

**York St. John University Knowledge Exchange Plan 2022-23.**

**Executive Summary**

An updated Knowledge Exchange (KE) Plan that also integrates the Knowledge Exchange Framework (KEF) action plan has been requested by Executive Board. The original KEF four pillar principals, warmly received during the KEF review process, has been retained and used as the framework for the KE plan 2023. As shown in Table 1 this plan seeks to grow income to c£1.1m and increase the number of KE active academics by100% (19 more).

The plan over the next calendar year will help diversify income streams by submitting multiple bids to a range of funders (UKRI, InnovateUk, UKSPF etc). It will significantly increase the university’s KE income and drive a positive internal KE cultural mindset change, encouraging colleagues to engage with business and support the on-going commitment to strengthen our KEF and HEIF positions.

In addition to the work outlined in Appendix A there are other ongoing activities which commenced during this calendar year (Business Development Group for internal knowledge sharing; KE Group for monitoring and advising on in-year HEIF spend, and internal KE dissemination workshops)

1. **Strategic context**

The KE Plan 2023 has integrated recommendations received from the last KEF review to increase the amount of activity and value of KE across the university. It provides increased internal training and awareness raising to grow business engagement and improve data collation. The integration of the KEF review into the KE Plan 2023 will simplify future internal communications around KE, bringing together these areas will increase academic understanding and uptake, support income growth and future HEIF allocations.

1. **Report**

**Introduction**

The Knowledge Exchange Plan 2023 aims to reinforce and enable the following ambitions:

* Provide an integrated approach to KE that is not only consistent with the University’s 2026 Strategy but also aligns with national, regional, and local economic & social drivers.
* Foster KE excellence within our university staff and activities.
* Grow, attract, and retain high-value strategic partnerships to increase income, outcome, and impact of our knowledge exchange activities.
* Develop an integrated, research driven approach to address key skills needs of regional employers working across vertical and horizontal supply-chains.
* Support the growth of new business start-ups with our students, staff, and local citizens from across the communities we serve.
* Integrate the university’s values within the business and third sector community including adoption of practices which support the wellbeing of employees.

**Definition of KE:**

The UKRI define knowledge exchange as: ‘Collaborative, creative endeavour that translates knowledge and research into impact in society and the economy’.

**Focus of attention:**

The plan focuses on the continued development of four core pillars of Knowledge Exchange:

1. Creating a Culture for KE
2. People & Information Exchange
3. Collaboration & Co-Production
4. Commercialisation and Development Support
5. **Creating a Culture for KE**

Poor data capture, understanding, incentivisation, and communication remain some of the main barriers to growing and capturing internal KE activity. Improving academic understanding of KE will be driven by the Business Development Office, providing continual KE communication reinforcement through workshops, dissemination events, and internal staff news briefings. SALT meeting attendance in academic schools will be targeted to raise the visibility of university KE activity, CPD targets, and recognition of KE in academic workload models. New processes will be developed which support the backfilling of roles, helping to drive and support sustainable KE growth, with KE income targets developed for each school and London.

During 2021-2022 a series of trial KE dissemination activities took place, including: monthly KE drop-in sessions; attendance at SALT meetings; and regular updates in YSJ daily. These successfully engaged with staff previously unaware of KE and will continue throughout 2023 and beyond. A celebratory staff KE award event is also planned.

Staff training opportunities will include vocational courses, collaborative student projects between academia and industry, and training in entrepreneurship and innovation. The Enterprise Centre (and new equivalent in London) will act as a central hub, establishing itself as a professional business environment for external engagement use. Our student body will be encouraged to participate in knowledge exchange and be supported to engage in entrepreneurial and civic engagement activities.

To maximise data gathering a new KE Officer role within the Business Insight and Analysis team has been funded by 2022-23 ‘non HEIF’ KE money. The role commenced in January 2023 and will be vital in capturing KE metrics taking place across the university which are undertaken informally or in-kind with external partners, other community engagement and in-kind relationships without any financial transactions. Once captured on an appropriate template, these activities will be reported within the next KEF annual return. External KE training is being provided to this new KE Officer. Additional non HEIF KE funding is expected for 2023/24 to extend this position.

1. **People and Information Exchange**

Increased levels of university-business interaction utilising business support organisations such as the Growth Hub, Federation of Small Business, Good Business Charter, City of York Council, Institute of Directors (IoD) and Chamber of Commerce, have been initiated and will continue to be grown. Brokerage and networking activities working in local, regional, and national partnerships are increasing and will aid our innovation activity, including raising awareness of the Knowledge Transfer Partnership programme, and bespoke CPD offerings.

The CPD provision has increased by 35% to £500k and will be broadened out further to increase its reach, providing a platform to address the future skill needs of the regional workforce. The level of enquiries for CPD continues to grow, including the agreement of a number of Memoranda of Understanding with regional health trusts.

The MOD ERS Gold Award has acted as a beacon to ex-military personnel signposting the university’s positive stance towards MOD leavers. As a direct result the Military Human programme (will increase by 50% to c££35k) has grown to support the NHS Veterans agenda and an online Moodle learning platform is in development which will facilitate securing larger national contracts. An NHS online training provision tender (due to go live April 2023) will be the first to be targeted.

1. **Collaboration & Co-Production**

The previous 12 months have seen an increased level of collaboration with external partners. This will develop further into an integrated Partnership Development Plan (being written for EB 28th February 2023) focusing on the Health, Social Enterprise, MOD, Green Economy/Sustainability, Digital and IT sectors. This will include other cross-sector business support, including skills acquisition, staff retention, talent management, and leadership & management. Ongoing collaboration across the city with other educational skills providers and CYC will be a priority, supporting partnerships to deliver the City’s 10-year skills strategy. Working closely with the Research Office, the KE portfolio will provide research led solutions to industry challenges by ensuring business decision-makers develop a strong understanding of our research capabilities and how to connect with our academic expertise.

1. **Commercialisation and Development Support**

The Enterprise Centre (EC) will continue to support our academic and student body to develop their enterprising ideas from concept to full commercialisation. Growth in the EC (and new emerging centres such as the Community Centre, and the Physiotherapy Centre) area will be supported through the provision of ‘proof-of-concept' projects, pilots, and feasibility studies. Internal training and mentoring sessions will be provided at York and London to increase the number of staff engaging in KE and improve their connectivity and relationships with the business community. The importance of Intellectual Property (a new university process is in development), and the opportunities from licencing will be highlighted and championed to capitalise on our expertise. A new staff consultancy scheme is in development with the intent to drive the commercialisation of our internal expertise by creating a mechanism to generate more consultancy income with academic staff.

The Military Human programme has grown to support the NHS and international veterans’ agenda utilising both webinar and face to face delivery. An online Moodle learning platform is in development which will facilitate delivery to larger cohorts, helping secure bigger regional, and national contracts.

**Summary**

Appendix A outlines the proposed KE action plan activities,

**Appendix A: Knowledge Exchange Plan 2023**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Core Pillar** | **Main action** | **Sub-action** | **Impact** | **Measured by** | **By whom**  **(Lead in bold)** | **By When** | **HE-BCI output ref.**  **See Table 2** |
| Culture for KE | 1. Provide KE training & awareness sessions for staff | 1.1 Run monthly general KE drop-in sessions | Increased academic understanding of broad KE definitions and how to engage. Growth in KE engagement with external partners (KTP’s.) Increased staff consultancy, CPD delivery and start-ups | Register of academics attending; growth in academic CPD delivery, consultancy, KE activity enquiries. Currently have c30 academics KE active - Growth of 20% (6 more) targeted | **DBD&KE**, KE Manager(s) | April 2023 | c, e, k, o |
|  |  | 1.2 Attend SALT meetings in each school twice per year | Increased senior academic understanding and cascading of KE (and how to engage) within their teams. | Log of number of academics registering interest in KE activities. During 2021-2022 10 academics attended -100% growth target (10 more) during 2022-2023. | **DBD&KE**, KE Manager(s) | Dec 2023 | c, e, k, o |
|  |  | 1.3 Hold specific KE focused training events (eg. KTP) once per quarter in the EC  This will lead onto KE training as a “CPD” course in its own right with plans and learning outcomes and certificated for staff cv purposes. | Increased academic understanding of specific KE opportunities and how to engage | Number of academics registering to attend; growth in academic KE enquiries logged. Currently have c6 academics KTP active - Growth of 50% (3 more) | **DBD&KE,** KE Manager(s) | Dec 2023 | c, e, k, o |
|  |  | 1.4 Hold an annual staff KE awards ceremony | Raised university profile of importance of KE | Register of staff attendance at the event, log of academic enquiries to learn more post-event | **DBD&KE**, KE Manager(s)  Marketing, EB | Dec 2023 | o |
|  | 2. Provide KE training & awareness sessions for students | 2.1 Appoint a HEIF funded ug student KE champion | Increased awareness within student body of KE opportunities (placements, KTP’s etc) improving student employability | Increased number of student enquiries logged. 5 student enquiries during 2021-2022, grow this by 100% to 10 during 2022-2023 | DBE&KE, G&EA (Graduate & Enterprise Advisor) | July 2023 | c, e, k, o |
|  |  | 2.2 Hold monthly KE student drop-in session in the EC | Raised profile of KE and Enterprise | New register established capturing the number of students attending the sessions | DBE&KE, **KE Manager(s)** | July 2023 | c, e, k, o |
|  |  | 2.3 Establish, jointly with Careers, an annual enterprise idea/ creation event | Raised profile of KE and Enterprise | Target 5 students submitting applications | DBE&KE, HoC | Dec 2023 | c, e, k, o |
| **Core Pillar** | **Main action** | **Sub-action** | **Impact** | **Measured by** | **By whom**  **(Lead in bold)** | **By When** | **HE-BCI output ref.**  **See Table 2** |
| People & Information Exchange | 3.Improve KE data collection | 3.1 Appoint KE Officer | Improved processes and systems, formalised and driven by a dedicated KE data collection resource | Increased quality/quantity of internal data captured. 10% growth in data captured in readiness for the annual HE-BCI return | **HoBI&A**, DBE&KE, KE Officer | Feb 2023 | All |
|  |  | 3.2 Collate KE activity against HE-BCI headings | Increased quality/quantity of data recorded on HE-BCI return, leading to increased HEIF income | Growth in annual HE-BCI return. Between 5-10% growth in data collated for the annual HE-BCI return | DBD&KE, **KE Officer**, Finance | Dec 2023 | All |
|  |  | 3.3 Develop new KE repository, analogous to RaY (potentially using ePrints) | Improved robustness of KE data | 5-10% growth in annual HE-BCI return metrics | DBE&KE, Library, **HoBI&A**, KE Officer | Dec 2023 | All |
|  | 4. Identify internal academic expertise and their capacity to engage in KE | 4.1 Work with HoS to create and then populate an internal expertise ‘Directory of Capacity’ that captures academic core competencies. Leading to the identification of thematic areas to grow | Grow academic capacity by 20% from c30 KE active individuals in 2021-2022 to a minimum of 36 in 2022-2023 | Supporting the attainment of increased CPD, KTP and external funding bids | **DBE&KE**, KE Manager(s), HoS | April 2023 | b, c, e, k, o |
|  |  | 4.2 Use the ‘Directory’ to instigate targeted marketing campaigns to develop new profitable CPD courses & consultancy | Supporting CPD growth by 10% from £500k in 2021-2022 to £550k in 2022-2023 | Supporting the attainment of increased CPD, KTP and external funding bids | **DBE&KE**, KE Manager(s), | Nov 2023 | c, e |
|  |  | 4.3 Use the ‘Directory’ to develop bid applications within key thematic areas of strength (E.g. AI,VR, Digital, Health, Creative Ind, and Social Enterprises) | Submit a minimum of 4 UKRI/EPSRC/InnovateUK (or similar) bids in the range of £10k -£150k. Plus, one large funding application in the range of £150k -£500k, both during 2023. | 5 bid applications submitted with a minimum combined value of £190k | **DBE&KE**, KE Manager(s) | Dec 2023 | b, c, d, e |
| **Core Pillar** | **Main action** | **Sub-action** | **Impact** | **Measured by** | **By whom**  **(Lead in bold)** | **By When** | **HE-BCI output ref.**  **See Table 2** |
| Collaboration and Co-production | 5.Grow revenues to secure the long-term sustainability of the Enterprise Centre | 5.1 Increase number of physical start-ups by 100% to 16, currently have 8 | Supporting EC sustainability business case | Increased monthly cashflow from 8 (£25,344) to 16 resident SME’s,  = £50,688 | DBD&KE, EC Manager | Dec 2023 | j |
|  |  | 5.2 Increase number of virtual start-ups to 6, we currently have 3 | Supporting EC sustainability business case | Increased monthly cashflow from 3 (£3,024) to 6 virtual SME’s  = £6,048 | DBD&KE, EC Manager | Aug 2023 | j |
|  |  | 5.3 Write a minimum of 3 x funding applications to secure c£50k -£150k in growth funding from UKSPF, UKRI, Innovate UK or other similar funders) | Supporting EC sustainability business case. Establish a regional AR/VR hub | Minimum of £50k secured to extend EC | DBD&KE, EC Manager, KE Manager(s) | Dec 2023 | c, e, j |
|  | 6.Drive new collaboration opportunities within the EC to establish a unique regional hub | 6.1 Secure UKRI, UKSPF, and/or InnovateUK funding to establish a regional hub for social enterprise, creative industries and digital sector, | Supporting EC sustainability business case | Minimum of £25k secured to develop hub concept. Two new partnership collaborators signed up. | DBD&KE, EC Manager, KE Manager(s) | Dec 2023 | f |
|  |  | 6.2 Find at least one new partner (yet to be identified) within the social enterprise, creative industries and/or digital sector to collaborate within the EC to aid membership growth | Supporting EC sustainability business case | One new partner working within the EC to drive increased membership. | DBD&KE, EC Manager, KE Manager(s) | Aug 2023 | j |
| **Core Pillar** | **Main action** | **Sub-action** | **Impact** | **Measured by** | **By whom**  **(Lead in bold)** | **By When** | **HE-BCI output ref.**  **See Table 2** |
| Commercialisation & Development Support | 7.Increase the number of bid/tender applications | 7.1 Submit a minimum of 4 UKRI/EPSRC/InnovateUK (or similar) small KE funding applications in the range of £10k -£150k during 2023. | Growth in external income generation | Minimum £40k external income generation | **DBE&KE**, KE Manager(s), Uniform Services Manager | Dec 2023 | a, b, c, d, e, f |
|  |  | 7.2 Submit a minimum of 1 UKRI/EPSRC/InnovateUK (or similar) large KE funding application in the range of £150k -£500k during 2023.  Note: Any Research Council submissions to JISC will go via the Research Office but be included within KE outputs. | Growth in external income generation | Minimum £150k external income generation | **DBE&KE**, KE Manager(s), Uniform Services Manager | Dec 2023 | a, b, c, d, e, f |
|  |  | 7.3 Identify partners and submit a minimum of 5 InnovateUK KTP applications in the range of £75 -£150k each, during 2023. | Growth in external income generation | Minimum of 4 applications won generating c£500k | **DBE&KE**, KE Manager(s), | Dec 2023 | a, b, c, d, e, f |
|  | 8.Increase the number of academics delivering KE activities | 8.1 Deliver 4 internal KE bid writing workshops each year for academic colleagues to explore new income streams | Growth in internal capacity to identify new income generation opportunities; increased number of bid applications. | Supporting the attainment of 4 x smaller and 1 x large funding applications. | **DBE&KE**, KE Manager(s), Uniform Services Manager | Dec 2023 | a, b, c, d, e, f |
|  |  | 8.2 Develop a staff consultancy scheme encouraging staff to feed into and grow their consultancy work. The scheme will enable a percentage of money earnt to be retained by the academic deliverer and the host School. These devolved budgets will help drive the rate and pace of engagement. Active staff will be added to the Capacity Directory. | Grow consultancy revenues by 20%.  Previous years totals: 2021-2022 = £163k  2019-2020 = £185k  2018-2019-= £179k | Increase consultancy revenues by c£32k | **DBE&KE**, KE Manager(s), Uniform Services Manager | Dec  2023 | c |
|  |  | 8.3 Develop a postgraduate student consultancy scheme enabling students to gain income and employability skills | Aim to secure a minimum of 5 student consultancy contracts.  Generate min 2 positive case studies on student employability | Increase consultancy revenues by c£2.5k. | **DBE&KE**, KE Manager(s), G&EA (Graduate & Enterprise Advisor) | Dec 2023 | c |
|  | 9.Grow Military Human (MH) engagement and revenues within the MOD/ NHS targeting larger regional, and national tenders | 9.1 Initially target - Pre discharge adjustment briefing pilot in collaboration with the MOD Defence Transition Services team NHS Veterans tender | Secure MoU to create a joint YSJU/MOD project to provide pre-discharge pilot. Additional £10k income generation | Income increased by £10k minimum | DBE&KE, KE Manager(s), **Uniform Services Manager** | April 2023 | a, b, c, e |
|  |  | 9.2 Develop an online Moodle learning platform to bid for NHS England Military Human CPD digital platform contract. | Submit one NHS contract to provide online learning platform. Additional £20k income generation from AF Covenant funding via collaborative providers. | Income increased by £20k minimum | DBE&KE, KE Manager(s), **Uniform Services Manager** | April 2023 | a, b, c, e |
|  |  | 9.3 Increase the number of Military Human f2f training workshops | Deliver 10 more training sessions per year | Income increased by £8,000 | DBE&KE, KE Manager(s), **Uniform Services Manager** | Dec 2023 | a, b, c, e |
|  |  | 9.4 Working with key decision makers within the MOD and NHS utilise the rich longitudinal MH research data to inform and shape future veteran policy | MH research referenced in MOD/NHS policy documents | MH seen as best practice model by Cabinet Office, Office for Veterans Affairs, NHS, MOD and HMPPS | **Uniform Services Manager** | Dec 2023 | b, c |
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**Table 2: HE-BCI Survey details:**

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| --- | --- | --- | --- | --- |
| **Main HE-BCI Survey Title** | **Description of activity** | **Value recorded in 2020-2021** | **Current year predictions** | **Output ref.** |
| 1.Research Related Activities | Collaborative research – public funded |  |  | a |
|  | Contract Research |  |  | b |
|  |  |  |  |  |
| 2.Business & Community Services | Consultancy |  |  | c |
|  | Facilities & equipment related services |  |  | d |
|  | CPD courses |  |  | e |
|  |  |  |  |  |
| 3.Regeneration & Development | Programmes |  |  | f |
|  |  |  |  |  |
| 4.Intellectual Property | Disclosures & patents |  |  | g |
|  | Licence numbers |  |  | h |
|  | IP income |  |  | i |
|  | Spin-off activity |  |  | j |
|  |  |  |  |  |
| 5.Social Community & Cultural Engagement | Public lectures |  |  | k |
|  | Performance arts |  |  | l |
|  | Exhibitions |  |  | m |
|  | Museum education |  |  | n |
|  | **Other\*** |  |  | o |
| \* **Other includes** alternative public events held by the HE provider, which cannot be categorised above. This can include viewing and listening figures for television and radio programmes produced by HE providers, and downloads from their websites. | | | | |