

RE-P-2020-03-Annex B

# University of Sussex

## 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.*

### **Strategic context: Sussex 2025**

"Sussex 2025" – the University's strategic framework adopted in 2018 - marked a key shift in the University's orientation, still as a research-led University but now with a more invigorated sense of business, community and civic connection: <https://www.sussex.ac.uk/strategy/>.

Following the lapse of the previous HEIF Five Year Strategy in 2019, a new Business Engagement Strategy was adopted in 2020 which set the course for a purposeful new approach to managing knowledge exchange through more impactful research and external collaboration. (This is not published and remains an internal document.) A new Sussex 2025 World Readiness and Employability Strategy set out the University's ambitions for its students. A Community Engagement Strategy is about to be developed, having been delayed by the COVID pandemic.

### **Ambition: Research-led business engagement**

Sussex's overall ambition is *"to be known by 2025 as the 'go to' university providing innovative solutions for large and small companies, public sector corporations and small community groups – both across our region and in all the sectors where we have expertise."* This is part of a broader programme which is to drive the University's reputation as a powerhouse for research-led economic and social progress and to connect our expertise more actively to real people, real businesses and real public services.

## Strategic objectives for research-led business engagement

The five key strategic objectives guiding this aspect of KE at Sussex are to:

1. Build high value partnerships with targeted businesses and public sector stakeholders that lead to a multiplicity of collaborative exchanges which support our signature R&D strengths, develop our regional economy and offer high quality student and graduate opportunities
2. Cultivate new channels of private investment to enable our flow of leading edge innovation to be embraced by the market and to benefit society – raising the bar for our academic ambition, commercial awareness and public profile
3. Revise our internal policies and systems to drive successful KE and to promote staff awareness of and build capabilities in KE and business engagement, as measured in the Knowledge Exchange Framework (KEF)
4. Align Sussex Innovation Centre's activities to the University's new strategic approach to research commercialisation, business engagement and student entrepreneurship
5. Refine the University's HEIF management to improve its efficiency and effectiveness for delivering more impactful KE, commercialising research, boosting our profile as an anchor institution and enhancing student enterprise outcomes.

## Drivers for business engagement strategic objectives

The underlying challenges faced by Sussex in taking forward a more purposeful KE agenda were as follows:

- A need for more strategically managed business relationships for stronger outcomes: The University's relationships with businesses and other external stakeholders needed to shift from being transactional to being better strategically managed in order to build higher value collaborations, make more of the sum of the parts and maximise the benefits for both parties.
- A need for private finance to stimulate our innovation pipeline: The University had previously enjoyed few significant market successes in innovation - mainly because it lacked the resources needed to turn a viable product or process into a profitable commercial concern. External investment needed to be channelled into pump priming our new enterprises to unblock our innovation 'log jam' and to connect our research more robustly to the commercial realities of turning good ideas into market solutions.
- A need for the University's staff, policies and systems to be better geared to support successful KE: The University's KE and enterprise-related policies were established some time ago but a revamp was needed to maximise the effectiveness of these activities in the areas of academic consultancy, IP, student enterprise support and academic promotions.
- A need for the Sussex Innovation Centre's (SINC) activities to be better aligned to the University's agenda: The SINC (a wholly owned subsidiary of the University) had operated University-facing services to support research commercialisation, link research-based solutions to regional companies, develop student enterprise and facilitate work experience placements on a relatively independent basis. A better connection was required between these activities and the University's strategic oversight, systems and goals in each of these areas.
- A need for HEIF spending to be refocussed to maximise the effectiveness of the University's business engagement and other KE activities: Awareness was low across the University about KE in general, which left room for Sussex to improve the targeting

of HEIF towards more fruitful KE outcomes in business collaboration and enterprise development.

### **Research-led business engagement – an evolving agenda**

Following the recent appointment of a new PVC Research & Enterprise, our ‘Research with Impact’ pillar of the Sussex 2025 strategy was revisited and refreshed. This set out the urgent priorities for Sussex, including addressing the post-COVID environment from which both the University and our partners were emerging. A further senior appointment has been made this year for a new Deputy PVC Knowledge Exchange. Combined with the refreshed priorities, it is clear that KE activities will substantially evolve over the forthcoming periods.

Our refreshed, post-COVID ‘Research with Impact’ strategy includes the following foci for knowledge exchange:

- Develop initiatives that invite / connect us systemically to external challenges to build our research portfolio
- Identify and develop critical local partner relationships; clarifying local ‘needs’ to evidence investment requirements
- Build strong regional partnerships with other universities to promote regional expertise

### **Student-led KE: Enterprise and engagement**

The University’s World Readiness and Employability Strategy commits to empowering all Sussex students to be “citizens of the world – connected, civically and politically engaged, entrepreneurial and creative”. Student-led knowledge exchange plays a key role in delivering on that commitment.

### **Strategic objectives for student-led KE**

- A. Entrepreneurial learning will be embedded into taught programme outcomes, ensuring that as many Sussex students as possible develop the skills to innovate through their academic programme.
- B. The extra-curricular entrepreneurship programme will engage over 500 students and graduates a year in an inspirational suite of training, 1-1s, events and funding competitions. As well as building the entrepreneurial skills and horizons of all participants, this programme will generate at least 100 registered new start-ups over the coming four years
- C. The Sussex graduate intern programme and student-led consultancy (both part-funded through HEIF) will provide new and scalable opportunities for Sussex students to complete real world experience, whilst aiding organisations in our region in their business recovery.

## 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>Growing R&amp;D Collaborations: Business &amp; Public Sector</b></p>				
<p><b>Expanded KE brokerage capacity</b> to link Sussex R&amp;D and other knowledge-based expertise to business and public sector stakeholders (incl. new capacity to engage in place-based growth)</p> <p>Target: Additional £1.5m in R&amp;D enterprise income per year generated to 2025 (this target also assumes income is the best proxy for impact).</p>	<p>3 additional FTE HEIF funded “Business Partnership Manager” posts located in central KE team (rising from 1 currently in post)</p>	<ul style="list-style-type: none"> <li>▪ Supports Government’s ambition for 2.4% GDP invested in R&amp;D by 2027 and Plan for Growth / innovation and global partnerships goals by increasing university-business R&amp;D collaboration locally and globally</li> <li>▪ Supports Industrial Strategy (IS) ‘ideas’ and ‘place’ pillars through enabling regional business recovery &amp; growth.</li> </ul>	<p>Business Engagement strategic objectives 1 &amp; 5:</p> <ul style="list-style-type: none"> <li>▪ Build high value partnerships with targeted businesses and public sector stakeholders</li> <li>▪ Refine the University’s HEIF management to improve its efficiency and effectiveness</li> </ul>	<p>2021-22 onwards</p>
<p><b>‘Flagship’ consultancy offers established</b>, embedded &amp; marketed</p> <p>Targets:</p> <ul style="list-style-type: none"> <li>▪ At least 7 flagship offers built and embedded in year 1</li> <li>▪ Consultancy &amp; contract research income increased by 25% from 2020 – 2025.</li> </ul>	<p>To be resourced from expanded capacity as outlined above</p>	<p>As above</p>	<p>As above</p>	<p>2021-22 onwards</p>

<p><b>ERDF programme “RISE”</b> for SMEs across West Sussex established – a major programme in collaboration with University of Brighton.</p> <p>Target: SMEs assisted to increase revenues; reduce costs; introduce new or improved products/services; access new markets and pivot their business models.</p>	<p>To be resourced from expanded capacity as outlined above</p>	<p>As above</p>	<p>As above</p>	<p>2021-22 onwards</p>
<p><b>Sussex Quantum Partners</b> established</p> <p>Target: 15 new companies recruited in year 1 to ‘cluster’ as a network around Sussex quantum tech R&amp;D and related activities.</p>	<p>To be resourced from expanded capacity as outlined above</p>	<p>Supports HMG ambition for 2.4% GDP invested in R&amp;D by 2027 and Plan for Growth / innovation and global partnership goals by increasing investment in R&amp;D.</p>	<p>As above</p>	<p>2021-22 onwards</p>
<p><b>Policies governing academic consultancy &amp; academic promotions refreshed</b></p> <p>Target: New policies adopted and embedded, leading to increased engagement and revenues.</p>	<p>To be resourced from expanded capacity as outlined above</p>	<p>As above: refreshing University policies is an enabling measure to incentivise academic engagement in external non-HEI collaboration.</p>	<p>Business Engagement strategic objective 4:</p> <ul style="list-style-type: none"> <li>▪ Revamp internal policies and systems to drive successful KE and to promote staff awareness and capabilities</li> </ul>	<p>2021-22 onwards</p>
<p><b>Sussex KTP programme</b> offer established</p> <p>Target: 5 KTPs established from 2020-2025.</p>	<p>1 new dedicated FTE HEIF funded post established.</p>	<ul style="list-style-type: none"> <li>▪ Supports Plan for Growth / innovation and global partnership goals by increasing university-business R&amp;D collaboration locally and globally</li> <li>▪ Supports IS ‘ideas’ and ‘place’ pillars through</li> </ul>	<p>Business Engagement strategic objective 1:</p> <ul style="list-style-type: none"> <li>▪ Build high value partnerships with targeted businesses and public sector stakeholders</li> </ul>	<p>2021-22 onwards</p>

		enabling regional business growth.		
<p><b>Competitive KE programme run during Q.3-4</b></p> <p>Target: Generation of 20 new collaborations leading to longer term R&amp;D partnerships or commercialisation.</p> <p>In 2021-22 the theme will be “Achieving Net Zero”.</p>	To be resourced from expanded capacity of new central KE team, as outlined above + anticipated HEIF underspend identified in Q2	<p>As above</p> <p>Also supports Plan for Growth / Net Zero goals</p>	<p>Business Engagement strategic objectives 1 &amp; 5:</p> <ul style="list-style-type: none"> <li>▪ Build high value partnerships with targeted businesses and public sector stakeholders</li> <li>▪ Refine the University’s HEIF management to improve its efficiency and effectiveness</li> </ul>	Q3 2021-22 completed by year end
<b>Research commercialisation</b>				
<p><b>Sussex Business Club</b></p> <p>established to bring together all staff and student businesses – to share knowledge and support</p> <p>Target: At least 40 (out of 60) Sussex businesses recruited.</p>	1 additional FTE HEIF-funded post located in central KE team, in addition to 1.5 FTE already in post.	Supports IS ‘ideas’ pillar through enabling collaboration on innovation.	<p>Business Engagement strategic objective 1:</p> <ul style="list-style-type: none"> <li>▪ Build high value partnerships with targeted businesses and public sector stakeholders</li> </ul>	2021-22 onwards
<p><b>Alumni Investment Club</b></p> <p>established to support research-led innovation</p> <p>Target: At least £250k investment into commercial R&amp;D activity secured from alumni investors by 2025.</p>	As immediately above, working closely with HEIF-funded alumni team	Supports HMG ambition for 2.4% GDP invested in R&D by 2027 and Plan for Growth / innovation and global partnership goals by increasing investment university R&D.	<p>Business Engagement strategic objective 2:</p> <ul style="list-style-type: none"> <li>▪ Develop new channels of private investment</li> </ul>	2021-22 onwards
<p><b>Sussex ‘Quantum City’ initiative</b></p> <p>developed with regional stakeholders</p>	To be resourced from expanded capacity of	<p>As above.</p> <p>Also supports Plan for Growth / infrastructure goals.</p>	Business Engagement strategic objective 1 & 2:	2021-22 onwards



Target: External funding secured to house emerging quantum tech spin-outs.	new central KE team, as outlined above		<ul style="list-style-type: none"> <li>▪ Build high value partnerships with targeted businesses and public sector stakeholders</li> <li>▪ Develop new channels of private investment</li> </ul>	
<p><b>IP policy refreshed</b> to become more agile, transparent and embrace student-generated IP</p> <p>Target: New policy officially adopted and organisationally embedded in 2021-22.</p>	To be resourced from expanded capacity of new central KE team, as outlined above	As above: refreshing University policies is an enabling measure to incentivise academic engagement in research commercialisation.	Business Engagement strategic objective 4: <ul style="list-style-type: none"> <li>▪ Revamp internal policies and systems to drive successful KE and to promote staff awareness and capabilities</li> </ul>	2021-22
<p><b>Commercialisation capacity boosted</b> to support IP protection, licensing and spin-out development</p> <p>Target: Accelerated pace of IP protection and spin-out development (currently subject to long back-logs).</p>	1 x new FTE to join existing 1.5 FTE + £250k non-staff budget (mainly patent fees) - all HEIF funded	Supports Industrial Strategy (IS) 'ideas' and 'place' pillars through enabling innovation start-ups and regional business growth.	Business Engagement strategic objectives 2 & 4: <ul style="list-style-type: none"> <li>▪ Develop new channels of private investment</li> <li>▪ Re-align Sussex Innovation Centre's activities</li> </ul>	2021-22
<p><b>Project development continued</b> to support the emerging commercialisation portfolio</p> <p>Target: More successful commercialisation projects resulting from a more focussed approach.</p>	£200k non-staff HEIF budget to commission University incubator services, external legal and other support	As above	Business Engagement strategic objectives 2 & 4: <ul style="list-style-type: none"> <li>▪ Develop new channels of private investment</li> <li>▪ Re-align Sussex Innovation Centre's activities</li> </ul>	Continued activity from 2020-21
<b>'Seed funding' for early stage collaboration and commercialisation (Schools-based)</b>				

<p><b>Early stage KE development at School level strengthened,</b> overseen by Directors of Research &amp; KE (or other relevant School staff) and supported by a substantial non-staff budget</p> <p>No pre-set targets: this is seed activity to build academic capacity/capability for KE, kick-start collaboration + explore early stage commercialisation.</p>	<p>c.5 x FTE based in Schools (% Directors Research &amp; KE + c4.5 x dedicated KE managers) + £300k non-staff budget</p>	<p>As above.</p> <p>In practice this has particularly supported IS / place priorities + R&amp;D Roadmap civic engagement priorities.</p>	<p>Business Engagement strategic objective 5 :</p> <ul style="list-style-type: none"> <li>▪ Refine the University's HEIF management to improve its efficiency and effectiveness</li> </ul>	<p>Continued activity from 2020-21</p>
<p><b>Student enterprise, employability &amp; skills development</b></p>				
<p><b>Entrepreneurial skills embedded across the curriculum,</b> where appropriate.</p> <p>Target: Entrepreneurial skills built into learning outcomes across 20% of taught programmes by 2025.</p>	<p>4.6 x FTE HEIF-funded Student Entrepreneurship Team + operating budget</p>	<ul style="list-style-type: none"> <li>▪ Supports RE/<b>OfS</b> objective for students/graduates to benefit from KE (at least 2000 will have been directly involved by 2024/25)</li> <li>▪ Supports IS pillars 'people' and 'ideas' by enabling skills and horizon development.</li> </ul>	<p>Student-led KE strategic objective A:</p> <p>Entrepreneurial learning will be embedded into taught programme outcomes</p>	<p>Continued activity from 2020-21</p>
<p><b>Accelerator programme offered to student and graduate entrepreneurs</b> to help start or grow their own business or social enterprise.</p> <p>Target: At least 100 new successful student/graduate start-ups registered to 2025 (up from 9 in 2019-20).</p>	<p>As immediately above</p>	<ul style="list-style-type: none"> <li>▪ Supports 'ideas' pillar of IS by generating new businesses.</li> <li>▪ Supports RE/<b>OfS</b> objective for students/graduates to benefit (at least 100 will be directly involved over four years)</li> </ul>	<p>Student-led KE strategic objective B:</p> <p>The extra-curricular entrepreneurship programme will engage over 500 students and graduates a year</p>	<p>Continued activity from 2020-21</p>

<p><b>Graduate interns placed with regional organisations</b> to aid post-Covid business recovery.</p> <p>Target: 60 interns placed with businesses to 2025.</p>	<p>13 x FTE dedicated staff + £80k HEIF funded operating budget + wages for 60 graduate interns (100% HEIF funded)</p>	<ul style="list-style-type: none"> <li>▪ Supports IS ‘place’ pillar through enabling regional business recovery &amp; growth.</li> <li>▪ Supports RE/<b>OfS</b> objective for students/graduates to benefit (at least 60 will have been directly involved by 2024/25)</li> </ul>	<p>Business Engagement strategic objective 1:</p> <ul style="list-style-type: none"> <li>▪ Build high value partnerships with targeted businesses and public sector stakeholders</li> </ul> <p>Student-led KE strategic C:</p> <ul style="list-style-type: none"> <li>▪ Real world opportunities for Sussex graduates, interns and student-led consultancy</li> </ul>	<p>Continued activity from 2020-21</p>
<p><b>Student-led consultancy offered to businesses and community organisations</b> across the region.</p> <p>Target: 400 students and 80 organisations engaged to 2025.</p>	<p>13 x FTE dedicated staff + £80k HEIF funded operating budget (both as above) + wages for 400 student consultants (50% HEIF funded)</p>	<ul style="list-style-type: none"> <li>▪ Supports IS ‘place’ pillar through enabling regional business recovery &amp; growth.</li> <li>▪ Supports RE/<b>OfS</b> objective for students/graduates to benefit (at least 400 will have been directly involved by 2024/25)</li> </ul>	<p>Business Engagement strategic objective 1:</p> <ul style="list-style-type: none"> <li>▪ Build high value partnerships with targeted businesses and public sector stakeholders</li> </ul> <p>Student-led KE strategic C:</p> <ul style="list-style-type: none"> <li>▪ Real world opportunities for Sussex graduates, interns and student-led consultancy</li> </ul>	<p>Continued activity from 2020-21</p>
<p><b>Cross University Enterprise Working Group</b> established to harmonise approaches and drive cross-fertilisation between staff and student enterprise support.</p> <p>Target: Enterprise initiatives and professional support harmonised across the University.</p>	<p>To be resourced from existing staff and non-staff HEIF-funded resources.</p>	<ul style="list-style-type: none"> <li>▪ Supports Industrial Strategy (IS) ‘ideas’ and ‘place’ pillars through enabling innovation start-ups and regional business growth.</li> <li>▪ Supports RE/<b>OfS</b> objective for students/graduates to benefit from KE</li> </ul>	<p>Business Engagement strategic objective 5:</p> <ul style="list-style-type: none"> <li>▪ Refine the University’s HEIF management to improve its efficiency and effectiveness</li> </ul>	<p>2021-22</p>

<b>Public engagement</b>				
<p><b>Public engagement initiatives</b> celebrating R&amp;D and enterprise achievements identified by Schools.</p> <p>No pre-set targets: Initiatives are expected to emerge in-year.</p>	2 FTE (100% HEIF funded) in External Relations team	Supports IS / place priorities + R&D Roadmap / civic engagement priorities	<p>Business Engagement strategic objective 1:</p> <ul style="list-style-type: none"> <li>▪ Build high value partnerships with targeted businesses and public sector stakeholder</li> </ul>	Continued activity from 2020-21
<p><b>Alumni networks maintained</b> in relation to R&amp;D and enterprise achievements</p> <p>No pre-set targets: Initiatives are expected to emerge in- year.</p>	3.6 FTE in Alumni team + £120k non-staff budget for events and publications (all 100% HEIF funded)	Supports Plan for Growth / innovation and global partnership goals by increasing investment university R&D. This is an enabling measure to generate global interest in UK-based R&D.	<p>Business Engagement strategic objective 1:</p> <ul style="list-style-type: none"> <li>▪ Build high value partnerships with targeted businesses and public sector stakeholders</li> </ul>	Continued activity from 2020-21

### 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.*

#### i) Managing HEIF

- **Accountability:** The Pro Vice Chancellor (Research & Enterprise) is accountable for the HEIF. The PVC will be supported by a Deputy Pro-Vice Chancellor for Knowledge Exchange from July 2021. Responsibility for managing the University's HEIF allocation sits with the Director, Innovation & Business Partnerships, who is also responsible for returning the HEIF Annual Monitoring Report and managing the annual HEBCIS reporting process, as well as internal reporting on the HEIF, KE and the KEF. The Director also has day-to-day responsibility for direct approval of spending from the HEIF budget across the University over a designated level (which varies according to the nature of the delegated budget).
- **Transparency:** In-year reports are made to the University's Research & Knowledge Exchange Committee (a committee of the University's Senate) to enable the committee to review the activities funded from the HEIF budget across the University and also the specific programmes managed by Schools through their delegated HEIF budgets.
- **Process:** The Director has support from a dedicated Finance Business Partner to ensure that spending progresses according to budget forecasts and to intervene if there is a risk of underspend or ineligible spend. Any projected underspend identified at end Q2 is rolled into a competitive internal call for KE projects. These have proved popular and successful, focussing most recently on the pandemic – the first on a rapid response; the second on economic recovery. Next year's focus will be on 'Achieving Net Zero'.

#### ii) Measuring progress: KE KPIs

- Progress against the University's five strategic business engagement objectives is measured through 7 key performance indicators that were set in 2020 and which will conclude by 31 July 2025. These are as follows:

1. Enterprise income increased: Grow knowledge-based income by 25% - from £22m (average for the 4 years leading up to 2018/19) to £27.5m in 2025 - as a result of improved business and public sector engagement.
  2. Spin-out and Start-up companies accelerated: Establish 10 successful spin-out or start-up companies to commercialise research-based inventions or services coming from the University's research activities from 2020 - 2025 (more than double the number than for the previous 20 years).
  3. Private investment capital attracted: Secure more than £1m from private external investment capital by 2025 for at least one new spin-out or start-up company.
  4. Knowledge Transfer Partnerships (KTPs) started: Grow the University's KTPs from 0 – 5 by 2025, as part of diversifying the University's enterprise ecosystem.
  5. Student & graduate enterprises: Increase number of new registrations to 100 by 2025 – up from 9 in 2019-20.
  6. Internal policy environment updated: Refresh enterprise policies and procedures and retune to maximise income to the University and achieve success with and for our collaborators by 2025.
  7. KE support services harmonised: Ensure alignment of the support services provided by the Innovation Centre with the University's KE ambitions, removing inconsistency, duplication, and unnecessary costs across the system by July 2021.
- The first of these KPIs (“Enterprise income increased: Grow knowledge-based income by 25% - from £22m to £27.5m in 2025 - as a result of improved business and public sector engagement”) is annually reported to the University's Council, via a Strategic Programmes Review Committee. This assumes that income is the best proxy for impact.
  - **Student-facing KE:** Where students are directly involved, the success of HEIF-funded activities is measured through an impact framework which considers who is participating in KE (with priority given to underrepresented groups) and the learning gained through the activity in terms of career readiness. In relation to longer term outcomes, graduate employment is tracked through the annual HESA Graduate Outcomes Survey. The success of focused accelerator activities for student and graduate entrepreneurs is measured in terms of the number of new businesses registered.

### iii) Evaluating Outcomes and (iv) Identifying Lessons Learned

Sussex has only relatively recently started to review its KE outcomes at corporate level – a new direction enshrined in the strategic framework set by Sussex 2025, adopted in 2018. In previous years many of the University's KE activities were undertaken through the University's wholly owned subsidiary, the Sussex Innovation Centre. However, an evaluation of the outcomes achieved in each of the seven KEF perspectives through this more arms-length approach highlighted the need to embrace KE as an agenda which is core to the University and to set the strategic KE priorities which are now in place. Lessons have also been learned on how best to build KE capacity and capability from two phases of Impact Acceleration Account funding from both ESRC and STFC. These lessons have led to the bolstering of key KE functions within the University, focused on supporting student entrepreneurship and business engagement. Plans to recruit to the business engagement roles were disrupted by the COVID pandemic but are on track to move forward in 2021-22.