

Knowledge Exchange Strategy

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Section A: Knowledge exchange strategy

The strategy

1. Key aspects of KE strategy, including:

- a. Priority objectives.
- b. How the KE strategy relates to the wider institutional mission and individual corporate strategies.
- c. Key trends and drivers creating opportunities and challenges.
- d. Likely key barriers and enablers to implementing your strategy.
- e. The key activities by which the objectives are realised, such as contract research, enterprise education, continuing professional development.

The University has recently redefined its institutional vision and mission with the following being its primary purpose – ‘to delight in creating, sharing, and applying knowledge to make a difference to individuals and society’. At its very heart therefore, the institution values knowledge exchange activities in the broadest sense as core activities. Two underpinning university strategies have recently been published, (the Research and Innovation Strategy and Education Strategy) and they each further highlight the importance of KE activity as being at the heart of delivering the University’s ambitions.

As an example our Research and Innovation Strategy has set specific KPIs which include; increasing income received from research and commercial activities, developing nationally and internationally recognised cross-disciplinary thematic areas that address key issues facing society, creating a network of strategic global partnerships to support internationalisation and developing our portfolio and provision for continuing professional development and flexible modes of study.

To do this requires continued enhancement of the capacity, quality and contribution of research and innovation activities to the University’s portfolio, and a sustained effort to ensure accountability through a high return on investment. The University is committed to identifying and solving real-world problems as well as working with key stakeholders to enrich society and shape a better future.

The University is also committed to being a proud part of Portsmouth, and our region, working in partnership to support and influence the economic, educational and cultural life of the city. This will be achieved in part through making sure that we contribute to economic and social development in the city and region through research, innovation, enterprise and voluntary activities supported by our students and staff.

A key element of the University’s Institutional strategy is the commitment that every student will take part in career-enhancing activities such as placements, exchanges, enterprise, volunteering or work-based learning.

Together these University strategies set the framework that the KE Institutional Strategy sits within and define the specific activities that will be delivered over the next five years.

Knowledge Exchange activity as defined by this strategy is not confined to activities supported purely through the HEIF allocation. The institutional approach is that research and innovation (or KE) activities are not mutually exclusive, they form part of a continuum of activities. For example KE can be incorporated into research proposals in order to demonstrate impact and educational offerings can be tailored to meet the requirements of different audiences. Partnership working with local authorities and LEPs can provide economic impact in the region which creates new opportunities for our graduates, as well as building economic growth. Students can benefit through engagement in KE projects, not only through the impact on their educational experiences, but also from their exposure to industrial challenges. This is emphasised in a strategic action within our overarching strategy to build synergies between our research and innovation strengths, expanding our profile in collaborative and contract research, consultancy and income-generating use of facilities and creating the conditions for maximum impact

The KE strategy has been developed on the basis of building upon activities supported through previous rounds of HEIF funding, and focuses on growth and impact through a combination of partnership working and building on areas of expertise. There are significant changes in the external environment that are reflected in this new strategy.

Previous strategies have heavily built upon utilising European Structural Investment Funds to support and leverage greater impact from the HEIF funded initiatives within the University. This work is perceived to be extremely important in delivering the desired economic impact of individual activities. Whilst the uncertainties around the future of European funding remain, the strategy adopted by the University will need to remain responsive and flexible. However the concept of partnership working and leveraging other forms of regeneration funding will continue to be a focus of our strategy over the next five years.

The predicted changes in the RCUK and the implication of changes to REF will also indirectly affect the focus of work. As mentioned before, the University does not differentiate between the approach to Research from Innovation or KE. Therefore changes in the availability of research funding, particularly affecting applied research that is important to the University will also need to be managed. The review of REF will have less of an impact but may change individuals' behaviours in activities they engage in.

Lastly, the impact of BREXIT is already having an impact on the appetite for companies to engage or invest in innovation projects with the University. This strategy is being designed to respond to this uncertainty.

The KE Strategy is based around a number of broad activities as follows:

- Supporting Innovation and Entrepreneurship
- Developing Strategic Partnerships
- Increasing Capability and Capacity within the Knowledge Base
- Improving Access to the Knowledge Base
- Addressing Skills Needs

One example of how the University is already achieving this is through the establishment of the South Coast Centre of Excellence in Satellite Applications – part of the Satellite Application Catapult network. This is a partnership, led by the University of Portsmouth of academic institutions, network organisations, other Catapults and Local Authority members. The focus of this centre is to grow business investment through the community of businesses investing in collaborative projects using satellite services (Communications, Navigation and Earth Observation) and data analytics, ultimately leading to an expanded portfolio of new products and services across a variety of sectors. In this way the centre will innovate projects across multiple organisations and embed them within collaborative projects that develop novel satellite applications and their underpinning technologies. The Centre works with businesses wanting help and advice to break into the satellite applications industry and aims to offer funding, information and networking opportunities in order to minimise innovation risk for SMEs. The value of the partnership in this approach to share networks and knowledge is a key enabling factor that will lead to the long-term economic growth which is the desired outcome for the project. This partnership of three Universities and a Research Organisation in particular provides a streamlined access to the required knowledge base. Individual partners are both combining their own networks and working together to reach out to new SMEs. As well as increasing the number of SMEs who are accessing the Catapult's knowledge and facilities, this approach is also actively supporting open innovation activities between the companies in the network.

2. The focus of key activities and expected contributions, such as:

- a. Target sectors (in business or public services or the third sector), technologies, or societal 'grand' challenges.
- b. Any geographical focus (international, national, regional, local).
- c. Any focus on particular types or groups of organisations (such as SMEs, large companies, whole industry supply chains, charities, community groups, public sector agencies, local authorities, local economic partnerships).

Within the broad strategy outlined in the section above, objectives will be met through the development and delivery of a number of key strategic projects. Each activity has been selected in part through their ability to address a combination of geographical, industrial sectors or business sizes. This is explained in more detail through highlighting some of the projects that will be a focus of KE engagement over the next five years:

Developing Continuing Professional Development (CPD)

The new Research and Innovation Strategy places an increased importance on increasing the CPD provision significantly as a means to both increasing levels of business engagement and as a route to diversify sources of income. This growth will be based on a deep understanding of the capabilities within the university knowledge base, aligned to an evidenced specific market requirement. The traditional market for CPD within the University has been large corporates, public sector and specific niche offerings based on core capabilities. The focus on the new strategy will be to increase engagement with larger organisations (both commercial and non-commercial). However, niche offerings are likely to appeal to specific sectors. The strategic growth will be achieved through the provision of a central point of access to co-ordinate and manage CPD activity, as well as more detailed market analysis activity.

Establishing Innovation Centres (including student entrepreneurship).

The University has a strategic intent to establish collaborative spaces where industry and members of the University community can collaborate to drive the local economy. Previous rounds of HEIF funding have been used to support the creation and development of the University's first innovation centre 'Innovation Space'. This dedicated building provides flexible office space and aims to help small businesses in Portsmouth to become successful and sustainable, by creating a work space community that offers more than just renting a desk. This centre now has over 50 businesses working across a variety of sectors including

technology, environmental sustainability and creative design. Integrated into this centre is 'Nest' an incubator for students and graduates of the University. These students receive intensive business support and mentoring from a team of experienced staff. In 2016 the University has acquired two more innovation centres. The Cell Block Studios is a dedicated space for companies in the creative industry sector, offering work space in a converted Victorian prison cell located within the Historic Dockyard in Portsmouth. The University also purchased a fully managed innovation centre providing larger office space and services for high growth potential companies, with a focus on those working on 'disruptive technologies'. A fourth centre is currently under construction (completion due in Autumn 2017) which will provide open innovation space for companies in the design engineering and manufacturing sector. Future HEIF funding will enable these four centres to be developed in partnership, focussing on developing synergies between the companies located within them, shared events and networking opportunities. As these centres move to full occupancy, further expansion plans are being developed, which are likely to come to fruition within the five year timeframe. The University has prioritised this activity as it recognises its role as a key stakeholder in the economic development of the city and wider region. Through these centres it will encourage companies to engage with the University to solve problems, recruit staff (placements, projects and full-time employees) undertake further research, access skills development, and facilities. As well as providing funding for staff to manage and develop the Innovation Centre Strategy at the University, the HEIF funding will also be used to pump prime activities to encourage engagement such as innovation vouchers, funding for student placements, skills development programmes, and networking activities. Through this activity the University will be focussing on pre-start, start-up incubation, early stage and growth SMEs.

Creating new and innovative models for engaging with a wider external community

This strategy focuses attention on greater engagement from staff within the University. The traditional sources of research income are becoming harder to access and therefore a number of activities are planned to upskill and encourage staff to engage. These internal challenges are replicated in the external environment. Companies who have previously relied on exporting to Europe or supporting the oil and gas industry for example have been hit hard by the recent economic changes and so a number of new initiatives are being developed to address these new market challenges. The University is working with other HEIs and key stakeholders to develop a number of solutions using EUSIF funding, and will continue to do so once clarification from Treasury post the Autumn Statement has been received. These programmes will provide business support, targeted networking activity, increase awareness of and access to R&D facilities and access to innovative funding streams. The continued availability of HEIF funding allows the University to engage in these matched funded programmes. The University has been awarded a silver award by the Small Business Charter, recognising its skill, commitment and promise in helping small and medium sized enterprises and continues to develop programmes and activities to support this sector which remains a key economic driver for growth in the Solent Region. Our commitment to this area is further reflected in the University's investment in the role of a new Professor of Small Business in the Portsmouth Business School.

Target Sectors

A USP of the University is the ability to pull together interdisciplinary research and innovation teams to address challenges set by the business and external community. This is being developed further by the University through the creation of five interdisciplinary themes. These themes represent its commitment to act as a global citizen, to identify and solve key problems afflicting the world and to enrich the lives of its people. These themes have been identified through a process of mapping global challenges to the capabilities and strengths within the universities knowledge base. Within this structure a number of key sub-themes have been identified in which the University has a significant breadth and depth of knowledge that has the ability to have a significant impact on our society. These thematic areas not only correspond with the Grand Challenges funds that are managed by RCUK but more importantly focus on KE activities.

For example; the university currently engages with a number of organisations in the area of 'Water': considering waste water management, water quality, maintenance and management of water supply systems, use of sensors, catchment management etc. The creation of a research and innovation cluster in this area allows this expertise to be accessed by a larger number of potential beneficiaries as well as applying the interdisciplinary approach to solving industrial challenges.

The University also has a strategic partnership with Hampshire Police, which includes the only operational police forensic research and innovation facility to be based on a university campus. In addition the partnership offers student placements, projects, mentoring and training for students and staff. This partnership means that the operational staff within the Police are kept up-to-date with developments in science and technology by the university staff. The university has strengths and capability in other areas of interest to the wider security sector, for example in interviewing, cybercrime, digital forensics etc. The University will expand this work to bring these opportunities to a wider audience, as well as ensuring that the Hampshire Police are able to access other departments and research developments that will enable them to innovate and address the challenges that they will face in the future. For example, the University has invested in a new Professorial appointment in our School of Computing, focussed on the area of cyber security which will further enhance the partnership.

In addition, the University is committed to supporting those sectors identified in the Solent Local Enterprise Partnership economic plan. These sectors include advanced manufacturing, marine, aerospace and defence, engineering, visitor economy, transport and logistics, digital and creative and the visitor economy. The University will continue to target these sectors where it has specific knowledge, capabilities and facilities. Where applicable, programmes accessing regional funding will be developed in conjunction with the other universities and research bodies in the region to provide services and support for companies in these sectors.

Geographical Considerations

The University has a global outlook on its approach to research and innovation, but it also recognises that evidence suggests that knowledge exchange leading to productivity gains tends to occur most frequently with businesses working with their local university. As such, the University is positioned to respond to these local and regional opportunities. However, it will also continue to pursue opportunities where the knowledge and expertise is world leading. It is also committed to helping regional organisations increase their export markets through both technological innovations and business support and advice.

For example, the University is working in partnership with a globally leading provider of imaging equipment as part of its new Future Technology Centre, a new centre providing an innovative education programme for engineering skills as well as a facility for commercial enterprises to access. Through this project, the University has created the only centre housing state-of-the-art visualisation and prototyping facility in the UK. This facility will be used as a global training centre, attracting companies to the region and will be combined with opportunities for Solent based companies.

3. Evidence base used to formulate this strategy, including:

- a. Feedback from economic and societal partners.
- b. Evaluations and reviews.

The University has been a driving force in identifying the regional evidence base to support both this KE strategy as well as the wider regional innovation strategy. It has submitted expressions of interest to the Science and Innovation Audits in both round 1 and 2 and is currently awaiting an outcome. The focus of this second bid is that the region has a strength in enabling technologies that can be applied to a variety of industrial sectors to create economic wealth. The 'region' defined in this second application stretched from Dorset in the west, to Kent and Sussex in the East and from the south coast up to Greater London. The proposition in this second bid is that this region has a defining strength in its digital enabling technologies which can be applied to key high growth sectors such as Bioscience, Marine and Maritime, Communications and Advanced Engineering. These enabling technologies have been identified as Photonics, Big Data Analytics, Digital, Quantum and Cyber Security. These are areas that the university is well placed to engage and deliver solutions.

In order to establish the key strengths of this wider geographical region, analysis of the key strengths of both the Solent region and of the University of Portsmouth was undertaken. The universities in the Solent region are actively involved in supporting the Solent LEP on producing and delivering its Innovation Strategy, through their membership of the Innovation and Business Support Delivery Panel, a committee created by the LEP Board to advise on innovation matters. This panel has commissioned an external report into the evidence base of the regions innovation strengths and the report has recently been delivered. This report will form the basis and directly inform the development of the Solent LEP Innovation Strategy. Through active participation in this forum, members can ensure that this Strategy and the associated activities that will be designed and implemented are informed by and also inform the individual universities' strategies. Although work is still at an early stage, the evidence provided to date supports the approach adopted in this strategy.

The University has for several years delivered programmes designed to support the local business community. These programmes are routinely evaluated and approaches and initiatives are updated and refreshed taking into consideration this feedback. Two Regional Growth Fund projects that the University were involved in were selected as case studies by the Department of Communities and Local Government. They were also both invited to submit requests for additional funding to extend the programmes to a greater number of beneficiaries. The feedback received from participants from the programmes has been incorporated into the design of new programmes of delivery.

Case Studies are routinely produced after projects have been completed. These are important, not only to ensure client satisfaction but also to identify the impact and outcome of the intervention. This feedback is incorporated into future programmes.

The role of Industrial partners in the development of the regional LEP Innovation strategy and also in the design and delivery of specific projects is fundamentally important. This allows ideas to be tested for appropriateness and fit for market need. Programmes need to balance the need for the collection of evidence, audit trail and compliance, whilst also ensuring maximum impact for the businesses involved. Developing programmes in partnership with senior representatives of the type of businesses that are likely beneficiaries is an effective way of managing this potential conflict.

With one highly successful programme, companies were required to pitch for funding to a panel consisting of both industrial and academic members. Feedback from the participants was that this experience and the exchange of ideas and comments from the panellists was deemed to be a significant benefit from the programme even if their projects were not successful in securing funding from the scheme. This approach has since been incorporated into several new funding programmes.

The University also engages with business support organisations, such as the local Chambers of Commerce, Growth Hubs, local authority economic development offices and sector specific networks. This enables ideas to be developed and tested with informed professionals. It also provides access to their networks to disseminate programmes and help to access potential beneficiaries once programmes are launched.

4. Main intended outcomes and impacts.

The University is committed to its role as a key stakeholder in driving forward the productivity gains identified by the Government as a requirement to improve UK economic stability and growth. This is the implicit aim of this strategy, however the standard approaches for evidencing this, in terms of GVA or job creation for example do not form part of the evidence that the University will be collecting. Instead the University has identified KPIs that will evidence the interactions, activities and behaviour changes that will lead to this economic growth.

This new strategy, although building on a firm foundation created from previous investment of HEIF funding, is a step change strategy. There is now an increased focus on the importance of KE and external engagement within the University and therefore a number of outputs and impacts have been identified which will monitor the implementation of this new strategy approach.

Furthermore, many of the tactics that will be employed to deliver this strategy will have their own KPIs incorporated within them. Depending on the funding stream utilised these may include for example, number of business assists, increased GVA or jobs created. The programmes that the University chooses to participate in will be selected for their fit with delivering the overall KPIs of the University as well as specific outputs required by the funders.

Social and community benefits are implicit to the work that is undertaken under this strategy. The strategy does not identify a separate work stream or project element to directly fund activities which solely focus on societal benefits, however activities that are supported will be required to demonstrate the positive impact that they will have in this regard.

The Institutional Strategy of the University has a stated aim to be a proud part of Portsmouth and our region, working in partnership to support and influence the economic, educational and cultural life of the city. This will be monitored through the commissioning of an economic impact assessment which will demonstrate an increased contribution in 2020 from the current baseline of £300m.

The following specific KPIs internal to the university will be monitored to measure the desired behaviour change.

- 25 % increase in KE income
- Increase the number of staff at the University reported as research and innovation active (baseline and agreed percentage increase in development)
- Increase the number and network of Innovation Centres from 1 to 5
- Create 5 inter-disciplinary themes

The outcomes and impact of this strategy will be monitored in a number of ways in terms of the external business benefits. Setting the baseline and targets for growth is an activity that will be undertaken within the next 6 months, pending a full review of the services support provided by the Research and Innovation Services. Achievement of specific targets is also dependent on pending funding decisions on EU programmes that will enable greater business engagement.

Typical activities that will be monitored include:

- Focussed Business Networking Events
- Funded Student Projects and Placements
- Businesses producing new to market products
- Businesses implementing process improvements
- Businesses accessing new markets
- New Enterprises created
- Increased survival rate of new enterprises
- Increased engagement of regional SMEs with knowledge providers and Catapults

An important output from this work is the development of a funded regional Innovation Strategy for the Solent LEP region. This will identify the innovation ecosystem that is required in the area and the role of the knowledge providers in supporting this. It will be essential that this is a funded strategy, and as such it must identify the economic and business benefits. It will build on the existing cluster development that exists in the region and create a sustainable platform for these in the future. It will be fundamentally linked to the regional Skills Strategy to ensure that the skills pipeline is in place for businesses to be able to exploit new commercial opportunities.

5. Alignment with national priorities, such as:

- Addressing the Government's economic growth and productivity agenda, including spatial dimensions to productivity – local, national & international, and innovation and skills.
- Priorities of the UK Research Councils and Innovate UK.

This strategy has been developed in order to address the Government's stated productivity aims. It is understood that businesses engaging in partnerships with Universities such as those delivered through this strategy are 40% more innovative than similar firms and are 161% more likely to invest in their own research and development. This strategy targets high growth potential companies but does not differentiate where that growth occurs. The University will build on its internal strengths and capabilities and has ambitions to create growth on a regional, national and international basis. Internationalisation of our education and research activities is a key strategic intention of the University, and it is investing in global engagement to support this. Equally the university is working with the local authorities and local LEPs in order to support both the inward investment and export market opportunities that exist for the regions' firms.

The University is establishing nationally and internationally leading interdisciplinary research and innovation cross-discipline thematic areas that address key issues facing society. These themes have been developed based on an analysis of the depth and quality of research and innovation capabilities within the university. These thematic areas are closely aligned to the challenge areas identified for the RCUK Global Challenges Research Fund and DFID. The delivery plans for each of the Research Councils and Innovate UK are also studied and referred to in the development of these thematic areas in order to ensure there are funding opportunities available to support research and innovation engagement.

This is important as these bodies often provide additional funding that is necessary in order to be able to fully exploit the opportunities identified through this strategy. Impact and outcomes arising from this KE strategy may take several years to realise and therefore the longevity of governmental planning in this new approach for institutional funding is welcomed. This will allow attention to be focussed on longer term relationships in order to be able to ensure these benefits materialise.

The national focus on identifying centres for globally leading science and innovation clusters is also recognised, and this has influenced the development of this strategy. Key areas of capability for the University of Portsmouth rest with its ability to pull together effective inter-disciplinary teams, and through supporting the enabling technologies that will bring about economic growth. The University has built relationships with the Government's Catapult network into its strategic approach. The continuation of this approach to support these Catapults and a greater focus on ensuring they deliver their anticipated outputs as suggested by Government actions is welcomed.

The University already has successful working arrangements with three Catapult centres, and there is a focus on broadening and enhancing these with this new strategy. The region is well placed to develop new regional centres aligned to the hub and spoke model if that is the Government's policy.

The commercialisation of knowledge residing within the University will be a focus of activity in the future years covered by this strategy. The profile of the institution is such that it is difficult to create the critical mass required to necessitate a broad technology transfer support function. The University will be looking at developing new and innovative approaches to supporting this activity, and recognises the importance the Government places on appropriate exploitation of IP within the HE sector as a whole. Where IP is identified, the most appropriate mechanisms for commercialising it will be determined and supported. This will be a growth area within the period identified under this strategy, and will be led by university investment in a Deputy Director to lead this activity.

Management of KE

6. Monitoring and evaluation: progress in knowledge exchange, including assessing outputs, outcomes and economic and societal impacts.

Performance is measured at a corporate level by both the University Executive Board and also the Governing Body. Quarterly statements are produced by the central planning team, pulling together evidence from other central services at a Faculty and Institutional level. This information is accessible to all managers through the university 'Dashboard' which identifies performance against targets and performance over time at a school or department level. The setting of targets forms part of the annual planning cycle. All requests for additional funding at an institutional level are required to quantify the return on investment from the activity and this is monitored through the annual planning process. Where appropriate these targets are built into individual performance development plans.

The University is currently reviewing its performance management processes and the setting of specific and tangible targets more universally at an individual level is included in this review. This also feeds into a review of the workload management and expectations for research and innovation active staff which is also underway.

Monitoring, evaluation and reporting is an integral part of all the initiatives that are directly funded through this funding stream. Projects are required to produce final reports detailing both the direct outcomes and outputs as well as additional benefits identified from undertaking the work. These reports are analysed by the central research and innovation team to identify patterns in return on investment in order to be able to refine and inform future decision making and strategy development. A member of the central team is assigned to each of the projects in order to ensure that projects deliver on time and to target and are able to intervene and assist if necessary to ensure that this happens.

Projects that are matched funded through other external sources, for example European regeneration funds, will have a detailed set of required deliverables and outcomes. These programmes are normally assigned a programme manager to ensure that the projects are delivered appropriately. Evaluation is built into these projects, and lessons learnt are disseminated through the team to ensure that future projects can benefit from this experience.

Analysis of performance in the annual HE-BCI return is undertaken. This will involve both trends in performance over time for the university and will influence the development or focus of future actions. A competitor analysis also forms part of this exercise. Areas for further investigation are identified and in the past this has led to changes of strategic approach.

7. Efficiency and effectiveness

- a. Internal: building or streamlining capacity and coordination.
- b. External: collaboration, including the use (or not) of shared or pooled services.
- c. Use of good practice materials or networks.
- d. Disinvesting and focusing on priority areas of KE.
- e. Building on past successful approaches.
- f. Any other areas.

There have been changes in the management team of the Research and Innovation Services department which is the key delivery office of this strategy. A new management structure is being put in place and an external review of the way that research and innovation activity is supported across the institution will be commissioned in the next month. Included within the scope of this review will be a benchmarking exercise to compare activities and services provided with other similar HEIs in the sector. Subject to the outcome of this review, further changes building on best practice elsewhere will be incorporated into the operational activities within the university.

Staff supporting KE activity are active members of organisations such as Auril and Praxis-Unico. They regularly attend briefing sessions, workshops, training and conferences to network, share best practice and identify new opportunities for growth.

The Universities in the Solent region have for several years developed joint programmes for delivery of KE for the local SME community in particular. There are also sector specific networks that the universities are engaged with to improve access to the knowledge base for the business community.

The Universities are organising a pilot Venturefest event in 2016, using their own funding (as the InnovateUK funding stream is no longer available to support new events), working with the LEPS and commercial organisations that share their passion to actively create and support the innovation ecosystem. This will build on the established Venturefest brand, but will be independently financed and self-sustaining from the outset and will demonstrate to the target community of creative innovators and investors that the Universities will work together collegiately for the benefit of the innovation community. This aim of this event is that it will become the 'go to' event for the community to engage with the universities and as such the partners will not create duplicate events to dilute this.

The three Solent universities are founder members of Greentech South, a network and cluster organisation which supports businesses in the low carbon sector. It is the only bronze accredited cleantech cluster in the UK, and aims to develop a £4m grant scheme to help companies commercialise their ideas, deliver 200 apprenticeships and work in partnership to find new markets to export. New clusters are being developed through the Science and Innovation Audit preparation work and this model will be used to support these.

The University also regularly engages with other HEIs in the central south coast region to develop joint initiatives, projects and to share best practice.

An important deliverable to inform the region's Innovation Strategy will be to improve access for all businesses to the most appropriate knowledge based provider. To this end a portal is being developed which will become a single point of enquiry into accessing the relevant individuals or facilities that could help. The portal itself will be of value, however the innovation that will lead to the most business benefit, is that the Universities are actively collaborating on this project and will not compete for business. The premise behind this initiative is that business must be able to choose the individual, research group or institution that is best placed to assist them, and that the knowledge based providers must work together to improve this decision making process.

8. Efficiency and effectiveness:

- a. The **total number** of UK HEIs with which you **collaborate** in KE
- b. Outline your strategy for maximising **collaboration** with other UK HEIs as the means to achieve greater efficiency and effectiveness in KE. Describe specific, major collaborations that are particularly significant to delivery of your strategy

The University firmly believes that the productivity challenge can only be addressed through greater partnership working between HEIs. The University of Portsmouth's strength is its ability to work closely with organisations to translate research outputs into commercially beneficial solutions. This activity is recognised within the university as an important role for researchers and academics. Areas of expertise at the University are often complementary to others within the region. Mobilisation funding is made available to staff at the University to enable them to develop partnerships based on their area of research and KE expertise. This has led to a number of specific activities and projects.

Areas of potential partnership working are identified by central staff based on their close working relationship with academic colleagues and mapped against potential external opportunities. These lead to the development of detailed capability statements, and targeted activities to investigate potential new partnerships. HEIF funding can be used by staff to undertake projects that will lead to the development of new partnership and developing proof of concept studies. HEIF funding is also used to educate, train and develop the skills required of staff to engage in new partnership development where individual academic staff request this. Profile raising is an important part of partnership development and investment is being made into producing specific marketing collateral which will raise the profile of specific research and KE areas that the University wishes to pursue.

The following examples are indicative of the partnership working that the University is involved in.

iCURE is a collaboration of the SETSquared partnership, HEFCE and InnovateUK, designed to move ideas and innovation out of universities and into the marketplace. The strong working relationship between the University of Portsmouth and Southampton (a SETSquared partner) led to the inclusion of non SETSquared universities into the programme. The University was successful in applying for three projects to be included in the programme which provided intensive enterprise training for the researchers combined with funding to support market assessment and commercial development opportunities. The iCURE programme builds on SETSquared being recognised as the top university business incubator in the world. This initiative has enabled staff at the University to directly benefit from the experience and services, which are not possible for the University itself to replicate. This programme will also increase the speed and effectiveness of the teams involved to commercialise their research.

The South Coast Regional Centre for Excellence for the Satellite Applications Catapult is a model which demonstrates the Universities strategic approach to partnership working. It combines the focussed research and innovation excellence within the University in machine learning, artificial intelligence and data analytics in factory settings with those of the other partners and creates a powerful knowledge base, capability and capacity that will enable this to be applied in other regions, technologies, sectors and commercial uses. The partnership brings together a vast network of companies and organisations and creates a mechanism for them to access each other and the knowledge providers. This collaboration also creates a critical mass which has helped to develop new partnerships with other groups outside of the region which will lead to additional longer term benefits for the UK economy

Section B: Use of HEIF 2016-17 allocation and future HEIF priorities

The KE strategy sits within the wider Institutional Strategy and the three underpinning strategies, Research and Innovation, Education and Global Engagement. Its deliverables, aims and objectives are reflected in these overarching documents. The allocation is used in part within the university to fund core activities which can be attributed to the delivery of the outputs, with the remaining being available to fund initiatives and projects which will deliver the KPIs and outputs.

Table A and Table B should be interpreted in this way. Estimates of staff time and activity have been estimated based on the nature of individual interactions that are likely to arise from the implementation of the strategy. Consideration has also been given to specific funding allocations to specific projects as a percentage of the funding allocation in its entirety. Table A has been estimated by considering the types of activity that are returned within the HEBCI survey, the focus of this new strategy and the funding sources for the resources that will be utilised to deliver the activities.

9. Use of HEIF 2016-17 allocation and anticipated priorities for use of HEIF in future years.

The HEIF allocation is the enabler that will allow the strategy to be delivered. Without it, the challenge of balancing priorities within the Institution would not be achieved. It provides for central support for academic staff to enable them to engage with businesses on a number of levels and in particular funds those initial activities which are an essential part of the business engagement function but are unlikely to be funded by the companies or external organisations themselves. It also funds skills and knowledge development activities for the staff within the university to enable them to confidently engage with the knowledge exchange agenda.

The focus on outputs and impact is welcomed, as this will help with ensuring the cultural change that is required within the institution to increase levels of knowledge exchange and innovation activities required in order to achieve the stated KPIs.

The stability that is predicted through the change in approach by HEFCE to the allocation will allow a more strategic programme to be developed, spanning the years covered by this strategy. The focus on the future years will be to build on the increased levels of engagement to establish and sustain strategic partnerships and/or programmes, which will be identified by, for example, their multiple interventions, the quality of the knowledge being shared and of partnerships working together to deliver economic benefit

Section C: Additional information

10. Institutional equality and diversity policies that relate to knowledge exchange activities.

Equality and diversity underpins all of the University's work and is at the heart of what we are and what we do. Our commitment goes beyond the legal requirements of equalities legislation. Our policy statement gives a clear direction to all and will help us to continue to value all members of our community be they staff, students, contractors, visitors as well as the wider community. This will be achieved by providing a fair, supportive, and discriminatory-free environment that promotes equality of opportunity and values diversity.

The following policies will apply to the implementation of this KE Strategy, and can be accessed through the following web link:

<http://www.port.ac.uk/departments/services/equalityanddiversity/policiesandreports/>

- Equality and Diversity Policy Statement:
- Dignity and Respect Policy
- Gender Reassignment and Trans-Equality Policy
- Equality and Diversity: Staff Rights and Responsibilities

11. Additional comment.

The recognition of the importance of this funding stream to the universities as a vital element in our contribution in addressing the UK Government's productivity challenge is welcomed. The stability that this new approach allows, and the ability to develop longer term strategic solutions to bring about sustainable economic growth is similarly commended.

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