

RE-P-2020-03-Annex B

Liverpool John Moores University

HEIF accountability statement

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

Return date: 21 May 2021

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Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.

Background

The University Strategic Plan ([LJMU strategic plan](#)) sets out a mission for LJMU to be “a modern civic university” who “provide solutions to the challenges of the 21st Century”. There are four core strategic pillars: Outstanding Student Experience; Excellence in Education; Impactful Research and Scholarship; Civic and Global Engagement. Knowledge Exchange (KE) is embedded across all pillars of the strategy and is fundamental to the portfolio of University activity.

Successful KE requires LJMU to engage with a diverse range of partners and to generate impactful results. We aim to develop our current KE portfolio to provide exceptional service for current stakeholders, develop a clear “LJMU Offer” to potential partners, and provide the framework to promote external interaction. In addition, we are refreshing our institutional KE Strategic Framework (KESF) that will identify key elements of KE expertise and potential within LJMU, organise the internal KE environment to promote high quality engagement and monitor and evaluate our achievements. In doing this our KESF will provide the organisational structure to realise our ambition to be a market leader in delivering a broad range of KE activity. Excellent academic and professional services staff and relevant resources will underpin this activity.

The new LJMU KESF is being launched during a global health pandemic with significant social and economic impacts with the Liverpool City Region (LCR), nationally and internationally. This has disrupted local and national funding, industrial strategies as well as many other elements of the KE world. LJMU are mindful of the challenges and opportunities the current context provides as well as other important issues such as “Place-Based” strategies, the “Levelling-up” agenda and a host of “Grand challenges” associated with topics such as climate change, an ageing society and multiple technological developments (AI and Big Data). LJMU will mobilise its activity and reputation in key academic areas to work with local and national governments across a range of agendas (e.g. Mersey Freeport). We will also take the opportunity to infuse the concept of “Bounce Back Better” into our new KESF as well as feeding into the renewal our Institutional Strategic Plan in 2023.

Opportunity and approach

Government, research funders and external organisations expect projects that they commission to have an impact beyond that of academia. The recent REF submission, with the enhanced weighting given to impact case studies, is a clear example of this. All Universities in the UK recognise the need to demonstrate its impact upon society and this demands heightened connectivity and collaboration. To date, successful connections between LJMU and the world beyond academia have often been based on one-to-one (*a-priori*) relationships outside of a Strategic Framework. For LJMU to grow KE activity we will move beyond “responsive” KE to pro-actively create engaging pathways for partners to engage with academic researchers. To create an innovative environment for KE we have identified key OBJECTIVES within our KESF that require focussed activity and change. Implementation of our proposed changes will result in greater internal clarity, collaboration, and support for KE as well as improve partner access and awareness of LJMU research. This will deliver more projects of scale and impact.

Key Objectives

Our KESF has 2 primary objectives. Each objective is stated and supported by a short list of bullet points linked to specific actions or changes.

Understanding and developing a compelling “LJMU Offer”

We seek to build on our established track record of working with SMEs and other external partners. To do this we must rigorously explore the limits of the potential “LJMU Offer” and prioritise support and development in consultation with stakeholders and a comprehensive survey of the local, national, and international environment. External partners require the most up-to-date innovative and high quality “LJMU Offer”.

- a. Rollout a University-wide programme of KE advocacy (embedding KE awareness; utilising drop-in clinics; bespoke training and staff development series i.e. ACTivator sessions).
- b. Organise, develop and prioritise the LJMU environment that supports KE activity.
- c. Identify new opportunities for KE activity based on excellent research and scholarship in LJMU.
- d. Deliver an up-to-date portfolio of KE activity to inform the “LJMU Offer”.

Enriched connections

External partners seek both a clear offer from, and a simple route into, academia. Enriched connections will be based upon speed, clarity and flexibility in how we work with external partners. Better connections will then grow activity. Further, we will support staff and students to develop entrepreneurial skills, business awareness and the ability to access and engage with partners. LJMU will provide the environment and tools to explore, develop and exploit new research ideas and existing technologies in direct collaboration with external stakeholders.

- a. Set-up a single point of entry for external stakeholders into LJMU KE.
- b. Develop and test stages 1 and 2 of the LJMU “**LIVING WALL**” as a tool to identify and create potential business connections.
- c. Continue the roll out of the **Engagement Network (TEN)** as a key platform for LJMU and stakeholder interaction.
- d. Deliver high quality communication activity profiling the best LJMU impact case studies and KE work.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p><i>Dedicated knowledge exchange team</i></p> <p>To support the delivery of the primary strands of LJMU's KE strategy.</p> <p>Targeted support to secure income and engagement with business and external partners.</p>	<p>(100% HEIF funded)</p> <p>Central KE Team</p> <p>1 x Head of KE post</p> <p>3 x Business Development posts</p> <p>1 x IP/Commercialisation post</p> <p>1 x dedicated KTP post</p> <p>2 x Operations/Project support posts.</p> <p>1 x KE support officer</p>	<p>Supports the delivery of increased R&D and govt priorities for business growth.</p> <p>Support Research Commercialisation and Collaboration with Business</p>	<p>A compelling “LJMU Offer”</p> <p>Enriched connections</p>	<p>Current and on going</p>
<p><i>KE/Innovation Forum</i></p> <p>To provide governance, opportunity and accountability for KE/innovation activity and output across LJMU.</p>	<p>Includes 100% HEIF funded posts from central team + Faculty Champions</p>	<p>Supporting the evidence capture for return on investment</p>	<p>A compelling “LJMU Offer”</p> <p>Enriched connections</p>	<p>Formal launch Oct 2021</p> <p>(Quarterly meetings)</p>

<p>Develop strategic priority areas and potential target external stakeholders. Meets the strategic objectives for KE, measure ROI.</p>		<p>Support Research Commercialisation and Collaboration with Business</p>		
<p>TEN (The Engagement Network)</p> <p>Delivery of training events and resources to foster and encourage collaborations (internally and externally) including “Drop-in” clinics and bespoke training sessions</p> <p><i>Headline Aims:</i></p> <p><i>Phase 1</i></p> <p>Monthly/6 weekly Faculty based “Drop-in” sessions 20/21 onwards</p> <p>Faculty based KTP clinic/engagement presentations – one per year per faculty 20/21</p> <p>2 internal thematic network events per annum</p> <p><i>Phase 2</i></p> <p>Innovate UK/Industrial strategy engagement event – to generate new ideas and potential areas to promote 21/22</p>	<p>Resources, materials, events and trainers 100% funded by HEIF</p> <p>HEIF funded central KE team supports and delivers all TEN activity</p>	<p>Support Research Commercialisation and Collaboration with Business</p> <p>Promotes and supports key foundations of the Industrial Strategy, around “Ideas”, “People” and their role in supporting “Place”</p>	<p>A compelling “LJMU Offer”</p> <p>Enriched connections</p>	<p>Phase 1 in place and ongoing</p> <p>Phase 2 – increased KE training and</p>

<p>KE microsite build and internal launch</p> <p>KE awareness training – ACTivator session and faculty roadshow series 21/22</p> <p><i>Phase 3</i></p> <p>KE microsite external launch</p> <p>2 KE engagement events per annum – awareness and highlighting KE good practice/success. (Internal pilot 21/22 and external 22/23)</p> <p>2 bespoke training sessions/annum (Innovation and intellectual assets awareness – STEM and ARTS). 22/23</p> <p><i>Phase 4</i></p> <p>Explore KE blog/new communications medium(s)</p>				<p>awareness institution wide during 2021/22</p> <p>Phase 3 during 2022/23</p> <p>Phase 4 by 2024</p>
<p><i>Living Wall</i></p> <p>Phase 1 development and trial launch – internal data and use.</p>	<p>100% HEIF funded</p>	<p>Promotes and supports key foundations of the Industrial Strategy, around “Ideas”, “People” and their role in supporting “Place</p>	<p>A compelling “LJMU Offer”</p>	<p>By May 2022</p>

<p>KE Ignite programme</p> <p>To engage and encourage new partnerships; ideas and projects across the <u>full KE</u> agenda.</p> <p>A pilot strand to support PE evidence and communication</p> <p>A “follow-on” focus from the thematic challenge series delivered under TEN.</p>	<p>100%HEIF funded posts deliver and support this activity.</p> <p>HEIF funding will be used to contribute alongside existing industry engagement projects</p>	<p>Promotes and supports key foundations of the Industrial Strategy, around “Ideas”, “People” and their role in supporting “Place”</p>	<p>A compelling “LJMU Offer”</p> <p>Enriched connections</p>	<p>Soft launch Oct 2021 (under one theme)</p> <p>Full series programme from 22/23 onwards</p>
<p>Innovation Activity Support</p> <p>This will follow the “Lab to Life” 4 stage commercialisation process.</p> <p>We will support innovation and research outputs relevant to commercialisation (~4 new pre innovation projects (PiP) supported/annum to the value £5k-15K), alongside Phase 2 and 3 supported innovation projects.</p>	<p>15% of HEIF fund ring-fenced to support portfolio protection and PiP phase to progress to stages 2 and 3. Patent and legal costs for IP.</p> <p>HEIF funded central team lead and support this activity</p>	<p>Supports the delivery of increased R&D activity and government priorities for business growth.</p>	<p>A compelling “LJMU Offer”</p>	<p>Ongoing with quarterly progress reviews</p>
<p>Entrepreneurship Support</p> <p>We will run a “Boot camp” student, and graduate start up support network. This will provide expertise and advocacy for student/graduate start</p>	<p>3% from HEIF allocated to support.</p> <p>Plus panel expert members</p> <p>100% HEIF from central KE team</p>	<p>Supports the delivery of increased R&D and govt priorities for business growth.</p>	<p>Enriched connections</p>	<p>ongoing</p>

up as well as small budget requirements for final pitch presentations.				
Peer-to-Peer staff “placements” Support of travel and time to learn from sites of KE best practice in the UK.	100% HEIF funded		A compelling “LJMU Offer” Enriched connections	2021/22 and 22/23
Place-Based Reviews Support opportunities to commission/bid for LCR growth and innovation strategies and market analysis reports.	Up to 100% HEIF funded (budget dependent)	Supports key elements of the LCR Industrial, Growth and Innovation Strategies	Enriched connections	During 21/22 and 22/23

Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.

i) Manage HEIF Spending

Through Research & Innovation Services (housing dedicated KE team), PVC for Research & Knowledge Exchange, Finance and University Res. And KE Committee

LJMU's primary use of HEIF goes towards the central staffing infrastructure support (9 posts and operational costs) that underpins the delivery of services that enable academic colleagues to engage in KE activity. This use covers operation and development of KE account management, innovation portfolio identification, marketing/promotion, KE staff development, IP management fund, and an engagement team building business relationships and developing and supporting KE projects delivered by academics and PGRs. The budgets for this infrastructure are managed, initially by central finance, with proportions devolved to relevant budget lines in the central support teams/faculties. Budget lines are monitored monthly at a local level and overseen by a university finance manager.

ii) Measure Progress and iii) Evaluate Outcomes

Our updated KESF will maximise opportunities, deliver high profile, and successful KE activity through partnership. As part of the strategic management of KE activity, we will formally measure progress and outcomes against key targets or performance indicators as well as committing to process evaluation.

Currently, KE activity is reported into the University Research and Knowledge Exchange Committee (URKEC), on a monthly basis, with input from academics across LJMU and key

professional service staff (Research and Innovation Services). This process is largely an outcome-based reporting requirement. Whilst we believe successful KE activity will breed further success by being its own advertising and marketing platform, this represents only a “baseline” of relevant support, and review, evaluation, and learning that may not optimise both the “LJMU Offer” and/or “Enrich Connections”. As a consequence, the updated KESF has committed to the development of an “KE and Innovation Forum” that will undertake multiple roles including (1) mapping of current activity, (2) process evaluation of KE Activity, (3) assessment of KE outcomes against specific key performance indicators, (4) feedback from KE activity in on-going strategic decision making, as well as (5) garner direct input from external stakeholders. In addition, the “Forum” will provide an excellent communications base providing a shop window for KE achievements that can be passed on internally as well as to external partners, the media as well as engaging with University social media campaigns.

Our focus on a rigorous model of reporting and synthesising KE activity across LJMU will be a vital part of our KE governance. This will facilitate clear, transparent, and informative feedback and feedforward mechanism for KE across LJMU. The KE and Innovation forum will oversee the implementation and review of the KESF and review of metrics to determine success against stated objectives. The KE and Innovation Forum will also directly report progress and success into the URKEC.

Suggested KE and Innovation Forum Metrics:

- Growth in KE partnerships
- Growth in number of LJMU staff engaged in KE activity.
- Growth in number of students engaged in KE activity.
- Increased income from KE activity (of all types).
- Increased number of disclosures; inventions; and other commercial outcomes.
- Growth in TEN events and attendance
- Launch and test of Living wall (stage 1)

In addition, we expect this growth in KE activity to eventually result in:

- Improved KEF metrics.
- Growth in KE based research outputs in collaboration with external stakeholders
- Enhanced impact case study options for REF submission
- Infusion of KE activity within the UGT and PGT LJMU curriculum
- Enhanced employment opportunities for LJMU graduates

iv) Identifying lessons learnt

As reported in the last AMS, LJMU recognises the importance of embedding KE more deeply with LJMU. We have demonstrated this focus recently by completing the pilot KEF submission as well as committing to the Knowledge Exchange Concordat principles and

signing up to take part in “development year”. It is anticipated that this critical activity will also feed into this process and provide further external evaluation and guidance.

We will learn from other LJMU strategic activity, including the development of an LJMU framework for its “Civic Engagement” and “Place-based Strategy”. This review and strategy development will be heavily influenced by our KE history within the LCR (from actions with individuals, institutions, and the business eco-system of Liverpool). Importantly, LJMU also directly supports innovation, growth and strategy of LCR through governance and board membership. The current LJMU “Civic” and “Place-based” review seeks to provide a University-level governance framework for KE activity that will embed evaluation and learning in all activities. Through the KE and Innovation Forum and contributing to the “Civic/Place” strategy for LJMU, we can approach KE as “One University” with a shared aspiration for targeted, supported, recorded and recognised growth. Evaluation of both process and outcome will be vital to informing both the “LJMU Offer” as well as “Enriched Connections” in our KESF.

As noted in previous sections an important part of the learning needed within LJMU in relation to KE is the need for a detailed and targeted programme of advocacy. LJMU, historically, has been securely embedded in productive external partnerships in some very specific areas of its broad academic portfolio (Arts and Culture, Engineering, Sport). The lack of uptake of KE opportunities in other areas can be partially explained by lack of awareness and opportunity in KE, compared to traditional UKRI-Research funding routes. Broad development of knowledge and understanding of the importance, value and reward associated with KE can be accomplished at LJMU through many of the mechanisms applied previously to develop specific learning in relation to other key HEI agendas (REF, NSS etc.). The use of targeted staff development (ACTivator series), expert led interactive seminars (Research Café’s), and the work of “KE Champions” could be developed and employed after learning transfer. Full evaluation of such plans is also vital to continue the “learning” journey.

In two other key strategic areas, LJMU will demonstrate crossover learning to support KE activity. The “Environment/Climate Change” and “Equality, Diversity and Inclusivity (EDI)” agendas provide the basis for substantial learning and positive change. These topics are important to a diverse range of KE activities undertaken and planned by LJMU. The congruence between the current “Climate Crisis” and LJMU KE activity is developing with specific grant support models of “Sustainable” governance in industry. There are significant opportunities to growth this work regionally, nationally, and internationally. If LJMU applies the basic principles of EDI in all its KE activity this will contribute to LJMU’s Athena Swan and Race Quality Charter agendas.

Changes in the use and role of key IT systems, such as LJMU’s Grants and Projects portal (GaP), will also influence the monitoring and reporting aspects of KE. As the use

of GaP “matures” within the institution more detailed reporting will provide substantial insight (learning) to activity, success and support needs moving forward. It is envisaged that these changes will bring a positive impetus, resulting in further growth and opportunities for KE beyond 2021.

In summary, LJMU has a broad portfolio of KE activity that has produced direct benefits for our external partners. We have the ambition to grow our KE activity and hence our impact beyond academia. To do this we require a refocus of our strategic ambition and oversight as well as the development of activities aimed at promoting advocacy with an end point of a clear articulation of the “LJMU Offer”. At the same time LJMU will engage more potential partners through a systematic approach to “Enriched Connections”.