

## **Knowledge Exchange and Innovation (KE&I) Consultation: Update and Next Steps**

- To update the Board on the responses we have received to our KE&I consultation on implementing our Review; and to seek advice on some specific areas of focus, in light of the recent multi-year spending review.
- To seek Board approval to the guiding principles for infrastructure investment that will guide our evaluation process.
- To seek Board approval to align Innovation Centre funding timelines to enable a more strategic consideration, by all funding partners, of future support for the whole Innovation Centre programme.

### **Recommendations**

The Board is invited to:

- Note the responses to our KE&I consultation and next steps; and offer advice on developing plans, particularly relating to the Entrepreneurial Campus Strategy, Infrastructure investment process and university and college Knowledge Exchange and Innovation Fund.
- Agree the guiding principles for infrastructure investment that will guide our evaluation process
- Agree the alignment of Innovation Centre phase 2 timelines in order to consider the future plans of all the Innovation Centres together, in line with the Board's agreed preference for a holistic review rather than reviewing one or two ICs at a time, as in previous years.

### **Financial implications**

- There are direct financial implications related to implementing key aspects of our Review which require additional resource, such as the ambitions within the Entrepreneurial Campus Strategy (from AY22/23) and college capacity funding for KE&I (from AY23/24).
- The proposal to align IC timelines extends CENSIS and IBioIC funding by one year with a new Phase 2 end date moving to 31 July 2023. This proposal is supported by our funding partners and involves funding of £1.3m and

£1.27m respectively, with SE (£325k and £458k) and HIE (£50k and £75k) contributions now confirmed. This funding is included within current IC Programme funding assumptions and should either IC succeed in securing long term stable support from SFC, that longer term funding would supersede these extensions.

## Knowledge Exchange and Innovation (KE&I) Consultation – update on responses and next steps

### Purpose

1. This paper updates the Board on the responses we received to our KE&I consultation and our planned next steps in co-designing our support for KE&I, recognising the wider context (Spending Review, SFC Review implementation, Scottish Government Innovation Strategy, National Strategy for Economic Transformation, UKRI etc.)

### Background

2. At its 6 May 2022 meeting, the Board received a Review Implementation Update which highlighted Research and Innovation activity and that the [KE&I consultation](#) had now closed. A summary of R&I Review recommendations is available at Annex B. This consultation follows the SFC Review and builds on its recommendations for change. It describes SFC’s proposed system for supporting college and university knowledge exchange and innovation, engagement with UK KE&I system and the Entrepreneurial Campus Strategy which is aligned with the [Scottish Tech Ecosystem Review \(STER\)](#) recommendations related to post-16 education and the [National Strategy for Economic Transformation \(NSET\)](#). It is also an opportunity to embed equality, diversity and inclusion (EDI) throughout.
3. The Review recommends we “... centre our knowledge exchange and innovation support on the top priorities of a green recovery, a well-being economy and transition to a net-zero carbon society.” It also stresses the importance of positioning our investments strategically closer to both colleges and universities - representing more of a co-owned strategy.
4. To support this aim we committed to developing policy in five key areas:
  - Creating the Knowledge Exchange and Innovation Fund (KEIF), as our core funding in support of university and college capacity and strategy for KE&I.
  - Relaunching our flagship investments as university and college KE&I “stable long-term infrastructure”
  - Co-designing the Entrepreneurial Campus Strategy (ECS) with colleges and universities.
  - Developing mission-oriented research and knowledge exchange themes.

- Establishing a university and college KE&I advisory function
5. As shown in the diagram at Annex A<sup>1</sup>, these investments form an SFC-supported system of inter-dependencies, a system that must also enable our institutions to leverage in UK Research and Innovation (UKRI) and other funding. We have been working in partnership with universities, colleges and key stakeholders to co-design this system so that it lives and breathes as a shared strategy.

### **Consultation Analysis**

- We received 53 responses from universities, colleges, Innovation Centres, Interface, Enterprise Agencies and others.
  - There was overwhelming support for the approach we are taking in co-designing the system and for ensuring it is outcome led – recognising the diversity of our institutions and the value they can bring to the system.
  - There was strong encouragement for ensuring alignment with NSET, the Scottish Government’s forthcoming Innovation Strategy (and others) including further exploration of a mission-based approach.
  - There was strong support for embedding EDI across the proposed system.
  - There was a very strong message that resource is required to deliver on the Review recommendations, particularly in college capacity funding and the Entrepreneurial Campus Strategy.
6. Further analysis on each of the five sections is available at Annex C.

### **Forward Look**

7. We want to continue working in partnership with Scotland’s universities, colleges and key stakeholders to co-design and co-own a coherent, collaborative framework, a shared strategy, focussed on improving people’s lives and changing the world for the better.
8. The SFC-supported KE&I system should enable, incentivise and inspire our institutions to help drive Scotland’s future economic and social prosperity, and our ultimate goal is to build a net-zero green economy and society.

---

<sup>1</sup> The diagram at Annex A sets out SFC’s proposed system for supporting college and university KE&I activity and engagement with the UK KE&I system. This diagram is not perfect but it serves as a useful reference point for how specific aspects of the system hang together to form a coherent system. We will continue to refine this as we develop the system.

9. In AY23/24 we want to see a renewed, more cohesive KE&I system supported and driven by the University and College KEIF, long term stable infrastructure investments (ICs and Interface) and a maturing Entrepreneurial Campus Strategy. We will agree (over AY22/23) outcomes to be delivered by this system which will form part of a coherent, collaborative framework fully aligned/integrated with wider context.

### **University and College Knowledge Exchange and Innovation Fund**

10. The Review sets out the importance of underpinning support for KE&I in our universities and colleges. We said we would create the KEIF, comprising the separate streams of College KEIF (a new funding stream) and University KEIF (evolution of the current University Innovation Fund [UIF]), as our core funding in support of university and college capacity and strategy for KE&I.
11. We are deliberately broadening to Knowledge Exchange and Innovation reflecting the diversity of our institutions and ways in which they work with businesses and communities. We need to ensure we have the right mechanisms in place to allow KEIF to deliver a renewed purpose (green recovery, wellbeing economy, just transition to net zero).
12. There was strong support for our plans to evolve UIF (to KEIF), building on success of outcomes approach and recognising the diversity of our institutions. There was a recognition of the importance of ensuring coherence with other parts of KE&I system and the role KEIF can have in supporting individual and collaborative efforts to deliver on ambitions at a national and regional level.
13. We will spend AY22/23 co-designing KEIF, ensuring the right mechanisms are in place to ensure the University KEIF delivers against its renewed purpose. This will include embedding equality, diversity and inclusion and exploring the role of the KE Concordat. We will work with universities (and others) to agree outcomes which we can align with SFC's wider Review plans. For this upcoming AY22/23 we will update UIF guidance to better reflect policy priorities (net zero, wellbeing and entrepreneurial economy). Completion of the SFC KE metric return and the HESA Higher Education Business Community Interaction Survey will remain a condition of grant in AY22/23.

### **College KEIF**

14. Following two successful rounds of the College Innovation Fund (pilot) our Review recommended that a baseline for an underpinning College KEIF should be established. Where the pilot was project based the proposed College KEIF is intended, informed by the evidence to our Review, to

contribute to long-term college capacity for KE&I. By capacity we are referring to people and the infrastructure colleges will require to effectively work with businesses, public and third sector organisations and to win or leverage funding into KE&I activity.

15. This is a significant next step for our College KE&I strategy and we propose to build it in a measured way, from AY2023/24 at the earliest. We need to consider the timescale for the first cycle of College KEIF before we review it and establish a mature model for future years.
16. Responses to our consultation were very supportive of our plans for College KEIF, particularly highlighting the unique strengths and value colleges bring and recognising their distinctive role from universities and within an integrated system.
17. We plan to work closely with colleges over the next AY to fully develop college capacity support, to begin in AY23/24. This will include agreeing outcomes to drive and incentivise this funding. We will co-design this funding taking account of college specialisms, place and readiness levels. We will also consider possible funding allocation model, the scope for collaborative activity and a measurement framework.
18. It should be noted that no budget is in place at this stage and that any future budget will be subject to the availability of funds. However, we believe we should keep developing this workstream so that we can influence the allocation of funds for college innovation, potentially from the Innovation Strategy and Economy portfolio.

### **Agreeing guiding principles for long term stable Infrastructure investments**

19. Our Review recommends we reposition ICs as 'infrastructure', strengthening their (and Interface's) relationships with colleges and universities bringing them 'strategically closer' and that we consider potential opportunity areas in the model and provision.
20. We heard strong support for 'repositioning' into a more cohesive and integrated KE&I system recognising today's landscape and strategic need to ensure we had the correct provision of ICs. There was also strong support for alignment with NSET and the Scottish Government's forthcoming Innovation Strategy.
21. There was very clear support for ensuring additionality, flexibility, responsiveness and industry demand focus whilst recognising that ICs and universities and colleges can be strategically closer in how they broaden and

deepen their understanding of the university and college offering and how they can help maximise impact. A clear role in leveraging additional funding to Scotland was highlighted.

22. We consulted on the minimum criteria required to qualify as an SFC ‘infrastructure’ investment. This was largely supported. **We, therefore, invite the Board to agree the principles outlined in the box below that will guide us as we develop a practical and succinct process for recommending to the Board in 2023 which ICs we might support over the long term as part of a coherent KE&I framework.**

#### Principles that should determine suitability for “infrastructure” investment

- Be focused on using all SFC funding in utilising and connecting the existing strengths of our universities and colleges with businesses<sup>2</sup>. We will move our emphasis from KPI measures to delivery on agreed outcomes and we will deliberately relaunch purpose with a broader KE remit in order to reflect the diversity of our institutions and the value they can bring. An infrastructure investment must recognise this and adapt accordingly.
- Be strategically aligned to the needs of Scotland today particularly in the context of recovery, Brexit and net-zero. We will agree outcomes in pursuit of green recovery, wellbeing, a just transition and an entrepreneurial economy. For an IC to be supported over the long term it must be clear that they are playing/can play an integral role in delivery of national strategies and priorities. It would be unnecessarily limiting if the role of an IC remained rigid and single focused so we will expect ICs as long-term investments to have a broader and highly collaborative remit.
- Strategic alignment is required to ensure we do not duplicate efforts or clutter support and the landscape. It is also vital in enabling an IC as an infrastructure investment to demonstrate that they are bringing real value to the system beyond the impact an individual organisation or even a partnership of institutions or organisations could have themselves. An infrastructure investment must demonstrate that they can play a significant role in helping Scotland leverage in UK, EU and other sources of R&D support. They are vital to the system in connecting and building opportunities of scale for Scotland.
- An IC as an infrastructure investment must be fully part of the university and college KE&I system whilst maintaining and demonstrating significant industry demand. ICs as infrastructure will exist to help universities and colleges maximise their value to Scotland (through their KE&I) so ICs’ relationships with universities and colleges must be strengthened collectively and individually. We will look to universities and colleges to help us co-own and co-design that support.
- Infrastructure investments must ensure that they are bringing industry demand to universities and colleges that stimulates and challenges them. ICs will be more proactive in engaging with institutions to establish our strengths better and tap into them. They must work closely with SFC’s support for research collaboration and system

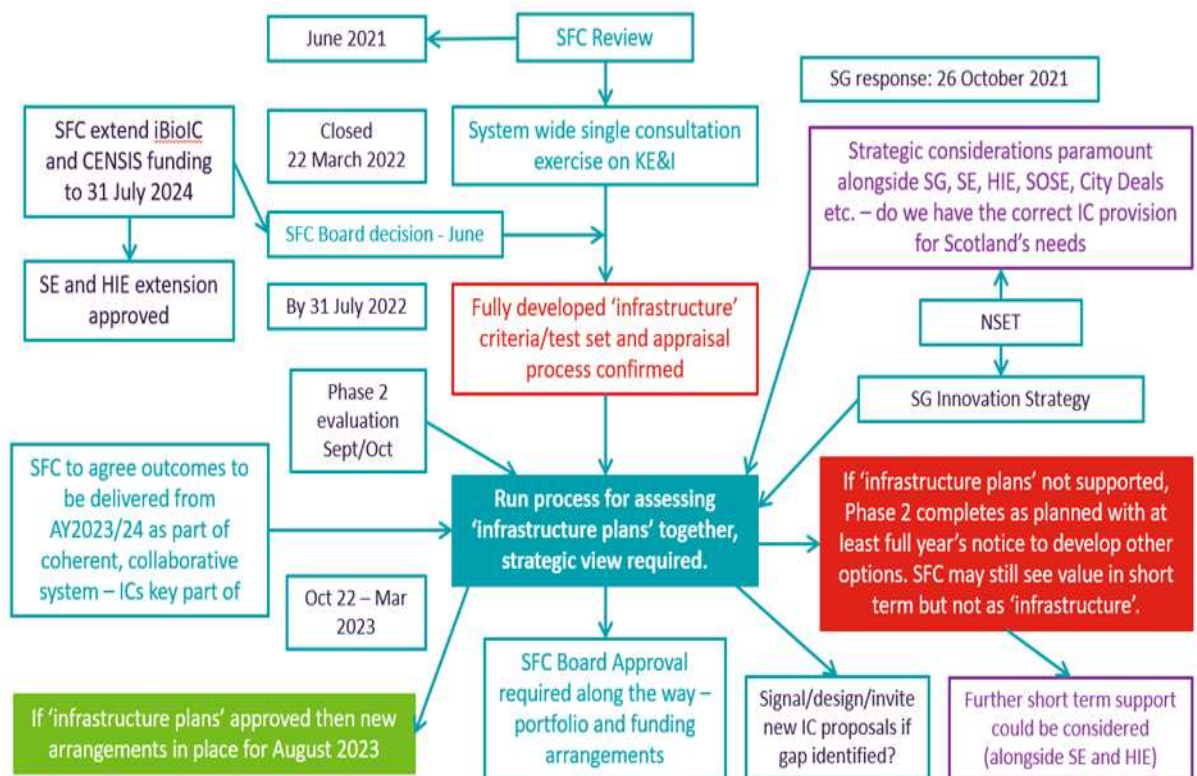
---

<sup>2</sup> Where ‘businesses’ here is to be read as including private sector, third sector and public sector organisations, notably the Scottish NHS and Social Care system.

entities, including Research Pools, where that supports desired outcomes.

- Infrastructure investments should build on existing college links and make rapid inroads into developing greater college innovation as college capacity grows.
- Infrastructure investments must play a leading role in skills development with significant skills programmes ensuring we are preparing for future jobs and training innovators of the future – this is a key element to their industry demand credentials.

23. The wider context for this is critical, particularly the developing Innovation Strategy which will be published at the end of August 2022. Please see draft process below.



24. In the coming months we will design and implement a process for evaluation, strategic mapping and appraisal of current ICs to ensure they are positioned to deliver on Scotland's economic, social and environmental needs and are able to best utilise the KE and innovative capacity of our universities and colleges.

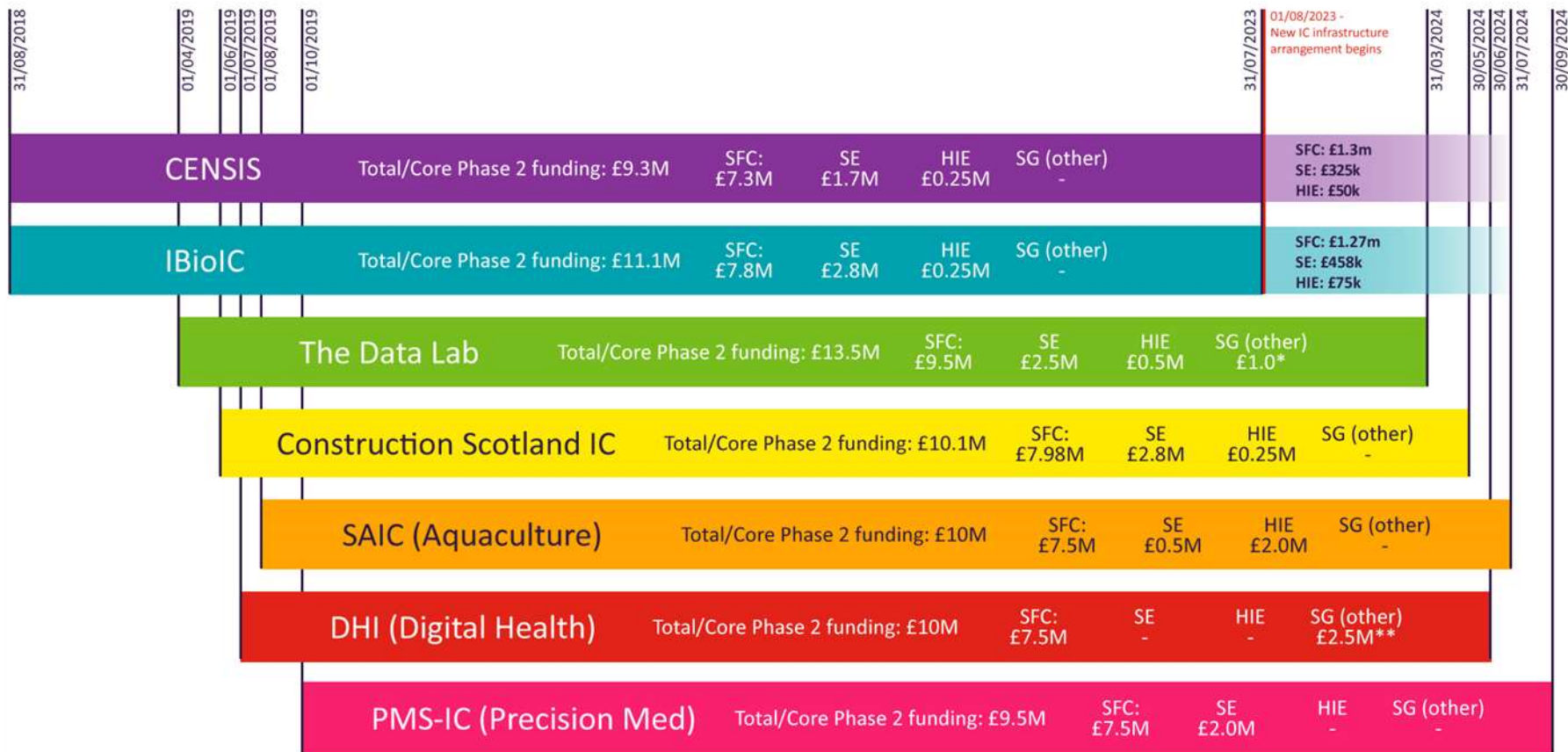
### Aligning funding to support the strategic review in 2023

25. We have an opportunity to align the current Phase 2 of the programme to allow us to undertake a single funding process in AY22/23. This will be more strategic and efficient in both time, resource and cost and will lead to a



better forward programme than taking each IC in isolation. This is in line with previous Board advice where the Board did not want us to bring individual IC investments forward, but rather to support the Board to have greater strategic influence and to consider the ICs collectively. This approach has the support of partner agencies.

26. Both CENSIS and IBioIC began their Phase 2 funding earlier (2018) than other ICs (see diagram below). Their current end date is 31 July 2023. To ensure they can maintain their level of activity, retain their staff and the confidence of strategic partners and prevent a drop-off in impact, caused by the uncertainty of funding and staff exodus, **we are recommending that the Board offers an extension of a year, alongside our funding partners SE and HIE.**
27. This extension funding falls within our wider IC programme assumptions and will only be required (in AY23/24) if these ICs do not secure longer term 'infrastructure' support from us. To that end we have ensured that these extensions can act as standalone investments delivering outcomes and impacts by maximising the value of our colleges and universities to Scotland. It should be noted that we have reduced our contribution in this additional year from Phase 2 levels, and that SE and HIE have approved their funding contribution, subject to our confirmed support.
28. CENSIS proposal is for £1.3m from SFC, SE will contribute £325k and HIE £50K. IBioIC proposal is for £1.27m from SFC, SE will contribute £458,550 and HIE £75k. Annex D provides more information about both ICs.



\* SG Digital and Directorate

\*\* SG Health and Social Care Directorate

## **Interface**

29. The consultation was generally very supportive of long term stability for Interface recognising their value to SME base. There was clear advice on the need for better alignment of support with ICs and enterprise agencies. Some practical suggestions for improvements and efficiencies were offered in order to improve the quality of collaborations (and therefore relationships) over the number of short term projects supported each year between businesses and academia. It was also suggested that digital advances to Interface's processes and reporting would also help and better feedback loops to academics should be explored.
30. A major potential area for Interface focus and dedicated resource lies in their connection to colleges. While this is linked to college capacity funding, we believe there is scope to evolve Interface's college connections within current resources, to better recognise the role of colleges and to offer greater opportunities for business connections.
31. We will continue to develop and co-design overall coherent, collaborative framework with universities and colleges and will invite Interface to submit a long term plan to be considered (as key part of system) in AY22/23. This new arrangement will need to begin in AY22/23.

## **Entrepreneurial Campus Strategy (ECS)**

32. Our Review recommended we develop an ECS to enhance entrepreneurship and entrepreneurial activity within colleges and universities that will be of significant benefit to Scotland's economy and society. We said we would rapidly co-own and co-design an ECS with universities and colleges building on existing successful activity in order to dramatically increase the flow of entrepreneurs. We aim to establish a quality threshold of provision, ensuring every student has the opportunity to access an entrepreneurial education.
33. Our plans for ECS were very well received by sector recognising the opportunity for greater coherence to a fragmented area. The significance of this strategy is clear in its relation to STER and NSET's 'Entrepreneurial People and Culture' programme.
34. A key message from the consultation is that resource is required to develop this strategy in terms of staff time and general support. We were advised to manage 'entrepreneurship' and 'entrepreneurial education' separately and there was strong support for ensuring access to expertise such as 'Entrepreneurs in Residence', mentors and commercial champions with a pan-Scotland approach suggested. There was also support for better

utilisation of current assets.

35. We have been working closely with the Enterprise Support Group (ESG), a subgroup of Universities Scotland's Research and Commercialisation Director's Group, on a workplan which has developed well and quickly, building on enthusiasm, goodwill and a clear willingness to co-design. The ESG has already developed a helpful [video](#) and costed plans to deliver on parts of this agenda and we have prepared an update for the STER Advisory Group which sets out four draft work packages (Annex E) which we have been discussing with universities and colleges.

### **Mission-orientated R&KE themes**

36. Our Review highlights the opportunity of universities and colleges to tackle large scale challenges that will benefit Scotland. The Scottish Government supports our recommendations. A missions approach puts R&I at the heart of achieving goals that require significant and sustained funding focused on longer term outcomes.

37. There was widespread support for SFC adopting a mission-oriented approach recognising the galvanising role that SFC can play. We will continue to explore our thinking particularly in context of spending review and the shared goals we can set for KE&I system.

### **KE&I Advisory Function**

38. We need to make sure our support and investment is configured to best effect. An Advisory Board should help to optimise the delivery of a co-owned strategy.

39. Responses to our consultation broadly supported the concept of an Advisory Board but suggested we give further consideration to the way we articulate its role and function and how it relates to other parts of system - avoiding duplication with other governance arrangements. There is potential for a KE&I Advisory Board to bring together different parts of system, ensuring alignment and the delivery of shared goals. However, we need to see how the Scottish Government's Innovation Strategy develops over the next two months, to ensure our plans align.

### **Next Steps**

40. During 2022 we intend to:

- Agree and publish renewed guidance to support UIF delivery in AY22/23, better reflecting policy priorities (green recovery, wellbeing, Net Zero to

Just Transition, Entrepreneurial Campus Strategy) in line with interim Outcome Agreement arrangements.

- Continue to co-design the Entrepreneurial Campus Strategy with universities, colleges and key stakeholders, beginning AY22/23.
- Renew Innovation Voucher funding and pilot devolving decisions and reporting to Interface in order to better support and measure outcomes.
- Publish Innovation Centre infrastructure criteria and the evaluation process timeline.
- Influence and align with the Scottish Government's Innovation Strategy published (end of August 2022)
- Continue to co-design and co-develop university and college Knowledge Exchange and Innovation Fund (KEIF)
- Conclude infrastructure funding processes (no later than March 2023).

41. During 2023 we will have:

- New IC infrastructure arrangement, new Interface infrastructure arrangement (as part of coherent, collaborative outcomes framework)
- College and university KEIF (as part of coherent, collaborative outcomes framework)
- Entrepreneurial Campus Strategy second year (as part of coherent, collaborative outcomes framework).

### **Risk assessment**

42. We recognise the risk in not supporting KE&I implementation plans as part of one of the key priority areas highlighted in Scottish Government's response to our Review. There is a significant risk to full implementation if additional resource is not available.

### **Equality and diversity assessment**

43. We are seeking to embed equality, diversity and inclusion in our strategy for KE&I; building on current good practice, identifying opportunities to advance equality and build a truly inclusive system – this is a priority if we are to deliver on economic and societal goals.

44. We have very clearly set out our commitment to EDI across our KE&I system within consultation document and have asked respondents to consider their responses to the questions through the lens of equality, diversity and

inclusion and explain any risks or opportunities in their submission. These responses and our continuing co-design will help shape any changes to be adopted, including outcomes, impact, delivery mechanisms and governance.

## **Recommendations**

45. The Board is invited to:

- Note the responses to our KE&I consultation and next steps and offer advice on developing plans, particularly relating to the Entrepreneurial Campus Strategy, Infrastructure investment process and university and college Knowledge Exchange and Innovation Fund.
- Agree the guiding principles for the evaluation of our innovation infrastructure investment, outlined in paragraph 22 of this report.
- Agree the alignment of Innovation Centre phase 2 timelines, as set out in paragraphs 26-28 of this report, in order to consider the future plans of all the Innovation Centres together in 2023.

## **Financial implications**

46. There are direct financial implications related to key aspects of Review implementation which require additional resource, such as the ambitions within the Entrepreneurial Campus Strategy (from AY22/23) and college capacity funding for KE&I (from AY23/24).

47. The proposal to align IC timelines extends CENSIS and IBioIC funding by one year with a new Phase 2 end date moving to 31 July 2023. This proposal is supported by our funding partners and involves funding of £1.3m and £1.27m respectively, with SE (£325k and £458k) and HIE (£50k and £75k) contributions now confirmed. This funding is included within current IC Programme funding assumptions and should either IC succeed in securing long term stable support from SFC, that longer term funding would supersede these extensions.

## **Publication**

48. This paper will be published on the SFC website.

## **Further information**

49. Contact: Gary Bannon, Assistant Director, Research and Innovation

# Annex A Diagram one – SFC’s proposed system for supporting college and university KE and Innovation and the Entrepreneurial Campus

## Purpose

SFC wishes to “...centre its knowledge exchange and innovation support on the top priorities of a green recovery, a well-being economy and transition to a net-zero carbon society.” SFC Review, phase-three report

## Governance, good practice and measurement

**KE&I Advisory Board:** providing strategic oversight of and guidance on overall system performance  
**SFC National Impact Framework**  
**Metrics and indicators:** including HESA HEBCI  
**HE Knowledge Exchange Concordat**

## Equality, diversity and inclusion

We recognise the important role that our support for knowledge exchange and innovation can play in advancing equality, diversity and inclusion. Consideration of equality across our knowledge exchange and innovation portfolio is a priority if we are to succeed in delivering economic and societal goals.

## Measurable Outputs and Outcomes

\*successful spin-outs and start-ups / \*companies supported to innovate and scale / \*adoption of solutions / \*income / \* net-zero metrics / \*E&D data / \* entrepreneurial graduates (all levels) / \*feedback loops to teaching and research / \*KTPs

## KE&I Activity (private and public sectors)

\*licensing / \*CPD / \*collaborative R&D&I projects / \*training / \*incubators / \*consultancy / \*entrepreneurs in residence (EC) / \*events / \*collaborative networks / \*KTP

## Missions, Leverage and Income (beyond the SFC contribution) - Measurable

Colleges and universities must win/leverage funding from the wider UK system (particularly UKRI) and commercial activity (incl. venture capital)

## Missions

Via SFC and other leveraged UK funding: collaborations of the willing focused on long-term solutions to our biggest problems

## INFRASTRUCTURE

### Innovation Centres

Build opportunities of scale  
 Leverage funding  
 Foster collaborations  
 Translate industry, sector, technology etc. challenges and priorities into collaborative solutions with colleges and universities.

## College and university KE&I and E&E capacity, strategy and good practice

Our colleges and universities have the resources, capacity and incentives to support effective strategies for KE&I and Enterprise and Entrepreneurship. SFC’s funding also supports the environment for responsible and inclusive practice.

## INFRASTRUCTURE

### Interface

Stimulate demand and simplify access to college and university KE&I with particular focus on SMEs – supported by the SFC Innovation Vouchers, connecting SMEs with academia for the first time, leading to sustained relationships. Promotion and celebrating the KE&I of our colleges and universities. Supporting the KE&I system to maximise their contributions to agreed outcomes.

## College KE&I Fund (College KEIF)

## University KE&I Fund (University KEIF)

## Entrepreneurial Campus Strategy

Including Converge Challenge, Bridge 2 Business and the Scottish University Scale-up Consortium.

## Scottish University Research Base

## Annex B

### Summary of R&I Review recommendations

The overarching strategic goal behind the Review's recommendations is to increase and demonstrate the value of Scottish research. The R&I recommendations are summarised –

- Continue to protect discovery research and maintain our current concentration of funding, supporting research excellence wherever it is found;
- Introduce reporting for our block grant research investment and sharing good practice and case studies as we develop a new and up to date narrative about the value of research;
- Work with the sector to develop a blueprint for establishing a positive research culture in Scotland;
- Better support the postgraduate research student experience, including through changes to our Research Postgraduate Grant and consolidating our current support for national graduate schools;
- Recommission Research Pools, creating next generation networks with a focus on challenge-oriented research collaboration, leveraging additional funding and fostering early career researcher communities and training;
- **Develop mission-oriented research and knowledge exchange themes and funding;**
- Boost our partnership working with UKRI, including by creating an SFC position to be based in Scotland House, London;
- **Relaunch flagship knowledge exchange investments (Interface and Innovation Centres);**
- **Create core college knowledge exchange and innovation funding and re-developed core university knowledge exchange and innovation funding;**
- **Take forward an Entrepreneurial Campus strategy; and**
- **Develop a KE&I Advisory Board to oversee our investments in collaboration with institutions.**

In recognition of the interconnectedness of this area, SG has indicated that the progression of R&I recommendations as a combined 'package' is a priority, and that implementation should be taken forward holistically.



## Annex C

### University Knowledge Exchange and Innovation Fund (KEIF)

- Universities supportive of UIF approach and of need to evolve to reflect current policy priorities (particularly NSET and NZ) – will update UIF with renewed outcomes for AY22/23 further co-designing KEIF to begin AY23/24.
- Clear understanding of role of universities (and colleges) as agents of change to drive Scotland's future economic and social prosperity.
- Evolved UIF/University KEIF must recognise plurality and diversity of HEIs and provide a degree of flexibility that allows universities to respond to priorities by concentrating their efforts on activities where they will have most impact. Importance of 'place' highlighted.
- Strong desire to work at an individual and collaborative level to deliver on ambitions – NZ green economy and society through KEIF.
- Strong support and expectation that University KEIF should coherently link with other parts of KE&I system (infrastructure). Duplication and complexity to be avoided to maximise resource and deliver on shared goals.
- Strong advocacy for increase in funding and multi-year cycles in order to deliver on SFC and SG ambitions – many specifically calling for increase in Platform Grant element to better enhance capacity.
- Clear call for a more strategic and purposeful approach to collaborative activity to be adopted with some calls for this activity to be incentivised or it could become ad hoc and lack clarity of purpose.
- Strong message that metrics are relevant and provide useful data, however, they have their limitations as indicators of quality and can lead to 'game playing'. The ranking and hierarchy that can result from metrics could be a barrier to meaningful collaboration. Focus on continuous improvement and other opportunities to demonstrate performance suggested.
- Widespread recognition that Knowledge Exchange Concordat (KEC) was complementary to University KEIF and has a place within KE&I system – some highlighted KEC role in supporting delivery of EDI as well as 'people and culture' ambitions.
- Development of an innovation ecosystem with an increased focus on college activity and SMEs was widely welcomed. Some advocated an integrated system level approach at regional scale rather than the potentially siloed approach that separate consideration of University KEIF, College KEIF, etc. suggests.

## College KEIF

- Our joined up approach and plans for a single narrative for university and college KEIF were greatly welcomed.
- Strong support for the role colleges play in 'place' agenda and within their regional economies.
- Many highlight the unique strengths and value colleges bring recognising their distinction from universities as well as their complementarity in an integrated system.
- Very strong message from colleges that significant resource is required to enable them to play the vital role in system as described both in terms of capacity funding to support KE&I within and between colleges and universities but also to allow them to engage fully with our KE&I infrastructure to respond to opportunities and play a full role in the system.
- There is a real risk that failure to act on this recommendation (creating the College KEIF from AY23/24 by ensuring additional resource is made available) will signal a major lost opportunity and failure in our Review implementation plans.

## Long term stable infrastructure investments (ICs and Interface, IVs)

- Strong support for 'repositioning' and taking a strategic approach to current provision of ICs recognising today's landscape and Scotland's needs (NSET, future and global market opportunities, NPF, SDGs, Growth Deals, SG Innovation Strategy, UKRI etc.). Do not 'fossilise IC provision'.
- Long term stability approach 'very welcome' as it will ensure ICs are 'more effective and impactful'. Not KPI driven but 'must be about long-term goals'.
- Many welcomed explicit focus on 'key mission priorities and outcomes' describing ICs as 'strategic linchpin at intersection of government policy, academic capability and industry transformation'.
- SG Innovation Strategy is seen as a major opportunity to ensure effective alignment and use of different supporting elements of our KE&I base. Some highlight that ICs must be recognised in strategy and should be funded to leverage support on a co-ordinated level, aiding strategic alignment and reducing duplication.
- Strong support for re-positioning to more cohesive and integrated KE&I system and for ICs to explicitly be tasked with providing scalable opportunities, facilitating and leading collaborations between universities (and colleges) with external organisations. One described it as 'opportunity to mobilise ICs as more effective strategic assets for Scotland'.

- Many institutions felt that ICs could be more proactive in broadening and deepening their understanding of what each university and college can offer in order to act as better translational organisations helping them maximise their impact. They also recognise the role of universities and colleges in engaging and ‘showcasing’ to ICs.
- Strong message that colleges must be supported through capacity funding to engage and respond to opportunities brought by ICs and that ICs must be accessible to all with skills development done in partnership with regional college. ICs to form part of curricular development process and particularly in creation of micro-credential programme.
- There was support for the recognition that ICs should show real commitment to delivering and developing Scotland’s wellbeing economy as well as for involving communities directly in strategic thinking.
- Additionality, flexibility and retaining industry focus also highlighted by many.
- ICs as catalysts in the innovation of future skills development in industry.

## **Interface**

- Generally supportive of long-term stability, recognising value particularly with SME base – principal challenge in securing greater alignment which will simplify access for SMEs to range of support. Some asked whether Interface could be developed as a single ‘front door’.
- Support for overall alignment with ICs and Enterprise Agencies to provide ‘stronger integrated network’ and to ensure initial momentum can follow through to other funding routes.
- Sharing of opportunities ‘very process-led’ not aligning to drivers of many academics – could improve response rates by helping academics understand the difference they could make by engaging with smaller organisations.
- Currently ‘very focused on number of enquiries generated rather than quality of proposals’
- Current system/model would benefit from digital upgrades and investment in a portal to manage activity (automatic tracking, reporting across stakeholders).
- Improve feedback loop to academics.
- Some suggested adoption of shared innovation outcomes framework to incentivise and strengthen partnership working.
- Quality engagements over quantity as about enabling long term and valuable relationships.
- Interface could focus on under-represented themes (not covered by ICs). Stimulate innovation within ecosystem.
- Reverse Interface helping academics find business partners.
- Colleges all stressed the importance of dedicated resource to allow them to work with Interface.

- Colleges highlighted a ‘lack of parity of engagement and resources devoted’ by Interface and strongly suggested Interface need to evolve to support them and develop a better understanding of the unique and diverse capabilities colleges have on par with universities rather than in absence of university support.

### **Innovation Vouchers**

- Increase value of IV and increase availability of advanced innovation vouchers.
- Broaden scope of vouchers beyond ‘innovation’ to better align with societal impacts and the NPF.
- Recognise the potential links to the Entrepreneurial Campus Strategy in generating more applicants and its impact on available funds.
- Introduce a stage-gate process to attract multi-interdisciplinary partnerships throughout the IV lifecycle and to address the issue with IV short termism.
- A college KEIF would reduce barriers for colleges to fully participate in the IV process.
- Develop a digital solution that works for both sectors, or for either sector and agree the right data collection that can deliver positive changes and feedback.
- There is a tension between college/industry innovation and university/industry innovation by definition and the distinctive profile of each – however both is an accurate definition in its own right. This should be reflected in any changes.
- Each sector understands knowledge exchange differently – HE as a subset of innovation and FE as an activity as a result of innovation and in a linear fashion. This should be taken into account.

### **Entrepreneurial Campus Strategy (ECS)**

- ECS was considered ‘very welcome’ recognising opportunity for greater coherence to a fragmented area. It was also considered ‘opportune’ reflecting increased focus on entrepreneurship (STER, NSET etc.)
- Key message coming through responses is that of resource required to develop strategy – staff time and more general support. E&E not always considered a priority action. Culture change to make a priority sustained through capacity to deliver, long enough to embed new approaches.
- Many felt more could be done with existing capacity but cautioned on ‘spreading too thin’.
- Helpful advice on defining ‘entrepreneurship’ and ‘entrepreneurial education’ with suggestion they could be more effectively managed separately.
- Many agreed that creating a baseline will be challenging - one size does not fit all, differing starting points. Co-creation required. Starting point for what good looks like.

- Colleges very clear that they need resource/capacity to enable a baseline of support and reach this threshold
- Strong support for need to ‘access expertise’ such ‘Entrepreneurs in Residence’, mentors, commercial champions. Seen as ‘critical requirement’ as they bring ‘significant value’. Pan-Scotland approach suggested, a programme of support rather than individual basis. Resource to buy time of individuals needed.
- Strong support for better utilisation of current assets (Converge, Bridge 2 Business, Entrepreneurial Scotland) with suggestions for adaption, extra resource and collaboration as a vehicle to help fulfil strategy. Tertiary approach for all was highlighted. Worth noting no desire to recreate SIE and not a single mention of Student Enterprise Scotland proposal.
- Curriculum redesign and access to education another key strand with many identifying the need for incubator facilities. Infrastructure element seen as so important in how EC manifests on campus.

### **Mission-orientated R&KE themes**

- There was widespread support for SFC in adopting a mission-oriented approach, recognising the galvanising role that SFC can play and our unique ability to foster cross-institutional collaboration.
- There was wide agreement on looking to the NSET and the SDGs/NPF as source of mission areas and that prioritisation as well as a long-term view is important for clarity of focus.
- In general, three approaches to how a ‘missions’ approach could be adopted by SFC were suggested –
  - Taking a bold, multi-faceted approach with substantial new resource and alignment with other SG levers including procurement and investment capital;
  - Working through our routes and channels with additional resources to drive a mission-focus; and
  - Building in focus in through what’s expected of institutions, for example through Outcome Agreements, with an approach that wouldn’t necessarily require new funding.
- There was some overlap with the aims of the Alliance Research Challenges (ARCs); a number of submissions highlighted a role for SFC in galvanising cross-sector collaboration with a focus on leveraging additional investment to progress key mission areas.
- Colleges were united in outlining the role that they can play, with many underscoring the need for underpinning capacity support to enable their full involvement in any missions approach.

- Many universities highlighted the importance of involving a broad range of institutions and an inclusive approach.
- It was suggested that SFC should ensure that activities on future research collaborations, KE&I, and regional skills provision are joined up as progressing these separately could result in siloed action and inefficient use of scarce resources.

### **KE&I Advisory Function**

- Agreement that clarity of role and function crucial in relation to other parts of the system without duplicating other groups/governance arrangements.
- Potential for Advisor Board to bring together different parts of the system – role in achieving greater integration and coherence and alignment of goals. Some called for primary function to be to ensure ‘system alignment with mission focused goals’.
- Advisory Board could provide strategic guidance in areas of high value/high growth potential.
- Some suggested Board could play practical role in reviewing action plans, determining funding allocations, undertaking annual reviews and making decisions on funding for new initiatives to accelerate delivery of outcomes.
- Membership and inclusive of whole system highlighted (universities, colleges, ICs, Interface, Enterprise Agencies, local govt., UK and international etc.).
- Alignment governance relationship to NSET Delivery Board key.

## Annex D

### **CENSIS and IBioIC – Additional Year (AY23/24).**

We have worked closely with CENSIS, IBioIC and the Enterprise Agencies to reduce additional year costs and ensuring our additional year funding would be lower than our Phase 2 Year 5 (AY22/23) contributions. This will allow both ICs to extend staffing contracts and continue to develop longer term opportunities of scale for Scotland. It is also worth noting that the additional year asks of SFC show a reduced proportion from us compared to Phase 2 business plan.

- CENSIS proposal is for £1.3m from SFC which is 56% of their required total for additional year. We funded 61% of Phase 2 plan. SE £325k and HIE £50k.
- IBioIC proposal is for £1.27m from SFC which is 64% of their required total for additional year. We funded 70% of Phase 2 plan. SE £458,550 and HIE £75k

### **Performance to date**

To note partners (SFC, SE, HIE and SG) are commissioning an evaluation of performance to date as part of our agreed Monitoring and Evaluation Framework. This will be in line with SFC's developing approach to evaluation and ensure we capture impacts widely beyond the traditional economic ones. These will be individual reports available at outset of our future infrastructure considerations.

### **Industrial Biotechnology Innovation Centre (IBioIC)**

[IBioIC](#) have performed very well in their Phase 2 to date. IBioIC is recognised as a European centre of excellence and connects world-leading industry with outstanding academic expertise and government to bring new Industrial Biotechnology processes and products to the global market.

The Industrial Biotechnology industry makes an important contribution to the Scottish economy, while also reducing our impact on the environment. The growth of Industrial Biotechnology will help Scotland transition from having an economy largely based on fossil fuels to a more modern, cleaner model, fit for the future. IBioIC has been aligned to net-zero priorities from its inception in 2014. This has given them significant credibility as the need to move away from fossil fuels to other sustainable sources has become a key policy for Scotland.

IBioIC is a key driver of Scotland's National Plan for Industrial Biotechnology, which set a target of £900 million in associated turnover for 2025. In 2012, IB turnover in Scotland was less than £200 million; by 2020 the figure had grown to £800 million

representing an increase of 300%. Analysis of the year-on-year accelerated company turnover growth can be correlated to the impact of IBioIC and its activities.

Since its creation, IBioIC has supported 121 collaborative innovation projects fostering academic-business partnership and co-funded by business. This total investment of £6.4 million has leveraged an additional £28.5 million. As a direct outcome from the collaborative projects funded alone, 327 high value green jobs have been protected/created by the businesses involved leading to nearly 3,000 wider jobs. To date, IBioIC has provided support for 207 companies, forming collaborations with academia and other businesses, helping them on their innovation journey.

IBioIC has welcomed 369 students through its skills and training doors. As a key contributor to Scotland's transition to Green Jobs, in 2021 the IBioIC industry-ready PhD cohort reached 120, the MSc in Industrial Biotechnology including industry placement has graduated more than 100 students, and IBioIC continues to work with colleges on HND and apprenticeship level skills development. IBioIC is also a partner with Roslin Cell Therapies on one of three UK Advanced Therapies Skills Training Networks.

#### **Case studies**

- [HND in Industrial Biotechnology](#) – partnership with Glasgow Clyde and Forth Valley
- [Advances towards new treatments for brain cancer](#)
- [Addressing global need for protein using next generation by-products](#)

#### **CENSIS**

[CENSIS](#) have performed well in their Phase 2, exceeding all targets agreed by partners including on outreach activities, academic to business collaborations (60 projects with value of £33.4m) and in industrial projects (86 projects with value of £12.5m). They have played an increasingly important role in several Scottish Government priorities such as the delivery of the Manufacturing Action Plan, the roll out of better connectivity in remote and rural areas as well as improving adoption of digital technology more generally (NSET action).

#### **Case studies**

- [First IC and college collaborative R&D project](#)
- Strength in Places – [Digital Diary](#) partner
- [Industrial Strategy Challenge Fund](#) – Healthy Aging Challenge
- [Transforming rural connectivity](#)
- [New Test for prostate cancer](#)



## Annex E

### **Entrepreneurial Campus – Draft Work Packages**

The Entrepreneurial Campus Strategy is aligned with the [Scottish Tech Ecosystem Review](#) (STER) recommendations related to post-16 education and the [National Strategy for Economic Transformation](#) (NSET). These work packages have been developed and will be shared in some form with STER Advisory Board as part of our suggested action plan for post-16 education recommendations. The Board is co-chaired by Ms Forbes, Cabinet Secretary for Finance and the Economy.

#### **Work Package 1 – Embedding Entrepreneurship in the Curriculum**

- WP1.1 Entrepreneurship Education Toolkit
- WP1.2 Curriculum Pathfinders

#### **Work Package 2 – Increased Start-up and Spinout formation and growth**

- WP2.1 Entrepreneurs in Residence and Student Ambassadors
  - 2.1.1 Entrepreneurs in Residence
  - 2.1.2 Student Ambassadors
- WP2.2 Seed funding and grants (previously microfinance)
- WP2.3 Spinout and Company Growth Mentors and Commercial Champions
- WP2.4 Expand Converge to Colleges
- WP2.5 Shared Incubation Facilities

#### **Work Package 3 – Establishing a quality threshold (previously baseline) and sector targets**

- WP3.1 University quality threshold and targets
- WP3.2 College quality threshold and targets

#### **Work Package 4 – Governance, accountability and dissemination**

- WP4.1 Governance and Advisory Group
- WP4.2 State of the Nation report and celebration event

## **Work Package 1 – Embedding Entrepreneurship in the Curriculum**

### **WP1.1 – Entrepreneurship Education Toolkit**

We will work with the sector to bring together a toolkit of best practice that demonstrates how to effectively deliver entrepreneurship in the curriculum. The majority of this will be built from resources and existing capability, already available in institutions. This will enable institutions with less capacity to pick up pre-existing methods and for institutions that are further ahead to seek to expand provision into new discipline areas.

#### ***Timing:***

- Y1 (AY22/23) – development of the toolkit, including pulling together best practice materials, creation of new guidance, approvals to share content between institutions.
- Y2 (AY23/24) – initial deployment of toolkit. Ambition for institutions to rollout a new form of entrepreneurial provision in new discipline areas and increase uptake of overall entrepreneurial education students.
- Y3 (AY24/25) – Wider expansion of course availability and new disciplines accessing entrepreneurial education. Increasingly the norm that entrepreneurship is embedded in all student's education

***Outcome:*** Significant increase in the numbers of students receiving an education that will support the development of an entrepreneurial mindset. A much larger pipeline of students who are likely to go on to start businesses, are more likely to join start-ups and new ventures and understand the broader approach to entrepreneurship that will deliver enhanced career opportunities.

### **WP1.2 – Curriculum Pathfinders**

Complementary to WP1.1 we will develop curriculum pathfinders in subject disciplines where there are high potential opportunities to grow entrepreneurship, aligned to Scottish Government priorities.

This will require ongoing co-creation with the sector to determine the appropriate disciplines but could be built on the 'new market opportunities' listed in NSET. This will seek to embed entrepreneurship in education areas where there is significant economic potential and where creation of new businesses and pipeline of skilled workforce is critical to Scotland's longer term economic performance.

#### ***Timing***

- Y1 (AY22/23) – Q1/Q2 identify discipline(s) for development. Q3/Q4 bring together practitioners in disciplines and entrepreneurial education, including

businesses and support orgs in each discipline to create new education and training materials including upskilling of course providers.

- Y2 (AY23/24) Initial rollout of course provision to cohort of students
- Y3 (AY24/25) Continued delivery of courses with consideration of further opportunities for development and types of provision

**Outcome:** Increased pipeline of entrepreneurial students with a specific focus on key economic opportunities. Increased number of start-ups being generated in these discipline areas. Closer working with academia and industry to generate high performing graduates. Increased opportunities for integration through placements, internships and dissertation projects.

## **Work Package 2 – Increased Start-up and Spinout formation and growth**

### **WP2.1 – Entrepreneurs in Residence and Student Ambassadors**

#### **2.1.1 Entrepreneurs in Residence**

We will create a new model of Entrepreneurs in Residence (EiR) to create a shared expertise available to all universities and colleges.

Our consultation highlighted the significant benefit that EiRs can make to the stimulation and initiation of new start-ups and spinouts by providing early-stage advice and support to entrepreneurs. Currently there is no centrally managed structure to identify and recruit EiRs and subsequently availability and coverage is patchy. We therefore propose a new approach which ensures every university and college has access to at least one EiR. To ensure access and recognising regional variation, this could be done on an institutional basis or on a regional basis with multiple institutions accessing a shared resource. We could also consider this from a discipline perspective with an EiR with a particular industry background working with multiple institutions. EiRs will also provide a first point of contact for academics and staff considering starting a business, whether start-up or spinout. SFC has previously trained a cohort of entrepreneurs to gain skills towards becoming EiRs focussed on scale-up development, run by a consortium of 16 universities. We could utilise some of this existing capability to provide training and support to new EiRs.

#### **2.1.2 – Student Ambassadors**

We will recruit cohorts of student ambassadors provide an ‘on-the-ground’ resource to work with their peers, raising awareness and helping to generate opportunities in the student population.

Ambassadors act as an important early-stage intervention and will likely be the very first interaction a potential student entrepreneur has with the wider entrepreneurial ecosystem. Getting more students involved with the entrepreneurship activities

taking place in universities and colleges is critical to pipeline development and many will then go on to benefit from the advice and support of EiRs as their ideas mature.

### **Timing**

- Y1 (AY22/23) – finalise scope of EiR approach and identify number to recruit (subject to funding). Adapt existing training for EiRs with universities. Launch public recruitment campaign, with focus on diversity and train successful applicants to ensure new EiRs it the ground running. Student ambassadors to be recruited within institutions and receive training to begin immediately.
- Y2 (AY23/24) – run further recruitment campaign to account for drop-off and churn. Reflect with sector on approach and consider opportunities to iterate.
- Y3 (AY24/25) – implement any changes and consider wider sustainability planning/opportunities for programme expansion.

### **Outcomes**

Demand stimulation to engage the student population with the entrepreneurial activities being undertaken in their institutions. High quality trained and assured advice from EiRs with access across all of Scotland and at every institution. This will raise the volume and quality of student and academic start-ups and spinouts being formed. Ongoing training of EiRs will continue to bridge academia and industry, directing greater industry experience into universities and colleges.

### **WP2.2 – Seed funding and grants (previously microfinance)**

We will fund a programme of seed funding to directly enable students to start businesses. This will have a particular focus on inclusion to ensure any student from any background, with the support of a small amount of finance, can make the leap from an idea to a business. We understand the transformative effect a small amount of funding (circa £500-£1000) can make in shaping the direction of an individual's life. This funding will allow students to create their first business by providing the necessary funds to cover initial start-up costs. It can also be utilised to support key early activity such as market research and validation to make sure potential businesses are starting from a viable position. The Scottish Tech Ecosystem Review highlights the estimate of circa 500 start-ups for every 1 'unicorn.' Whilst this approach seeks to create businesses of all sizes and type, the fundamental requirement to create significantly more businesses is recognised and this seed-funding is a remarkably efficient way to stimulate that supply. This approach also recognises that many people will lack the initial funding from their own resource or via 'bank of mum and dad' and this is therefore a great way to promote inclusion. We can also consider opportunities to support business formation in areas of underrepresentation such as female led business in the construction industry. This approach, coupled with WP2.1 and WP 3 will provide the wraparound support to maximise likelihood of success. We must also recognise that many initial start-ups

will not succeed, in which case this will be a low-risk approach that converts potential entrepreneurs into actual entrepreneurs. This makes them considerably more likely to go on to learn from the initial experience and create further start-ups in subsequent years.

### **Timing**

- Y1 (AY22/23) – work with institution on clarity of purpose and use, consider opportunities for co-funding to maximise the national ‘pot.’ Launch by Q3 of this year. Run on ongoing basis throughout Y2 and Y3.

### **Outcomes**

A greater number of students will create a business, contributing to addressing the fundamental need to produce more start-ups. These businesses will support greater inclusion aligned to a fairer economy and they will provide the vital first step in converting potential entrepreneurs into business owners.

### **WP2.3 – Spinout and Company Growth Mentors and Commercial Champions**

We will support Converge to create a national pool of diverse mentors and commercial champions to actively support spinouts and start-ups from universities and colleges to enable high-quality entrepreneurial support to enable companies to grow.

We recognise that companies looking to grow their business require more specific advice and mentoring rather than broad based support of a conventional EiR. We are also aware that one of the significant constraints for start-ups and spinouts in Scotland is the availability of Commercial Champions to work with on and in their business. Additionally, we understand that there can be a lack of transparency on recruiting Commercial Champions and that often there is a lack of diversity in those taking on these roles. To address this, we will work with Converge to improve the diversity of pool of mentors and Commercial Champions on a national basis so that it reflects the needs of businesses, we will expand this beyond spinouts to start-ups, to increase the number of people able to access this expertise. By working with Converge we will create an assurance process for recruitment of mentors and commercial champions to ensure clear accountability. We hear frequently that entrepreneurs want to ‘give back’ but often are not sure how to do this. This approach creates a single point of entry to support and mentor emerging entrepreneurs, bringing greater coherence to the landscape.

### ***Timing***

- Y1 (AY22/23) – Development of programme, to include management and training, recruitment of staff where necessary. Recruitment of initial cohort of mentors/commercial champions. Campaign to raise awareness of resource. Working with SG and other agencies to increase alignment (e.g. intersection with SE HGSP).
- Y2 (AY23/24) & Y3 (AY24/25) – Continued development of programme including ongoing recruitment of mentors/commercial champions. Close working with Converge alumni to foster a long-term pipeline of mentors and champions

### ***Outcomes***

Tackling this established bottleneck in supporting spinouts and start-ups will improve the ability for companies focussed on growth and expansion to achieve their aims. Our focus on diversity will ensure that entrepreneurs access expertise that reflects their needs and create a point of entry for experienced entrepreneurs to share their knowledge. This will create a next point in the pipeline to drive company growth putting them in the ideal position to progress to further development e.g. tech-scaler or private investment.

### **WP2.4 – Expand Converge to Colleges**

We will provide greater opportunities for colleges to participate in the entrepreneurial ecosystem by expanding the role of Converge to cover colleges. We will provide resource, where required, to enable Converge and colleges to work together, in partnership with others in the landscape e.g. YES Bridge to Business (if appropriate) to create a new offering for colleges. We anticipate this, as a minimum, will include the formation of a new Converge prize for college start-ups. This reiterates our commitment to a tertiary system and the potential for increased business creation and growth from colleges. Converge is currently funded by a mix of SFC, university match funding and commercial sponsorship. Expanding to colleges opens a whole new set of opportunities.

### ***Timing***

- Y1 (AY22/23) – Converge to hire required resource, working closely with colleges and others in landscape to scope out opportunity and practicality of implementing new approach. Agreement to be reached ahead of Y2.
- Y2 (AY23/24) – First full run of new approach to be delivered to colleges. Reflection on success or otherwise of first delivery and prepare for further year.
- Y3 (AY24/25) – Further delivery of new approach. Impact assessment to establish efficacy and seek to mainstream if clear added value.

## ***Outcomes***

The programme will develop a new stream of businesses that will be supported to grow, further enhancing the pipeline of businesses in Scotland. This will support colleges to target high potential businesses that could achieve growth and give them greater access to expertise and support in the entrepreneurial ecosystem. For some college participant this will change their approach from more conventional micro-company formation towards growing into a larger SME. Deeper culture change will be initiated to embed a tertiary approach to entrepreneurship looking to raise growth ambition at every level of post-16 education.

### **WP2.5 Shared Incubation Facilities**

We will explore with the sector the potential to develop shared incubation facilities by region, where joining resources will both be more efficient for delivery but create a multiplier effect by co-locating founders, resources, and expertise. This aligns to WP3 which may recommend the inclusion of access to incubation facilities as a component of any quality threshold for universities and colleges. Our consultation identified a willingness to share facilities and particular benefit for colleges and smaller universities. This may be initially targeted at students and staff/academics but there would be scope to bring in outside companies or alumni founders.

### ***Timing***

- Y1 (AY22/23) - Scope sector to understand availability, uptake and planning for incubation facilities – tied to WP3. From this establish potential gaps and opportunities to co-locate colleges and universities on regional basis. Close working with sector to reach signed agreements or equivalent by end Y1
- Y2 (AY23/24) - in event of successful agreements, promote opportunity, create multi-institutional programme of work. Monitor usage/uptake and consider revisions where necessary
- Y3 (AY24/25) - Ongoing programme delivery and monitoring, consider scope for evaluation and expansion.

## ***Outcomes***

Shared incubation facilities will maximise the access and opportunities for entrepreneurs to access the wraparound support to enable them to develop their business. Increased efficiency in provision of incubation space and close collaboration between the sector. A more vibrant and diverse culture within the incubation facilities and a multiplier effect generated by co-locating entrepreneurs and expertise.

### **Work Package 3 – Establishing a quality threshold (previously baseline) and sector targets**

We will work with universities and colleges to define a quality threshold that establishes the culture of an Entrepreneurial Campus. This will define the activity, support and provision which every university and college in Scotland should provide to ensure an environment where entrepreneurship can thrive. This will build on the significant activity that is already being undertaken in the sector.

We will undertake a review of the current state-of-play in each university and college to identify where their current offering aligns to the quality threshold and where there are opportunities to support changes that will ensure the threshold is met. This approach recognises that each institution has its own strategies and regional context which underpin the approach to entrepreneurship, and this brings value in its own right. This approach respects institutional diversity and ensures we are not imposing a one size fits all model on the sector.

Aligned to the quality threshold we will work with the sector to establish individual institutional stretch targets that will drive entrepreneurial activity and through the collation of these targets and working with wider stakeholders, such as Converge, we will establish the ambition for the sector and associated targets. This will likely include, for example, the increase in students accessing entrepreneurial education, number of start-ups being generated, number of spinouts being created, companies securing additional funding or accessing further services (e.g. High Growth Spinout Programme, SNIB, Innovate UK). The collation of this will be undertaken to support WP 4.2.

#### **WP3.1 University quality threshold and targets**

#### **WP3.2 College quality threshold and targets**

We will support the resource required, likely via secondment or funding sector bodies, to undertake the state-of-play research to understand the current activity in universities and produce a report. In parallel we will convene sector representatives and wider stakeholders in a short life working group to establish the key elements to be included in the quality threshold. We will then be able to identify where each institution is against the threshold and identify areas for enhancement. This will inform institutional stretch targets which we will ask universities to submit for review.

#### ***Timing***

- Y1 (AY22/23) - Recruit necessary resource, likely secondment. Undertake research, produce report, and form short life working group to establish



threshold. Work with institutions to establish stretch targets and confirm national targets and duration.

- Y2 (AY23/24) – Ongoing work with sector to identify actions being undertaken and highlight challenges/opportunities in meeting threshold and targets. Oversight and governance of progress ongoing.
- Y3 (AY24/25) – Review of progress and appraisal of current position, review targets to establish accuracy and refresh if needed.

### ***Outcomes***

The quality threshold will determine the types of activity that we expect to see undertaken to demonstrate an Entrepreneurial Campus. This will drive improvements and give clarity of focus and approach for institutions, raising their ambition in the process. The targets provide an aim and a method to measure success and provide the underpinning expectation that will ensure accountability for institutions. The research projects will give a robust evidence base and capture the diversity of the sector.

## **Work Package 4 – Governance, accountability and dissemination**

### **WP4.1 Governance and Advisory Group**

We will form a Governance and Advisory Board to be formed of academic, industry and key stakeholder which will guide the strategic direction the strategy and ensure progress is being monitored and that each workstream is delivering its objectives. This will also seek opportunities to support closer integration across the workstream and identify opportunities in the landscape for development. This will be an advisory board with membership to be agreed but likely to include an observer from SFC and SG. We will work with the sector to establish a terms of reference which recognises the dispersed nature of the work and the relative governance challenges this could present.

### ***Timing***

- Y1 (AY22/23) – Establish terms of reference in Q1 and initiate recruitment with intention to convene group in Q2. Meetings quarterly, with Q4 to include review and strategy day.
- Y2 (AY23/24) & Y3 (AY2/25) – Ongoing quarterly meetings and strategic planning for beyond Y3

### **WP4.2 – State of the Nation report and celebration event**

We will work with sector to produce an annual state of the nation report which will demonstrate progress to date, collate case studies and identify upcoming activity. This will bring together a large set of activities under a single common publication

and demonstrate the sectors collective ambition as well as producing a significant resource bank of case studies for use in wider application. We will work with sector to hold an annual celebration to coincide with the report publication and bring together the sector, industry and the public sector to showcase successes and foster a culture of collaboration. This will also provide opportunities to promote the capabilities of the sector more widely, including supporting FDI and international partnerships.

### ***Timing***

- Y1 (AY22/23) – Planning for celebration event to begin with view to delivery of event in Q4. Initial report to be published in Q4. Much of Y1 about setting context and ambition utilising existing activity and best practice.
- Y2 (AY23/24) & Y3 (AY24/25) – Reports in Q4 each year with collation of new case studies and progress against targets. Celebration event to grow year on year and increasingly supporting collaboration and strategic partnerships.

### ***Outcomes***

The state of the nation is accountability and celebration and strategic communication. It becomes a valuable resource which showcases sector progress and collaboration. The celebration event takes this to the next level and showcases the entrepreneurial culture in Scottish universities and colleges to key audiences such as industry, policymakers and international delegates.