

**London
South Bank
University**

**Research,
Enterprise &
Innovation**

Driving Research, Enterprise & Innovation

Strategic Plan 2015 – 2020

Contents

Executive Summary	3
History	5
Delivering real world impact from Research, Enterprise and Innovation	6
Our 5 strategic aims and key objectives	8
Our approach to success	10
Revised Structure	11
Market-Facing Enterprise Institutes	11
Our new organisational structure	12
Departmental Strategy	14
Central Research Services	14
Systems and Compliance	15
Tenants and Facilities	15
Strategic Projects	15
Health and Wellbeing Institute	16
Sustainable Communities Institute	16
Knowledge Exchange Institute	16
Entrepreneurship and Innovation Institute	17
Implementation Plan	18
Measuring Success	22

Executive Summary

This strategic plan for Research, Enterprise and Innovation 2015 – 2020 provides an overview of the areas we have identified as important to London South Bank University (LSBU). It outlines our approach to implementing and embedding these across our campus and internationally to support staff, students, alumni and businesses. Alongside this ambitious plan we have identified our success measures and how we will work alongside our partners to achieve these.



This document covers the following principal areas:

- Background and Introduction – the importance of Research, Enterprise and Innovation at LSBU.
- Context – our approach to success, our current position and the changing landscape of the future.
- Departmental strategy – our aims and objectives in achieving the Research, Enterprise and Innovation goals as defined in LSBU's corporate strategy.
- Implementation – the strategies we will adopt, services we will provide and partnerships we will build to achieve our aims and objectives.

The strategic plan for Research, Enterprise and Innovation sets out our approach to establishing LSBU as an enterprising and civic university delivering real world impact.

I look forward to working with you all in delivering this ambitious strategy and embedding Research, Enterprise and Innovation at the very heart of everything we do.

A stylized, handwritten signature in black ink, appearing to read 'Gurpreet Jagpal'.

Gurpreet Jagpal

Director for Research, Enterprise and Innovation



THE BOROUGH

POLYTECHNIC INSTITUTE

OPENED

History

Research, Enterprise and Innovation (REI) forms an important and integral part of London South Bank University's (LSBU) history and it remains a major focus for the future.

From its origins in 1892 as the Borough Polytechnic Institute, LSBU has evolved into one of the capital's largest and most innovative universities. Our original mission – 'to promote the industrial skill, general knowledge, health and well-being of young men and women' and to provide employers with a highly skilled workforce – remains remarkably similar today.

Our current students, wherever they come from and whatever their goals and aspirations, can look forward to an education that develops them both academically and personally, reflects the needs of business and society and equips them for rewarding future careers.

REI is at the heart of our DNA; our founding members used a combination of charitable funding and public donations to establish the institution. Set up by solicitor and London Education Board member Edric Bayley and backed by the Prince of Wales and the Archbishop of Canterbury, the founding members took collection boxes to London's bridges and sent out over 55,000 letters of appeal. Within four years, the committee had raised enough money to set up two polytechnics, one at Battersea (now part of the University of Surrey) and one at Elephant and Castle, now LSBU.

While much has changed in the intervening years, our belief in the power of professional education and the importance of equipping our students for the workplace remains as strong as ever.

Our original mission – 'to promote the industrial skill, general knowledge, health and well-being of young men and women' and to provide employers with a highly skilled workforce – remains remarkably similar today.

Delivering real world impact from Research, Enterprise and Innovation

LSBU's Corporate Strategy 2015 – 2020 has three main outcomes:



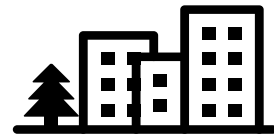
Student success

We want to provide a personalised, high calibre education which equips graduates for employment and prepares them to make a positive contribution to society.



Real world impact

So that our highly applied academic environment supports the communities we serve by providing the high quality applied research they need to improve and grow.



Access to opportunity

We aim to build opportunity by partnering with entrepreneurial organisations seeking to address current and future challenges facing society.

This strategic plan focuses on the Research, Enterprise and Innovation strategy for LSBU and outlines the implementation strategy from 2015 to 2020.

1. **Growth and diversification of income streams remains critical to the overall success of the University; Research and Enterprise activities will play a key role in identifying and securing additional income.**
2. **Research activities are focussed on creating an environment and culture to support the development of researchers and demonstrate research impact in preparation for REF2020.**
3. **Our enterprise and innovation activities are focussed on developing entrepreneurial graduates ready to take on real-world challenges and to also foster knowledge exchange opportunities between the University and external partners so to inform our teaching and research.**

Our definition of enterprise at LSBU is broad and encompasses:

- student/graduate businesses
- commercialisation of IP (including spin-out businesses)
- academic and student consultancy
- CPD training
- social enterprise
- delivery on entrepreneurship education and training
- knowledge exchange programmes
- access to incubation offices and facilities, and transnational education.

We aim:

To be London's top modern university by 2020.

To ensure we provide dynamic evidence-based education which is underpinned by highly applied research and enterprise activity.

To deliver outstanding economic, social and cultural benefits from our intellectual capital, by connecting our teaching and research to the real world through commercial activities and social enterprise.

– LSBU Corporate Strategy 2015-2020

Our 5 strategic aims and key objectives

1. To be in the top 50% of UK universities for research income by 2020

- a) Maximise research impact by increasing the dissemination of our work through enhancing the volume and quality of outputs and case studies annually and through our exploitation of Intellectual Property.
- b) Focus our research and enterprise activity to address key issues facing society and business, via an interdisciplinary networked approach based on cross-cutting themes within which we excel internationally.
- c) Increase our research and enterprise capability and active staff, and enhance our succession planning by developing staff capacity, nurturing and recruiting staff who are talented and experienced in conducting and applying research.

2. To be in the top 50% of UK universities for enterprise income by 2020

- a) Identify new sources of funding and make full use of collaborative funding schemes such as Knowledge Transfer Partnerships, Innovate UK programmes, and European Commission funding and industrial sponsorship.
- b) Through the development of key strategic partnerships, grow and diversify our income streams to decrease reliance on UK undergraduate numbers.

3. To be one of the ten best universities in the country for supporting and fostering student and graduate start-ups by 2020

- a) Ensure that all students gain real world experience (work placements, structured work experience, or experience in enterprise), supporting them to excel outside LSBU.
- b) Provide advice and guidance to encourage student start-ups, nurturing networks of student entrepreneurs.
- c) Use our alumni, part-time students, staff and extended professional and local networks to provide formal and informal development, employment and volunteering opportunities for our students.

- d) Provide partnership and professional support that benefits SMEs and our local communities, and ensure innovative support for our own staff and graduate start-ups.
- e) Support staff at LSBU to commercialise their knowledge and explore opportunities to spin-out their own companies.

4. To develop our Research Environment (PGR numbers, completions, Professoriate, concordat, repository, etc.) and enhance Impact

- a) Increase postgraduate research student numbers, identifying sources of income and funding to strategically invest in our infrastructure, nurture talent and develop PGR skills.

5. To be recognised as an enterprising and civic University

- a) Create a distinctive academic environment that motivates staff and students to succeed – by ensuring a clear interaction between our teaching, research and enterprise.



Our approach to success

REI is a gateway for external organisations to access the University's services, facilities and expertise. Internally REI provides research and enterprise support to staff, students and alumni. REI works with:



Businesses, public sector and voluntary organisations

Helping them to grow, innovate and improve performance by finding cost-effective solutions and connecting them to the right expertise at LSBU.



Academics and researchers

Supporting the development and submission of research proposals, helping them to find funding and connecting them with external organisations.



Students, graduates and alumni

Driving and supporting them to be enterprising, supporting them to start-up businesses and connecting their growing businesses with our experts.

REI is a facilitative team working with colleagues in LSBU's seven Schools and other professional functions to support the delivery of activity, as well as a delivery team leading on the execution of its own portfolio of programmes on behalf of the University.

The growth of research and enterprise income is dependent upon both the Schools and REI. The Schools have identified 'Directors of Research and Enterprise', 'Enterprise Champions' and 'Unit of Assessment Leads' to support the development of activity from within Schools and to create a culture of research and enterprise locally. It is critical that these individuals can draw upon support 'centrally' to support their endeavours.

Within REI there is lead delivery on a number of extra-curricular enterprise programmes, management and delivery of ERDF funded projects as well as the lead on developing commercial income generating opportunities.

Revised Structure

To support collaborative working and foster synergies, Research and Enterprise came together as the newly formed REI department in September 2014. To deliver on the growth agenda as set out in the Corporate Strategy 2015 – 2020 and in this strategic plan, REI required an absolute increase in staffing and a revised, market-focussed structure. The new structure (overleaf) puts in place a full senior management team, increasing to eight direct reports for the Director of Research, Enterprise and Innovation.

Market-Facing Enterprise Institutes

To support our seven Schools we have created four new market-facing units each with a 'Head' and a sales and support team:

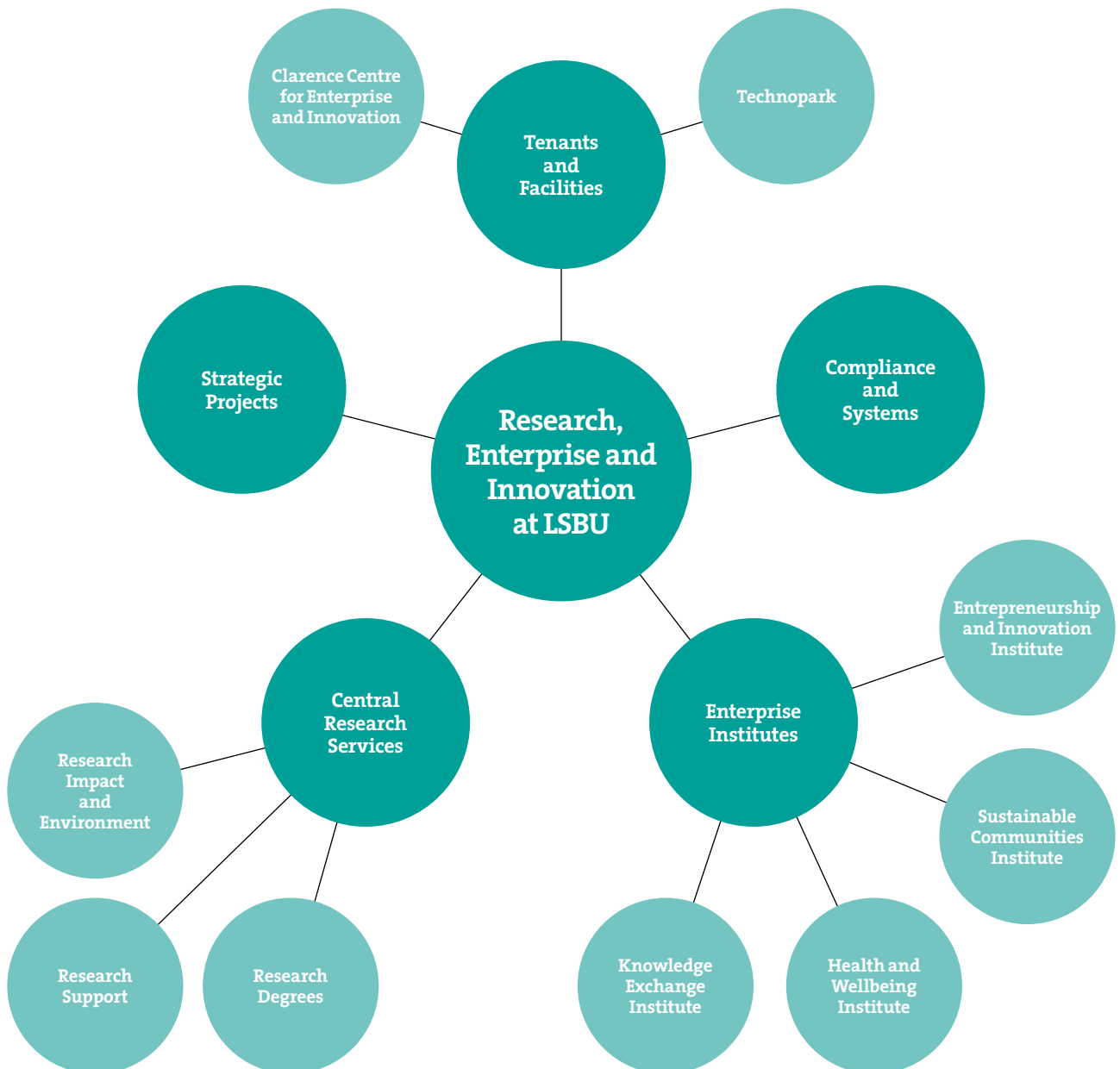
1. Health and Wellbeing
2. Sustainable Communities
3. Entrepreneurship and Innovation
4. Knowledge Exchange

The Enterprise Institutes (EIs) are designed to drive a step-change in enterprise income by aligning the University with sectors within which it has the expertise and market reputation to provide high level support. The EIs ensure our expertise is aligned to market demand and can support the growth of multi-disciplinary projects. These 'virtual' EIs are the mechanism through which we will provide commercial leadership and account management, targeted marketing and informed proposal generation and development.

LSBU's seven Schools:

- Applied Sciences
- Arts and Creative Industries
- The Built Environment and Architecture
- Business
- Engineering
- Health and Social Care
- Law and Social Sciences

Our new organisational structure





Departmental Strategy



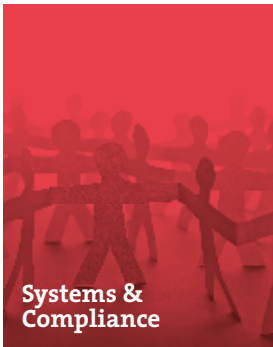
We aim to implement our strategy within the following areas:

Central Research Services – Research Support

Central Research Services (CRS) support LSBU academics and researchers in identifying, bidding for and managing external research funding. We liaise with research funders and partner institutions on contracts and collaboration agreements and we provide data to senior management on research proposals and contracts. We also work alongside School R&E Directors to monitor research activity and project development. We support on REF preparation and identify and develop impact case studies. Additionally, we work closely with colleagues in other professional services advising Finance on funder rules; supporting LIS on open access and data management; with OSDT on research career development and with Marketing on showcasing research.

Central Research Services – Research Degrees

The Doctoral programme at LSBU is being restructured to meet the demands of the University restructure and emphasis on increasing student numbers for the subject areas expected to be submitted for the next REF 2020. Students commencing from September 2015 will be the first for the revised programme structure. The University is committed to establishing a graduate college to look after the progression, training and development of Doctoral students.



Systems and Compliance

We recognise that only by establishing internal practices, policies and procedures as optimised as those of a commercial consultancy can we deliver the reduction of risk combined with efficient and effective systems that deliver value for the University. Through Systems and Compliance we plan to build and maintain effective compliance frameworks including: establishing standards and procedures, agreeing senior levels of oversight and support for a culture of compliance that supports ethical behaviours whilst addressing our corporate goals.



Tenants and Facilities

LSBU has been providing affordable office space to SMEs for almost 30 years, firstly in the Technopark (where we have some very long standing tenants) and then expanding into the recently opened Clarence Centre for Enterprise and Innovation. Originally open to all sectors of business the Centres have now begun to focus on those industries that have alignment opportunities to the newly established Schools in LSBU to maximise engagement opportunities between tenants and LSBU staff, academics and students. There are currently 57 SMEs in individual offices of which 33% have actively engaged with LSBU in the past six months. The core goal of the enterprise office letting business is to enrich the LSBU student experience by offering on-site work experience and placements across a wide range of companies in a multitude of sectors. By enabling students to gain work experience in external organisations on-site while studying, LSBU is creating a unique offering to students.



Strategic Projects

Europe will be a major contributor to future sources of our research and enterprise income and the Strategic Projects team, utilising the core of educational expertise we have developed with our current ERDF project, will work with colleagues across the University and external partners to exploit this. Resource is now specifically focused on large strategic bid development and delivery rather than the previous role of general programme support. A Head of Strategic Projects is supported by a new role of Bids and Partnerships Manager (Europe) to start to build the contacts and alliances. The Strategic Projects team will drive the expansion of the University's portfolio of ESIF and direct EU funded projects to create real world impact. It will support in early stage development, bid submission and where appropriate delivery of key projects to create a sustainable portfolio of strategically aligned income generating Enterprise activity. There will be an immediate focus on developing relationships and partnerships in Europe and at national and local levels to support this.



Health and Wellbeing Institute

The Health and Wellbeing Institute is an interdisciplinary and inter-professional centre of excellence working towards improving the health status of individuals, communities and nations. The Institute combines a number of expert disciplines across LSBU in a single unit, helping foster novel collaborations, research partnerships and innovative enterprise activities. The focus of the Institute is to improve the health and wellbeing of populations through impactful interventions, research and policy guidance. The Institute brings together a broad range of expertise, which includes nursing, occupational therapy, social care, psychology, sociology, the creative industries, design, communication technologies, engineering, sports science, international development, policy and data science.

Sustainable Communities Institute

The Sustainable Communities Institute is an interdisciplinary and inter-professional centre of excellence working toward creating places for individuals and groups to live and work sustainably, both now and in the future. The scope of the Institute includes smart city areas such as energy, transport, planning and design, accompanying digital technologies, political and social structures, and governance. The focus of the Institute is to enhance performance, sustainability and wellbeing and reduce cost and resource usage through impactful interventions, research and policy guidance.

Knowledge Exchange Institute

Knowledge Exchange is one of the core mechanisms through which the University connects its research to the real world. This is also a key way for LSBU to demonstrate impact, supporting both the REF and the quality of teaching and evidence-based education by our practitioner-academics. The KE Institute will provide the specific focus needed to achieve and sustain LSBU as a top 5 University for KTPs and a wider portfolio of KE initiatives.



Entrepreneurship and Innovation Institute

Entrepreneurship and Innovation strives to create and deliver activities that inform and inspire the student and academic community to engage in entrepreneurship and innovation including engagement with start-ups and SMEs. The Institute will bring together LSBU's expertise and experience in supporting business start-up, social enterprise, innovation and growth. The EI's activities will include an enhanced student enterprise offer, supporting LSBU students to develop their entrepreneurial capabilities and LSBU's aim to be a top 10 university for graduate start-up by 2020 (Corporate Plan, 2014).

Student-facing activities will address the demand for enterprise support identified in the recent student survey which showed that 49% of LSBU students wanted to run their own business in the future (New Student Survey 2014 – LSBU 2014/15 Undergraduate Survey). Commercialisation activity will be underpinned by an updated Intellectual Property (IP) Policy. We will develop new activities for research active staff to encourage them to explore commercialisation opportunities. We will support students and staff to increase their awareness of IP matters, to encourage collaboration and commercialisation.

Implementation Plan

1 To be in the top 50% of UK universities for research income

Maximise research impact by increasing the dissemination of our work through enhancing the volume and quality of outputs and case studies annually.

Focus our research and enterprise activity to address key issues facing society and business, via an interdisciplinary, networked approach based on cross-cutting themes within which we excel internationally.

Increase our research and enterprise capability/active staff, and enhance our succession planning, by developing staff capacity, nurturing and recruiting staff who are talented and experienced in conducting and applying research.

To support this we will:

- Identify and build two impact case studies per unit of assessment per annum through regular review of existing research projects and publications. We will work with colleagues in REI to strengthen innovation and impact strands in all research proposals.
- Coordinate annual mini REF exercise and support and monitor use of Symplectic across all Units of Assessment (UOA) for acceptance of research publications, providing regular workshops for staff.
- Enhance our reputation through showcasing LSBU research by producing an annual REI brochure and regularly updated research case studies on LSBU research web pages.
- Run monthly drop-in workshops facilitated with Research Professional to discuss ideas for research projects and identify funding streams. We will hold regular briefing sessions for researchers on a number of key funding opportunities and create a library of accessible 'successful' proposals; top-tips for research applications and proposal feedback databank.
- Invest in the LSBU research environment ensuring LSBU remains eligible for funding from all major funding bodies including obligations on open access, research integrity and research data management. To support this we will make all key University research policies accessible on LSBU's externally facing webpages and hold regular workshops on Research Integrity for LSBU academic and research staff.
- Support our academics to attend external events.
- Hold sector specific networking events to showcase our activity and increase engagement.
- Hold internal colloquiums to foster internal networking and collaboration.
- Provide training and rewards for research active staff.

2 To be in the top 50% of UK universities for enterprise income

Identify new sources of funding and make full use of collaborative funding schemes such as Knowledge Transfer Partnerships, Innovate UK programmes, and European Commission funding and industrial sponsorship.

Grow and diversify our income streams to decrease reliance on UK undergraduate numbers.

To support this we will:

- Create multidisciplinary, multi-school and externally facing Enterprise Institutes (EIs) each with a Head/ external account manager. We will ensure School generated Enterprise Income aligns itself with EIs and develop business engagement/ corporate relationships that also align with EIs. Marketing 'propositions' will be aligned via EIs and raise external profile of staff and LSBU through conferences as well as national and European lobbying. Support will also be provided to academics to engage with relevant EI sectors to build relationships that will support enterprise and research income generation.
- Develop a reward system that encourages Schools to actively engage in Enterprise activity.
- Create a commercial approval process that encompasses not only acquisition to approval but covers the wider view of project management and delivery, award closure and reporting.
- Create processes for effective relationship management underpinning our external engagement and commercial ambitions. We will also ensure that data is captured across the University within our current CRM (Raiser's Edge) in order to extract value from relationships.
- Develop a common operational and promotional framework to support scaling of CPD activity.
- Develop a KTP training programme to increase academic awareness and participation in KTPs.
- Develop new Knowledge Exchange services, such as the KTP, underpinned by MSc Learning by Contract, ideally utilising additional external funding sources.
- Develop a portfolio of ESIF and direct EU funded provision (e.g. Interreg, COSME and Creative Europe) that is aligned with the EIs and supports objectives set out in LSBU's corporate plan.
- Work across University departments to ensure the pipeline of EU funded provision is maximised and robust systems are in place to drive bid development and embed successful delivery.
- Lead a Strategic Projects team to support delivery of key EU funded projects ensuring optimised internal practices, policies and procedures.
- Maintain an occupancy of the LSBU property portfolio of at least 85% across both sites.
- Identify a local strategic partner to expand the lettings portfolio without a capital outlay by LSBU (ERDF, ESIF or Section 106 funding).

Implementation Plan

3 To be one of the ten best universities in the country for supporting and fostering student start-ups

Ensure that all students gain real world experience (work placements, structured work experience, or experience in enterprise), supporting them to excel outside LSBU.

Provide advice and guidance to encourage student start-ups and nurture networks of student entrepreneurs.

Use our alumni, part-time students, staff and extended professional and local networks, to provide formal and informal development, employment, and volunteering opportunities for our students.

Provide partnership and professional support that benefits SMEs and our local communities, and ensures innovative support for our own staff and graduate start-ups.

To support this we will:

- Implement an enhanced programme of extra-curricular student enterprise activities, with a focus on giving students real world experiences and developing their enterprise skills and mindset.
- Establish a credit structure for our start-up programmes, to give students the opportunity to gain academic credit and include an enterprise pathway within their degree programme.
- Provide support for academic staff to develop a more enterprising curriculum through sharing best practice and engagement with the SME and start-up community to inform course development and delivery.
- Develop and implement a new consultancy and internship programme for students in start-ups and SMEs.

4 To develop our Research Environment (PGR numbers, completions, Professoriate, concordat, repository, etc.) and enhance our Impact

Increase postgraduate research (PGR) student numbers, identifying sources of income and funding to strategically invest in our infrastructure, nurture talent and develop PGR skills.

To support this we will:

- Establish a supportive research environment that fosters the pursuit of research excellence and impact. We will create eight Units of Assessment (UoAs) each with a senior external academic 'mentor' and we will develop a process to review UoAs annually to measure impact. We will support annual senior level pump priming appointment to each UoA, providing support for each UoA for international, collaborative and multidisciplinary research.

- Provide advice and guidance on Doctoral Programmes to applicants, research students, supervisors and Deans. We will provide student with key skills training events and the annual summer school week as well as support Schools with developing School-based research environment.
- Lead on the development of supervisory skills training (Epigeum platform) to increase supervision capacity.
- Establish a graduate college to look after the progression, training and development of Doctoral students.

5 To be recognised as an enterprising and civic University

Create a distinctive academic environment that motivates staff and students to succeed by ensuring a clear interaction between our teaching, research and enterprise.

To support this we will:

- Raise the profile LSBU's Enterprise expertise and ambition to a variety of audiences, including the European Commission.
- Maximise the awareness and reach of EU funded projects through effective marketing and communication campaigns.

Measuring Success

The outputs from these strategies are matched to the implied Corporate Strategy 2015-2020 aspirations directly so that by the end of the five year period, i.e. the 2019/2020 academic year, the following are to be expected:

- Research active academic number (to be submitted to REF) grown from 100 to 300 FTE.
- Research student numbers to match required completions per FTE and per UoA.
- FT Ph.D study completions within 4 years to be at sector best.
- Measurable increased UoA quality, critical mass and impact.
- Research income in 2020 close to £6M.
- Enterprise Income (HEIF) in 2020 above £15M.
- LSBU recognised as a leading HEI for delivering skills development for businesses.
- Levels of student internships, placements, study abroad and employment are sector leading.
- LSBU is nationally recognised for student start ups, social enterprise and community impact.

Read LSBU's full
Corporate Strategy at
lsbu.ac.uk



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