UWS UIF Outcome Agreement with SFC 2017/18– 2019/20

The University of the West of Scotland (UWS) welcomes the opportunity to respond to the priority actions that have been identified through consultation with the Scottish university sector. We plan to utilise and match-fund the Platforms Grant through supporting our Enterprise Services team who coordinate our KT and KE activities and the work of colleagues in the School of Business and Enterprise at UWS who are working with Enterprise Services staff to develop a credit bearing Enterprise Academy course.

The process for a national agreement on the UIF outcomes is making significant progress under UWS's chairmanship of the Research and Commercialisation Directors Group of Universities Scotland. We have refined the framework into 5 priority actions and are working to develop both joint and individual approaches that will be reflected in our institution's outcome agreements.

The UWS response to the priority actions is as follows:

1. **Demand Stimulation**

UWS' goal is to create an environment which is welcoming to business and supports innovation and entrepreneurialism amongst its students and staff. The university is committed to fostering a culture of enterprise that will support economic growth locally and globally. We aim to build partnerships with business that support the development and delivery of our learning programmes, work experience opportunities for our students and encourage our commitment to our students being work-ready and commercially aware.

UWS aims to build on the significant work it has done from 2014-2016 to further develop its contribution to Scotland's economic development. At its core UWS' enterprise strategy is to generate greater demand from business for its services, to make it easier for business to work with us and to help them innovate, internationalise and grow in an a way that has a positive social and cultural impact on Scotland as well as economic benefits. We will do this by continuing to build strong partnerships with industry that enhance the learning experience of our students and staff and prepare them to make valuable contributions in the workforce.

Partnerships are central to UWS's business engagement. In 15/16 we were nominated for an award for our partnership with St Mirren Football Club as well as developing new innovative partnerships with National Air Traffic Systems, Netball Scotland and Renfrewshire Council with a focus on the Paisley 2021 bid for UK City of Culture. Our partnership with the Centre for Engineering Education and Development also progressed this year with higher membership numbers than ever. We plan to help CeeD grow to a point next year where their membership moves past an important sustainable threshold.

Company formation has also seen real progress at UWS over 15/16 with our start up and spin out pipeline growing to over 10 prospects, 2 of which are being supported by the High Growth Spin Out Programme from Scottish Enterprise.

Increasing demand from businesses and making it easier for them to access services from UWS has been a focus for this year. We have developed a working database of companies and we have started to map these to the expertise at UWS. We have also run 3 Festivals of Enterprise to which

companies have been invited to come and learn about key industry themes such as 5G Mobile Networks, Digital Health and Sustainable Manufacturing.

- Target: Grow our database of companies engaged with UWS by 10% per annum
- Target: Establish 50 industrial partnerships, start-ups sand spin-off businesses by 2020

2. Simplification / commercialisation

In 2016 UWS developed three strategic themes around which it will focus teaching, research and enterprise activity: Sustainability, Health and Society. These themes have been a catalyst for cross disciplinary collaboration which is driving greater engagement with many of the Innovation Centres, Interface and with the Scottish Government's proposed innovation reforms.

UWS has had a particular focus on knowledge exchange in 2015/16, represented in part by our enhanced participation in schemes such as Knowledge Transfer Partnerships and Innovation Vouchers. From 15 to 16 UWS rose 20 places in the UK ranking table to be #3 in Scotland for KTP. In addition UWS accounted for 15% of the overall innovation voucher schemes run in Scotland which was 5% up on the previous year and ranked us among the top HEIs for the year.

UWS sits on the Innovation Scotland Action Plan Implementation Group and is helping to lead the delivery of the important outcomes associated with this plan including a 16% increase in Start Ups in year One, the templating of contract types across all HEIs and the development of sector HEI liaison.

- Target: We plan to continue this exceptional level of engagement and to maintain this grow level of 5% per annum.
- Target: UWS is working towards a target of 15 start ups and spin outs by 2020

3. Entrepreneurialism
In the first year of the UIF we made a submission around proposed activities which we are monitoring and refining as the 16/17 process develops. These activities included enhancing entrepreneurial education, student and staff mobility, deeper engagement in shared entrepreneurial programmes such as the Converge Challenge, enhancement of our Employer Mentoring Programme and wider business engagement using initiatives such as Interface. Each of these areas has seen significant progress over 16/17 with record submission levels to Converge Challenge in all categories, our highest percentage of overall Innovation Vouchers since 2009, a record number of mentors in our programme and progress on a new enterprise centre which will act as a hub for the West of Scotland.

Skills development has become a primary focus for our enterprise activity. In 2015 UWS made the decision to move our employability function into our enterprise team in order to enhance employer engagement activities. This move has contributed to a marked improvement in our DLHE score and a range of new initiatives to enhance graduate employability at UWS including the development of entrepreneurial pathways to work.

- Targets: Grow by 10% per annum entrepreneurial skills in our students and staff as measured by participation in entrepreneurial learning events, mentoring programmes, credit bearing modules and awards

- Target: Develop a credit bearing module on entrepreneurial skills and deliver it to a pilot cohort in 17/18 with a view to rolling it out to all programmes by 2020

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The number of SFC innovation vouchers (IVs), Follow-on IVs and H2020 IVs

IVs - The number of SFC innovation Vouchers (IVs), Follow-on IVs and H2020 IVs	14/15 Actual	15/16 Actual	16/17 To Date	16/17 Target	17/18 Target	18/19 Target	19/20 Target
Innovation Vouchers (IVs)	12	18	7	18	19	20	21
Follow-on IVs	2	0	0	1	2	2	2
H2020	0	0	0	0	0	0	0

4. **Individual HEI UIF progress measures and sector wide reporting**

In discussion with Scottish Funding Council we have agreed that the best mechanism to work at a sector level to deliver the national outcomes is to undertake to work together to:

- Analyse current activity and identify best practice

- On the basis of this, where appropriate, devise and execute a pilot programme

- if successful, develop/initiate a sector-wide programme

Through the Research and Commercialisation Directors' Group (RCDG) each institution has agreed to contribute to various outcomes. Each institution notes and acknowledges the importance of each of the outcomes but for the best use of resource each institution will be involved with a different combination of work.

5. **Outcome seven (equality and diversity): Building on current and good practice HEIs will have ensured positive promotion of equality and diversity in staff and all who are affected by the use of the UIF**

UWS will add an enterprise element to its current Inspiring Women events which run quarterly on UWS campus. We will invite women inspiring entrepreneurs starting with Baroness Nosheena Mobarik CBE and encourage all enterprise staff to attend.

We will also further support the Fierce and Fabulous Woman Entrepreneurs Group which meets on our Paisley campus by sponsoring and advertising it to our staff.

There are also plans to introduce a women's track to our mentoring programme and we will introduce an equality and diversity evaluation annually for all UWS enterprise initiatives as a way of reflecting and learning how to improve access to the programmes.

UWS will also explore how to include BEM and Disability inclusion into our enterprise initiatives.

UWS will look to support RCGD colleagues in the priority action group in this area and look to implement recommendations from it as early as possible.

As an institution we have signed up to the outcomes below. The full list is attached as an appendix.

UWS has opted into 3 of the RCDG sub groups focused on the areas of priority action for innovation, namely:

Outcome four (entrepreneurialism): Scottish HEIs as a sector will have made a significant and positive change in the way entrepreneurial opportunities are promoted and delivered to students, HEI staff, and businesses.

Outcome five (international): in partnership with Scottish Development International, Connected Scotland and others, Scottish HEIs will have pooled their knowledge and networks, and shared good practice to promote and engage Scotland internationally (operating under Scotland's International Framework).

Outcome six (inclusive growth and social impact): Building on current and good practice Scottish HEIs will have scaled up their support of the Scottish Government's ambitions for inclusive growth.

Appendix 1 – HEI Collaborative Groupings

Outcome	Analysis of practice & identification of best practice	Devise & execute programme	Develop/initiate sector-wide programme
Outcome one (demand stimulation): working with Scotland's enterprise agencies, Scottish Government, business networks, Interface, and others, Scottish HEIs will have helped to increase the demand and quality of engagement from businesses and the public sector for university services. LEAD: Glasgow	QMU Abertay Stirling UHI Napier Aberdeen HWU Glasgow RCS Dundee Edinburgh Strathclyde	QMU Abertay Stirling UHI Napier Aberdeen HWU Glasgow Dundee Edinburgh Strathclyde	QMU Abertay Stirling UHI Napier Aberdeen HWU Glasgow Dundee Strathclyde

	GSA	GSA	GSA
	RGU	RGU	RGU
	GCU	GCU	GCU
Outcome two (simplification/commercialization): in partnership with the Enterprise Agencies (EAs) and Interface, Scottish HEIs as a sector will have demonstrably simplified business access to the knowledge and expertise in Scottish universities. ==LEAD: Aberdeen==	St Andrews	St Andrews	St Andrews
	UHI	UHI	UHI
	Napier	Napier	Napier
	Aberdeen	Aberdeen	Aberdeen
	HWU	HWU	HWU
	Glasgow	Glasgow	Glasgow
	Dundee	Dundee	Dundee
	Edinburgh	Edinburgh	
	Strathclyde	Strathclyde	Strathclyde
	GSA		
	RGU	RGU	RGU
	GCU	GCU	GCU
Outcome three (simplification/greater innovation): in partnership with the EAs and Interface, Scottish HEIs will, at a national level, have made strategic use of their sectoral knowledge to promote greater innovation in the economy (including beyond non-STEM). ==LEAD: St. Andrews==	QMU	QMU	QMU
	St Andrews	St Andrews	St Andrews
	UHI	UHI	UHI
	Napier	Napier	Napier
	Aberdeen	Aberdeen	Aberdeen
	HWU	HWU	HWU
	RCS		
	Dundee	Dundee	Dundee
	Edinburgh	Edinburgh	Edinburgh
	Strathclyde	Strathclyde	Strathclyde
	GSA		

| | RGU | RGU | RGU |
	GCU	GCU	GCU
Outcome four (entrepreneurialism): Scottish HEIs as a sector will have made a significant and positive change in the way entrepreneurial opportunities are promoted and delivered to students, HEI staff, and businesses. LEAD: Strathclyde	QMU St Andrews (3) OUS Abertay Stirling UHI Napier Aberdeen HWU Glasgow RCS (creative industries) UWS Dundee Edinburgh Strathclyde GSA (creative industries) RGU GCU	QMU St Andrews (3) OUS Abertay Stirling UHI Napier Aberdeen HWU Glasgow RCS (creative industries) UWS Dundee Edinburgh Strathclyde GSA (creative industries) RGU GCU	QMU St Andrews (3) OUS Abertay Stirling UHI Napier Aberdeen HWU Glasgow RCS (creative industries) UWS Dundee Strathclyde GSA (creative industries) RGU GCU
Outcome five (international): in partnership with Scottish Development International, Connected Scotland and others, Scottish HEIs will have pooled their knowledge and networks, and shared good practice to promote and engage Scotland internationally (operating under Scotland's International Framework).	Stirling Aberdeen HWU Glasgow	Stirling Aberdeen HWU Glasgow	Stirling UHI HWU Glasgow

Note on the "LEAD: Strathclyde" text — it appears highlighted in yellow in the source.

	RCS UWS Dundee Edinburgh Strathclyde GSA RGU GCU	UWS Dundee Edinburgh Strathclyde RGU GCU	UWS Dundee Strathclyde GCU
Outcome six (inclusive growth and social impact): Building on current and good practice Scottish HEIs will have scaled up their support of the Scottish Government's ambitions for inclusive growth. LEAD: Stirling	QMU OUS (2) Stirling Napier Aberdeen Glasgow RCS UWS Strathclyde GSA GCU	QMU OUS (2) Stirling Napier Aberdeen HWU Glasgow RCS UWS Edinburgh Strathclyde GSA (creative industries) GCU	QMU OUS (2) Stirling UHI Napier HWU Glasgow RCS UWS Edinburgh Strathclyde GSA (creative industries) GCU
Outcome seven (equality and diversity): Building on current and good practice HEIs will have ensured positive promotion of equality and diversity in staff and all who are affected by the use of the UIF.	QMU OUS Stirling	QMU OUS Stirling	QMU OUS Stirling

			UHI
	Aberdeen	Aberdeen	
		HWU	HWU
	Glasgow	Glasgow	Glasgow
	Edinburgh	Edinburgh	Edinburgh
	GSA		
	GCU	GCU	GCU

UWS Equality Impact Assessment	
Faculty Dept.	**Enterprise Services**
Policy	**University Innovation Fund – delivery of national outcomes**
Author The person responsible for the Impact assessment	Head of Enterprise Services
Effective date of implementation The EIA will need to inform decision-making so the implementation date should take this into account. This may be the date on which the policy is put to committee or when a decision is required.	27 01 2017
Involvement and consultation What involvement and consultation has been done in relation to this decision, policy or procedure and what were the results? What additional involvement and consultation will be needed?	UWS' approach has been developed in conjunction with its six academic Schools and colleagues in the Careers and Employability Service and other relevant service departments. UWS has consulted nationally through its chairmanship of the Research and Commercialisation Directors Group of Universities Scotland, and with the Scottish Funding Council. This consultation will continue as UWS works to deliver the national outcomes.
Aim of Policy/decision It will help to ask: - Why is the policy or decision needed? - What do we hope to achieve by it? - How will we ensure that it works as intended?	**Why is the policy or decision needed?** The decision to contribute to the stated national outcomes is needed to ensure: - effective and efficient coordination within UWS - Successful alignment and engagement with external partners and stakeholders. **What do we hope to achieve by it?** We hope to: - Continue to build on UWS' recent considerable progress in fostering a culture of enterprise and supporting economic growth - Make a significant contribution to delivering UWS' refreshed Corporate Strategy with its renewed focus on enterprise and global engagement - Further develop innovative partnerships which will deliver entrepreneurial opportunities to students, staff and businesses. **How will we ensure that it works as intended?** We will monitor progress via the relevant revised Key Performance Indicators in UWS' refreshed Corporate Strategy, and report on latest performance to UWS Court.
Available evidence Identify what evidence is available and set it out here. This includes data and evidence from involvement and consultation	UWS worked with the other Higher Education Institutions and SFC through RCDG to establish a collaborative approach to the priority actions. We also sought feedback on the draft submission from all relevant internal stakeholders including schools,

	professional services departments and the executive group.
What is the actual/likely impact? Consider the relevance to and impact upon each equality group with protected characteristics (age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation). The assessment can be supported with a set of key questions to identify the effect, tailored to the area being considered. Broadly the following should be identified: • Who is affected positively? • Who is affected negatively? • Will the policy or decision have the anticipated effect? Give a full explanation of your reasoning and document the actual or likely impact, along with the evidence used to explain how that conclusion was reached.	**Who is affected positively?** UWS students and staff will benefit from a wider range of enterprise partnerships, and greater entrepreneurial opportunities. **Who is affected negatively?** No equality group is directly affected negatively by this policy.
Address the impact Identify the range of options to address the impact. Remember to consider each of the general duties. There are three possible options: 1. Adjust the decision/policy. 2. Continue with the decision/policy. 3. Withdraw the decision/policy. Identify the option(s) chosen and document the reasons for this.	It is recommended that UWS contributes to the stated national outcomes as these areas are the ones in which the University can best deliver its enterprise strategy and make the most effective contribution to national policy. Enhanced entrepreneurial opportunities will be widely available to students and staff, regardless of the equality group. Additionally, it does not adversely affect any of the equality groups.
Monitoring and Review Set out the arrangements for reviewing the actual impact of a decision or policy once it has been implemented.	Data will be gathered periodically (and reported to Court) to monitor the impact of UWS' approach. These will include various KPI metrics in the Research and Enterprise section of the revised Corporate Strategy
Decision making and quality control Includes sign-off by a responsible officer. (e.g. Head of School, Head of Department, committee chair)	Vice Principal and Pro-Vice Chancellor (Research Enterprise and Engagement)

Appendix 3 – UWS 2016/17 UIF narrative on delivery

Promote entrepreneurial opportunities to students during their studies. In 2016/17 we intend to initiate a mass-participation student start up competition We will also work to further extend Enterprise Campus We will also look to extend student access to our growing number of Spin Out and Start-up companies We also intend to roll out a seminar programme	In 2016 UWS worked with SIE to run the Fresh Ideas competition in which over 200 students took part UWS has added another PGR student to the cohort in 2016/17 We launched a student entrepreneurship programme this year and now have over 60 students enrolled which includes mentoring and seminars
Increase development opportunities for and uptake of entrepreneurial training Develop a credit bearing Enterprise Academy course. Our near-term ambition is to initiate a major change programme – provisionally entitled the Strategic Entrepreneurial Mind-set Programme for Universities in Partnership (STEP UP). We also look to provide students with access to our own graduate entrepreneurs.	This programme was run in 2016/17 as a non-credit bearing course with a cohort of 12 students. It is currently being updated and accredited for availability in Sept 17. This programme has been superseded by the self-organising groups within RCDG looking at the student entrepreneurship priority action from UIF This is enabled through our award winning mentoring programme
Encouraging mobility of staff between business and universities. We will be hosting a KTP workshop on-campus by the end of Q2 2016 We plan to visit a further 40 companies by the end of 2015/16. We will engage with business through industrial secondments and "in residence" programmes where entrepreneurs, engineers, software developers and other industry professionals will be hosted at UWS to increase and improve business contribution to our activities	This seminar was held at the end of 2016 and provided the stimulus for the award of 2 further KTPs Based on a segmentation exercise we visited 50 business and have developed 12 strategic partnership agreements In partnership with our new VP of Advancement we are developing an Alumni 'in residence' programme which will start in the autumn.

Set out breadth and depth of professional development available to University Enterprise & Innovation officers Our Enterprise staff already have access to, and we encourage their participation in, the courses and other CPD opportunities provided by the professional organisations ARMA, AURIL and Praxis-Unico. We do not consider that there are any specific gaps that are not, or cannot, be addresses by these organisations	We continue to provide development opportunities for our enterprise staff for example one of our business development managers undertook a risk and resilience CDP course here at UWS and another is taking a foreign language course and a third has just completed her MBA.
Enhance skills for effective collaboration within the academic and SME business base We plan to create a pool of business mentors for UWS staff and students that are involved in enterprise We will run enterprise workshops and bid writing seminars for staff in addition We will also develop a process model and execution of key account management mechanism to generate greater opportunities for staff / business engagement	UWS mentor programme won an award last year and has grown significantly year on year The workshop programme is ongoing and attracting an average of 20 students per session We have developed a business development framework which lays out our approach and is disseminated across all of our academics to raise their awareness of the resources available.
Examine partners current strategies/initiatives, and the government actions, to ascertain how to best support the transition from transactional to strategic relationships between universities and business/ industry sectors We will further enhance our engagement with the University network in Scotland through bodies such as Universities Scotland and continue to engage positively with Interface to increase our engagement activities with business. In 2015/16, UWS took the innovative step of sponsoring a member of staff to undertake a Saltire Fellowship. In 2016/17, we will commission the development of an action plan from our UWS Saltire Fellow to provide guidance on the best methodologies to engage more strategically with businesses	We have developed a key account strategy as a result of the Saltire Fellowship and are in the process of defining an employer engagement plan which will enhance our engagement with industry partners
The development of a Framework for monitoring and evaluation of the success of the new UIF approach.	UWS has played an active role in the UIF evaluation and development process over the last

We welcome the proposal to monitor university UIF performance through the Outcome Agreement process. Within UWS, we will review our performance against the actions agreed with the SFC through our monthly management reporting and through our reporting to the University Court. This will help ensure senior awareness of, and engagement in, the process	year leading the RCDG engagement and facilitating the formation of the priority action sub groups. Internally we have developed a set of metrics to report to both the University Executive Group and Court on evidence based progress towards our performance goals.
(Development of the structures and mechanisms to give) more ambitious and effective connection of universities to social and cultural beneficiaries UWS is already actively and successfully engaged in social enterprise activities and a student was successful in the Converge Challenge 2015 Social Enterprise award category (2nd) . A member of staff from our Enterprise Services team has been seconded to the Paisley City of Culture 2021 bid team , and we will continue to work to broaden our already wide engagement with our nine immediate local authorities in order to lead and contribute to their social and cultural programmes	This year UWS social partnership with St Mirren Football Club has won awards for the innovative nature in which we jointly deliver programmes to benefit the local community. We continue to be an active partner in the Paisley 2021 City of Culture Bid Our partnership with Oxfam also gives UWS the platform to develop social engagement at an international level.
(Development of the structures and mechanisms to give) more effective support for Scottish businesses to trade on a European and global stage. UWS is already an active participant in Horizon 2020 programmes and will continue our work to encourage businesses to participate as our partners in EU-funded projects. We have recently joined Scotland Europa and will use their connections and partner organisations to develop international links for UWS engaged businesses and case studies to show how this might deliver support for business growth. We have been encouraged by the Scottish Governments announcement of the International Innovation and Investment Hubs, and will work to develop close links with these hubs as they are established.	UWS won a prestigious ERDF award this year which focuses on the analysis of Chronic Obstructive Pulmonary Disease in the South of Scotland. It will serve as a vehicle to engage with overseas industry and social partners over a number of years