolio is subjected to an external review by IP experts to inform internal decisions on individual patents.
- PVCRI Portfolio Year in Review assessment: The annual review provides the whole University with an opportunity to evaluate and celebrate research, teaching and innovation at the University of Surrey during the past year and our positive impact on a local, national, and global scale.

The University of Surrey appraisal process helps support the University to reach its institutional goals and priorities. The appraisal is a primary means to align team and individual performance and potential with the University's priorities and targets. R&I Directors delegate the key knowledge exchange KPIs to their teams, ensuring all staff are working towards achieving goals of the R&I Strategy.

We are active in many communities where we share best practice and benchmark ourselves with partner HEIs and other key stakeholders, allowing lessons learnt to be implemented during the delivery process:

- We benchmark ourselves and share best practice with our SETsquared partners, including evaluating member engagement, graduate start-ups and spinouts,

business growth, building business skills offered and contributions to regional growth.

- Our business support and commercialisation activities are benchmarked by UBI Global as part of our SETsquared Partnership submission and we have kept our number 1 ranking for university business incubation since 2015.
- For our CCF programmes, through Steering Boards, Operational Leads, and Innovation Advisor networks, we evaluate our achievement of KPIs, share best practice and benchmark ourselves with our partner institutions.
- As current Chair of our KTP regional group, we share best practice and benchmark our KTP activities with regional institutions and funder aims.
- We submit successful case studies to awards including THE and PraxisAuril, Enterprise Educators networks, and local Guildford Innovation Awards, as well as hosting our own VC awards for Innovator of the Year.
- We action advice from independent monitoring organisations and have recently been elevated to Tier-1 on IP-Rank, an independent intellectual property (IP) monitoring website. This follows publication of Surrey's new IP Code, a new Student Guide to IP and improved innovation web pages.