



**University of  
Nottingham**  
UK | CHINA | MALAYSIA

# **Knowledge Exchange**

## **Strategic Delivery Plan**

Published November 2020

## 1. Executive summary

Knowledge exchange (KE) is the activity between universities and external partners to deliver commercial, environmental, cultural and societal benefits, and economic growth.

Our University transforms lives through the power of our research, knowledge and scholarship. We intend to do more to ensure that we continue to address the challenges we face, embrace new discoveries and benefit society. We will develop further our culture of knowledge exchange, work more effectively and provide spaces and facilities for collaboration and co-creation, and enhance the way we engage with our partners.

We will focus on five priorities identified through consultation as part of the development of this KE Strategic Delivery Plan (SDP):

1. We will develop our culture and capacity to deliver knowledge exchange
2. We will maximise the impact of our innovation and enterprise
3. We will support prosperity in our communities
4. We will enhance how we engage with partners
5. We will deliver meaningful public and policy engagement

The Knowledge Exchange Strategic Delivery Plan Steering Group will oversee the delivery of this plan with governance by the Knowledge Exchange Committee. Together we will initiate a series of local and global projects as well as liaising with faculties here, and on our international campuses, to identify and harness KE activity at a local level.

The Knowledge Exchange SDP aligns with the University's vision of 'a university without borders, where we embrace the opportunities presented by a changing world, and where ambitious people and a creative culture will enable us to change the world for the better,' and it aligns to all seven goals of the University strategy.

### **Solving problems and improving lives**

Our portfolio of business engagement, IP commercialisation, contributions to influencing policy, as well as our provision of healthcare, education and management of our own environment, all help to tackle local and global challenges and produce significant economic and societal benefit.

### **Supporting potential**

We will encourage and incentivise our staff and students to participate in knowledge exchange. We are reviewing how to better identify and reward engagement through recruitment, promotion, career pathways and workload. We will develop a comprehensive training and development programme for staff to broaden knowledge exchange skills in entrepreneurship and enterprise, business, public, policy and cultural engagement.

## **Developing the campus experience**

We will help to co-develop and grow the creative and cultural activities in the places we are based. Bringing the public onto our campuses and taking our campuses to the public. We will build our capacity to support translational research and impact across all disciplines through a range of facilities. We will expand the University of Nottingham Innovation Park (UNIP) to provide space for innovative businesses to work with us.

## **Cultivating a global mindset**

We will maximise the potential of our global footprint and explore how our campuses can act together to support international knowledge exchange to benefit local industries and communities. We will enhance how we support staff and students to engage in policy impact and engagement at a local, national and international level.

## **Fostering creativity, discovery and experiment**

We will support and encourage enterprise and innovation from idea generation to implementation, ensuring our approach continues to evolve in concert with the external landscape.

## **Contributing to Sustainable Development Goals**

Sustainability is key to all we do as a University, from collaborative research with industry, government and the third sector, to new discoveries and innovations that tackle issues such as food security, access to clean water and energy, improved health and well-being, and through contributing to policies that address barriers to implementation.

## **Embedding collaboration in all that we do**

We will open our campuses to encourage co-creation, increase our network of long-term strategic partnerships and joint research centres, and facilitate co-location to support major research and knowledge exchange programmes. We will develop improved mechanisms to support exchange of insights and knowledge with corporate, SME, public and cultural partners.

We undertook extensive consultation as part of the development of the KE Strategy, the outcome of which is incorporated into this Strategic Delivery Plan.

## **2. University values**

This Knowledge Exchange SDP aligns with the stated values of the University, of inclusivity, ambition, openness, fairness and respect. An outcome of our KE ambition would be to extend these values further in to all the organisations and communities with which we work, and to learn from them improved ways of working.

Through our listed priorities, we will explore how to better enable staff and students who wish to engage with KE to do so effectively, encourage ambition, make our communications more inclusive while championing the free exchange of ideas, and always behave fairly and respectfully both within and beyond our immediate community.

In delivering the KE Strategy, we will be promoting openness in internal communications as we develop our culture and capacity to deliver knowledge exchange. Externally, enhancing how we engage with partners will make our communications with businesses and economic agents more straightforward, while our communications with the wider community will be improved as we deliver meaningful public and policy engagement.

Together the KE Strategic Delivery Plan Steering Group and the Faculty KE Governance Team are working with colleagues locally and overseas campuses to identify KE priorities, while ensuring these align to the overall University approach. This enables fairness for each faculty and campus to determine how societal benefit can be maximised from the KE we deliver, and fairness in our usage of translational research funds to support KE activities. Our work on KE rewards and recognition will ensure that colleagues will gain fair allowance and plaudits for their efforts in KE.

As we develop our culture and capacity to deliver KE, this will not only increase the respect shown among internal collaborators, but also enhance the respect shown to those who engage in KE. Enhancing how we engage with partners will ensure we show more regard for external partners' and stakeholders' rights and cultural sensitivities.

### **3. Campus coverage**

The Strategic Delivery Plan sets out priorities for the whole University. However, by their nature, KE activities must be designed to suit the conditions in which they will be delivered. They must also be responsive to the opportunities that arise, with an appropriate level of management and coordination.

UNUK, UNM and UNNC will be developing their approaches to KE with regards to the main industries, ways of working, local stakeholders, funding mechanisms, and relevant laws in each country. In addition, the UNUK faculties will be identifying their own KE priorities to invest in and promote. The KE Strategic Delivery Plan Steering Groups will be working together across campuses to support the development of local approaches, aligned to the overarching KE Strategy. The KE SDP will ensure we both leverage and maximise on our unique global footprint.

## 4. Links to other Strategic Delivery Plans

Knowledge exchange has a synergistic relationship with **Research**. The majority of KE that the University undertakes requires underlying University research, and converts research outputs into societal and economic impacts. All KE strategic priorities have strong relevance to the research agenda. In particular, developing our culture and capacity to deliver knowledge exchange, and maximising the impact of our innovation and enterprise should enhance the value of our research. Likewise, significant research activities are driven, funded and co-created with our industrial partners. By enhancing our engagement with partners, we will underpin our long-term sustainability of delivering excellent research.

EDI is inherent throughout the design and delivery of activities to deliver the KE Strategy. An Equality Impact Assessment is planned for key programmes in this SDP and for the recommendations around KE rewards and recognition. EDI will be important internally for developing our culture and capacity to deliver knowledge exchange, and externally for enhancing how we engage with partners.

As part of the University's Civic mission, we continue to deliver meaningful public and policy engagement as well as other forms of KE activities, demonstrating our ongoing contribution to the local economy and development.

Supporting prosperity in our communities will impact on **Our Campus** and on **Estates**. All three of these SDPs will need to consider KE in the design of our infrastructure, and we are in continuing discussions with colleagues in Estates around the proposed expansion of the University of Nottingham Innovation Park (UNIP).

Students are involved in many KE activities, particularly through industrial placements, enterprise and volunteering in local communities. There are also two-way benefits between development of curricula and of CPD courses. These are important elements in **Education and Student Experience**, to which enhancing how we engage with partners will contribute.

KE involves collaborations among **People**. Training and connecting both research and professional service staff will be vital to developing our culture and capacity to deliver knowledge exchange. Building collaborations and delivering training externally will be part of both supporting prosperity in our communities and enhancing how we engage with partners.

KE provides an important stream of external income for the University. In an ever more competitive funding landscape, KE is increasingly important for **Financial Sustainability**. Maximising the impact of our innovation and enterprise and enhancing how we engage with partners will contribute to this. These two priorities will also promote **Environmental Sustainability** beyond the institution, and contribute to **Global Engagement** through international KE.

## 5. Key priorities

We have engaged and consulted extensively with our communities and partners to identify five key priorities to develop knowledge exchange and impact across all our campuses.

### **Priority 1: We will develop our culture and capacity to deliver knowledge exchange**

Knowledge exchange is all about people. We will encourage all our staff and students to innovate and collaborate, and to engage with our communities and stakeholders in all sectors. We will strive to provide the conditions needed to help them realise their full potential in solving problems and improving lives.

### **Priority 2: We will maximise the impact of our innovation and enterprise**

Our innovation and enterprise make a tangible contribution to society and the economy. We will aim to increase the population of academics who are IP generative. We will continue to provide support for the protection and commercialisation of Intellectual Property with potential for societal and economic impact, engaging with schools and faculties to ensure that supported projects fit with their strategic focus.

### **Priority 3: We will support prosperity in our communities**

The exchange of ideas, discovery, expertise and skills helps to build more inclusive, equitable and sustainable communities. By harnessing the breadth and depth of our knowledge exchange, we will make an impact on business, communities, the third sector, government and international partners. We will develop flagship programmes in areas of local priority, such as zero carbon, and use innovation as a key driver of economic growth.

### **Priority 4: We will enhance how we engage with partners**

Working in partnership with industry, the public and third sector is at the heart of our University's knowledge exchange activities. Our breadth of expertise can help to tackle major global challenges and emerging research themes. We need to be easier for partners to engage with, and work harder to develop long-term, strategic and mutually beneficial relationships. We will target the creation of joint research centres to address key research issues.

### **Priority 5: We will deliver meaningful public and policy engagement**

We will continue to be leaders in thought, in the exchange of knowledge and ideas to enrich policy making, to inspire people, support communities, transform lives and shape the future.

We need to create more partnerships among our world-class university community, policymakers and the public. Through these partnerships, we will tackle together the most compelling challenges locally, nationally and globally.

## **6. Outcomes and key performance indicators**

We have adopted an outcomes-focused approach in the KE Strategic Delivery Plan for tangible outputs across all our KE priorities:

### **Priority 1: We will develop our culture and capacity to deliver knowledge exchange**

- A larger proportion of staff will see KE as a key part of their role, and all staff and students will see KE as a fundamental role of the University
- Staff and students will have greater opportunity to engage with KE
- Staff and students will feel confident undertaking KE activities supported by appropriately resourced high quality professional services
- We will ensure that opportunities for engagement in KE are fair and equitable, to build on the breadth, depth and diversity of experiences and skills of our staff and students across all campuses and activities. This further ensures that our KE activities will be richer and achieve still greater impact

### **Priority 2: We will maximise the impact of our innovation and enterprise**

- Staff will be more aware of the potential of their work to generate IP
- More strategic utilisation of KE development funds
- Increase intellectual property activity in line with increases in research income
- Greater diversity in entrepreneurship
- More direct impact on the communities within which we are based

### **Priority 3: We will support prosperity in our communities**

- The University of Nottingham will be a partner of choice for local organisations to address local challenges
- There will be mutually beneficial relationships with local businesses and communities
- The reputation of the Universities in Nottingham will be enhanced, and further opportunities become available
- There will be more strategic inter-campus KE initiatives and the University will exploit its global footprint to the benefit of the local communities
- The University of Nottingham Innovation Park (UNIP) will be further recognised as a place that inspires collaboration and innovation

#### **Priority 4: We will enhance how we engage with partners**

- Engagement with the University (by external organisations) will continue to be timely and efficient with strong internal collaboration
- Increased co-creation of research programmes leading to development of large-scale joint research centres
- There will be an increased number of strategic non-commercial partners from the public and third sector
- Contact with the University by each of our partners will be consistent and easy and we respond to their needs
- Increased development and delivery of employer-led skills programmes
- Increased income in KEF metrics

#### **Priority 5: We will deliver meaningful public and policy engagement**

- The University's researchers will feel more confident and supported in developing the impact of the research with policymakers and the public
- The University's research will continue to make a difference locally, nationally and internationally by informing decisions made by policymakers
- Our researchers will further build meaningful engagements with the public, sharing insight in ways that help people better make choices about a complex world, and shape our research priorities
- The University's research will reach new audiences – policy makers and public with whom we have previously not made contact.

To monitor the delivery of KE we have adopted the metrics developed for the UK Knowledge Exchange Framework launched by Research England in 2020. These metrics will be used to assess the KE performance of all HEIs in the UK. UNM and UNNC will develop metrics and targets appropriate to their local conditions.

Similar metrics have been collected via the Higher Education Business and Community Interaction (HE-BCI) survey for over a decade. This gives us a clear baseline and benchmark against similar Higher Education institutions. Nottingham has performed strongly across all of these metrics, regularly ranked in the top 10 by overall HE-BCI survey income, despite having a lower research income than many of its peers. Therefore, we believe it is reasonable to target an above average performance against our peer group in each metric and an overall ranking in the top 10.

The KPIs will form programme level metrics; we expect each strand to develop appropriate metrics to monitor performance.

In addition, the first iteration of the KEF will use a self-assessment-based metric for public and community engagement, while Research England works with the National Co-ordinating



Centre for Public Engagement (NCCPE) to explore alternative options. As and when appropriate metric(s) are added to the KEF, we will adopt them within these KPIs.

## 7. Risk management

All risks associated to this Strategic Delivery Plan will be detailed in the project Risk Register as necessary, with agreed scores and mitigation monitored by the Knowledge Exchange Strategic Delivery Plan (KE SDP) Steering Group on an on-going basis. The Risk Register will be reviewed periodically and any changes to risk scores will be reported to the designated risk owner and the KE SDP Steering Group. The management and mitigation of risks will directly inform the activities, approaches and deliverables within each work stream.

## 8. Governance

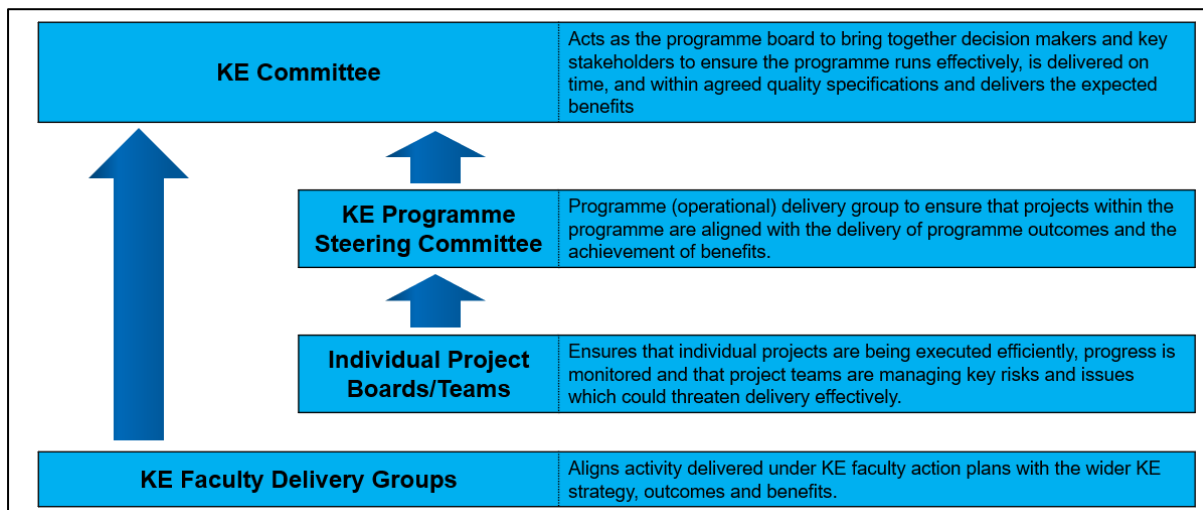
Governance for the strategy will be delivered over three tiers.

**Tier 1 – Project:** Individual projects and/or activity within the programme will have its own governance that will provide oversight to the project, ensure that projects are making good progress against their plans, handle prioritisation/resourcing matters and support the project in making decisions.

**Tier 2 – Local (campus specific):** The campus-specific KE steering group ensures that projects within the programme are aligned with the delivery of programme outcomes and the achievement of benefits.

**Tier 3 – Global (whole university):** KE Committee acts as the programme board to bring together decision makers and key stakeholders to ensure the programme runs effectively, is delivered on time, and within agreed quality specifications and delivers the expected benefits.

In addition, the local KE Steering Group will liaise with the KE faculty delivery groups to ensure a single point of accountability for the success of faculty projects. The diagram below shows the relationship between each tier.



## 9. Implementation

Professor Dame Jessica Corner, our Pro-Vice-Chancellor for Research and Knowledge Exchange, will lead the implementation of this SDP. Together with the KE Strategic Delivery Plan Steering Group and Faculty RKE governance and delivery groups, we will engage with our staff and students so they will better recognise KE activities, learn what they can do and how to get support.

We aim to be transparent in the implementation of the KE SDP and our approach to engage with staff and students. The KE SDP and faculty KE plans are closely aligned and will complement each other. We understand faculties will have varying KE strengths and local priorities. Specific implementation plans will be developed to reflect these differences and to embed knowledge exchange in the culture of our faculties, building on our interdisciplinarity and our integration with partners and communities.

Overseas campus KE strategic delivery plans will reflect local priorities and differences whilst ensuring that our overall themes are consistent. We will continue to share best practices in the areas of KE activity planning and development across three campuses. KE committees at UNNC and UNM will review the implementation plan regularly, and the actions delegated to appropriate committees.

Priority	Focused activities	Timeline
<p>1. We will develop our culture and capacity to deliver knowledge exchange</p>	<ul style="list-style-type: none"> <li>Developing an online KE Hub and community through the Nottingham Impact Accelerator (NIA) that brings together academics in all disciplines and professional service staff to support, empower and increase engagement in all areas of KE through dedicated training and development programmes.</li> <li>Continuing to build our capacity to support translational research and impact across all disciplines through the Nottingham Impact Accelerator (NIA) that provides a range of mechanisms to further develop new ideas arising from research carried out at the institution.</li> <li>Faculties will undertake a Reward and Recognition Review of the current academic workload planning, industrial funding incentives and promotion approaches, ensuring that staff engaged in delivering KE are incentivised and will benefit from engaging in KE activities. The profile of KE varies in different faculties and the reward and recognition will reflect local priorities.</li> <li>Undertaking equality impact assessments for policies, projects, procedures and practices to support both local and strategic KE processes. This will ensure that issues of equality, diversity and inclusion are considered within the development and implementation of our KE activities. This helps to create an inclusive culture, ensuring equality of experience for all staff and students involved in KE.</li> </ul>	<p>Report to KE Committee by January 2021 for implementation by April 2021</p> <p>Report to KE Committee by July 2021</p> <p>Equality Impact Assessment reports to KE Committee</p>
<p>2. We will maximise the impact of our innovation and enterprise</p>	<ul style="list-style-type: none"> <li>We will use the KE Hub to educate, empower and engage academics and relevant professional service staff across all disciplines and at all stages of the academic career to increase the turnaround and success of engagement in IP.</li> <li>We will maximise the benefit of our membership of the Midlands Innovation Commercialisation Accelerator (MICRA) to identify mentors, investors and licensees</li> <li>We will review our IP-related policies and procedures to ensure that they continue to evolve in concert with the external landscape.</li> <li>We will increase the amount of translational funding by building relationships with funders and supporting inventors to draft successful proposals.</li> <li>We will augment the resource within the TTO and create a career path to ensure the recruitment and retention of skilled and engaged staff.</li> </ul>	<p>Report to KE Committee by July 2021</p>
<p>3. We will support prosperity in our communities</p>	<ul style="list-style-type: none"> <li>We will work with Universities for Nottingham and Midlands Innovation to be a partner of for local and regional businesses, and will ensure our business</li> </ul>	<p>UoN Economic Development in place by 2021</p>

	<p>support, skills programmes and new initiatives meet the needs of local partners and respond to challenges of Covid-19 local economic recovery and renewal.</p> <ul style="list-style-type: none"> <li>• We will maximise the use of facilities and campuses as resources for our network of partners to work together, and help build networks of places with our partners that complement the University's facilities. For example, to increase the recognition of University of Nottingham Innovation Park (UNIP) as the centre of local innovation ecosystem.</li> <li>• We will support the development of flagship projects such as the East Midlands Development Corporation's proposals for innovation-driven zero-carbon growth hubs and the creation of the Digital Nottingham innovation hub.</li> <li>• We will benchmark our current practices and build measurable Equality, Diversity and Inclusion (EDI) improvements into everything we do, ensuring our practices are fair and advance the equality of opportunity for the diverse communities we work with.</li> </ul>	<p>UNIP Floor space doubled by 2025</p> <p>Flagship investment secured by 2025</p>
<p>4. We will enhance how we engage with partners</p>	<ul style="list-style-type: none"> <li>• We will develop our internal capabilities to better engage with external partners so it is easy for businesses and communities to find the help they need from us. This will include focussed, co-ordinated targeting of new potential partners and more professional management of existing partners.</li> <li>• We will implement Business Engagement Hub and Spoke to improve our support for staff engaging in business activities.</li> <li>• We will formalise and further professionalise the delivery of our relationship engagement through dedicated digital platforms and management systems. We will also create better alignment between professional services and faculties to provide seamless support to businesses, ensuring best practice approaches are followed.</li> <li>• We will be proactive and visible in setting out our commitment to our EDI and environmental policies with our partners. Business and communities we work with will support our EDI policy and our commitment to key EDI principles, together we will bring about visible positive impacts to the wider society and contribute to a sustainable environment.</li> </ul>	<p>Research and Business Development Hub and Spoke in place by 2021</p> <p>CRM in place by 2021</p>
<p>5. We will deliver meaningful public and policy engagement</p>	<ul style="list-style-type: none"> <li>• We will share our policy-relevant research with policymakers locally, nationally and internationally through network events and thought leadership provision.</li> </ul>	<p>Public Engagement Strategic Plan to be agreed by December 2020</p>

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| <ul style="list-style-type: none"> <li>• We will offer training and bespoke support for researchers to help them understand how best to engage with policymakers and the public.</li> <li>• We will develop a public engagement strategy which reinforces the value the University places on effective public engagement.</li> </ul> | <p>Annual report on Institute for Policy and Engagement each autumn</p> |
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KE is delivered by a combination of academic staff, researchers, students, technicians and professional services. The delivery of the SDP requires input from Research and Innovation, the Institute for Policy and Engagement and External Relations. A number of student-facing KE projects are delivered by Careers.

KE committee at UNUK will provide governance to the delivery of the strategic delivery plan and all the steering committees. The diagram shows how project and activity on each campus will combine to deliver the SDP.

