

Making a Difference: A Place and Partnership Strategy 2022

Responsible for this policy

Pro-Vice-Chancellor – Place and Partnerships

People who need to read this policy

All LJMU Staff, Students and Contracting Persons

Relevant to Academic Partnerships?

Yes

Date the policy was introduced

2022

Date(s) when the policy was modified

For annual review

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Responsible for reviewing this document

Pro-Vice-Chancellor – Place and Partnerships

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Making a Difference: A Place and Partnership Strategy 2022

Introduction

From the earliest origins of the university, we've had a deep bond between ourselves and the city and region we call home. In 1823, we were founded in the belief that education could improve lives and life chances of the people of Liverpool, the region and anyone who came into contact with us. We recommitted to this core philosophy in the transition from polytechnic to university in 1992 as well as in our current strategic plan and our plans for the future.

We have, throughout our history, sought to work in partnership to address the social, structural and economic conditions of Liverpool and its wider City Region. This goal remains the driving force behind our work now: to make a difference at home and further afield.

We have a distinct place, as an anchor institution and active partner, in our city and region. We share a spirit of adventure and innovation with local communities striving to make a difference and put something back, helping to solve the problems of the 21st century.

Our university has a significant footprint in the city and the city region. We have over 23,000 students (over 50% of whom are from the Liverpool City Region) and 2,400 staff from more than 100 countries. We seek to harness the diversity and passion of our LJMU community and students and staff to help transform lives and life chances, to make a difference and be part of something that is bigger than ourselves. Our staff, students and alumni are the beating heart of this university, with an impact that goes beyond academic, economic and social measures. It can be seen in our physical footprint around the city, our global connections and how often you will meet someone who has been transformed by a connection with our university and has helped transform the lives of others. We do this through our students and staff, as they work in partnership with a diverse range of people and organisations to help develop skills, a sense of community and place, and to help build knowledge and understanding of the world around us. This sense of place – an active and passionate belief in our role in helping to shape a greener, fairer, more inclusive society in our home city and region – drives everything we do.

Making a difference is what a university should be about. It is what we are about. It is who we are. It is Liverpool John Moores University and our place in Liverpool and the Liverpool City Region.

The Context

This is an exciting and demanding time for Liverpool and the Liverpool City Region. Despite the challenges arising from the COVID-19 pandemic and historical social, economic and health inequalities issues within the region, there is huge optimism about the opportunities for local people and communities. The spirit of adventure and creativity for which the region

is world famous has been coupled with the opportunity of increased devolution of political and policy-making powers from Westminster and Whitehall to the Liverpool City Region.

In 2014, a devolution settlement was agreed giving local leaders greater powers over key levers which can affect the social, economic, environmental and cultural success of the region. The election in May 2017 of the region's first Metro Mayor and the establishment of the Liverpool City Region Combined Authority, covering all six local authorities (Liverpool, Wirral, Sefton, Knowsley, St. Helens and Halton) has breathed new life into the region and offered an opportunity to address issues of place within the region, spearheaded by local leaders and their partners, including LJMU.

The opportunity to work with local and regional leaders on the key issues of social inclusion, economic growth, skills and jobs, digital connectivity, diversity and inclusion, transport and sustainability and social mobility aligns with the university's passion to make a difference. These issues are set against a backdrop of wider societal issues such as an aging population and often engrained health inequalities.

Alongside this commitment to work with local leaders, the university seeks to make a difference on national and global strategic issues affecting the lives of local people, such as on the climate emergency.

The Vision and Structure of this Strategy

At the core of what makes LJMU tick is a passionate commitment to being an active partner who makes a difference to our neighbours, the city of Liverpool and the Liverpool City Region. We can make that difference by working in real partnership with people and organisations and bringing partners together - other educators, businesses, social enterprises, charities, voluntary bodies, trade unions, public bodies and others - who share our commitment to transforming the lives of those who live, study and work here.

We have a long-term university-wide commitment to be an active partner with residents, organisations and other education partners – and leaders – across the geographic area of the Liverpool City Region. We believe in transparency and honesty, and through our commitment to real, active partnership working we seek to involve the broadest range of people and communities in our work and so that we can be held to account for the promises we make and to ensure that we keep our word and successfully deliver our aims. We are committed to be an active partner in our communities: not just talking about working together or using the words of collaboration and cooperation but living and breathing them every day in our actions.

We believe in a university, and being part of a community, with a passionate community to inclusion and in helping to meet the needs of the diverse communities of the Liverpool City Region. The publication of this place and partnership strategy is part of that commitment to meaningful partnership with diverse partners across the City Region and to making our priorities, commitments and promises public and accessible.

- We will be an active engaged partner;

- We will be proactive in meeting the needs of the communities which make up the Liverpool City Region;
- We will support the delivery of inclusive growth in the city region and the building of social value through the development of people and skills; playing an active role in the development of place and community; and through the impact of our knowledge and innovation.

As we set out our commitments and promises to our places and people in the remainder of this document, we are focused on four things:

- **Engaging with local priorities**– We will be an active partner listening to and working in real partnership with a diverse range of people and organisations in our neighbourhoods, the city of Liverpool and the Liverpool City Region.
- **Energising local leadership and partnerships** – building and maintaining a sense of excitement and positivity about the possibilities that together with our partners we can maximise to help transform places, lives and life chances within our neighbourhoods, the city of Liverpool and the Liverpool City Region.
- **Empowering local communities** – We are committed to empowering our communities on and off campus - facilitating and supporting our students, staff and stakeholders to make a contribution to building and maintaining a fairer, greener and more inclusive city and city region, helping to transform the lives and life chances of the widest possible range of people and communities.
- **Enabling local change** –We will take actions that will help transform places, lives and life chances within our neighbourhoods, the city of Liverpool and the Liverpool City Region.

Together, these four Es - engaging, energising, empowering and enabling - represent our place and partnership pact with the city region and its partners, communities and people.

Our place and partnership work is organised around the themes of our overarching civic university strategy – ‘LJMU making a difference’ – as set out below:



Each of these themes reflect the areas of our work in which we believe we can make the greatest contribution and have the maximum impact on our communities. We examine each of these in detail in our overall civic university strategy – ‘*LJMU making a difference*’.

In the context of this place and partnership strategy these themes are focused on the following:

People and Skills – we will deliver a portfolio of educational programmes and other opportunities, including volunteering and outreach, which develop high level skills which meet the needs of the city region – including addressing skills shortages.

Place and Community – we will play an active role in providing place-based leadership and support to others, ensuring all of our activities deliver value for our local communities, focusing on diversity and inclusion.

Knowledge and Impact – we will deliver impact which supports innovation and inclusive growth in key priority areas across the city region through our research and development portfolio and our active approach to knowledge exchange.

In order to place those priorities in context we have made the following five overarching promises and commitments, from which all of our activities flow.

Our Promises and Commitments

We reflect the passion, honesty, warmth and directiveness of the people of our neighbourhoods, the city of Liverpool and the Liverpool City Region and we believe in talking in a straightforward and open way about what we stand for, what we plan to do, why we plan to do it and how we will measure it. We have therefore made the following promises and backed those up with detailed commitments so that anyone who reads this document, and our implementation plan knows what we are going to do and how to hold us to account.

These commitments, based on our four Es - engaging, energising, empowering and enabling – form the basis of our place and partnership pact with the city region and its partners, communities and people. This pact can be found on our website, with signatures of our partners who are working with us on this agenda.

Promise 1: We are helping to build and share knowledge, understanding and value.

We are committed to developing the skills of the people and communities of the city region to help them transform their lives and the lives of others. This includes the contribution we make to developing key workforces across the region in the NHS, schools, and people facing services.

We are committed to driving innovation, generating knowledge through our research, teaching and learning, and working in real partnership to ensure our academic work has demonstrable impact.

We will work with partners to make sure we support people to realise their goals and aspirations, especially in education, training and in supporting local entrepreneurs and business owners. This includes on key issues for the Liverpool City Region, in which we have expertise, such as through our maritime and logistics expertise to support the development of a local Freeport; in our contribution to LCR 4.0; Health Matters; our Low Carbon Eco-innovatory, working collaboratively to create low carbon goods; processes and services and through our Centre for Entrepreneurship, and supporting scale-up of local businesses through our Business School.

We will support the local economy, including local SMEs, and innovate with our portfolio to maximise the impact we have and help develop and nurture thinkers who are highly skilled and will support the transformation of the Liverpool City Region.

We will support graduate retention and work with local employers to create opportunities for sustainable graduate jobs.

We will play a leadership role, working as an active partner, to help deliver the solutions to the challenges of the 21st century across the Liverpool City Region.

We will promote the opportunities, expertise and assets of Liverpool City Region across our global networks and partners.

Promise 2: We are being good neighbours.

We are committed to providing opportunities for those who live in our city region to see into our world and through that to see their futures. This means opening our doors and facilities – and using all the assets of our estate - to support local people and using our outreach work and careers team to highlight education, training, volunteering and working opportunities that are open to all of our neighbours. It also includes the work we do with the Mersey Forest and through our own Forest School, and in delivering our Sports Strategy, which will provide a focal point for community engagement.

We are committed to providing role models, mentors and advice and support to those neighbours of ours who are underrepresented in higher education, including those from ethnic minorities and from the diverse communities of the Liverpool City Region.

We are committed to listening to our communities and actively involve them to shape our activity and suggest how and what LJMU can do to enhance our communities.

We are committed to treating our local areas with respect, with sustainability always at the top of our mind. This includes delivering our Active Travel Strategy, keeping noise to an acceptable level, removing our litter and providing opportunities for our staff, students, visitors and anyone who sets foot on our campuses to play their part in recycling and helping us meet the climate emergency we all face.

We are committing to drawing on our expertise in green energy and renewable technology to support the development of a greener, more sustainable Liverpool City Region.

Promise 3: We are passionate about being local champions.

We celebrate diversity and embrace inclusivity and believe passionately in the power of difference.

We are committed to prioritising the buying of goods and services from within the Liverpool City Region and following an ethical investment policy.

We are committing to hiring staff from within the Liverpool City Region and ensuring that our workforce reflects the social and economic backgrounds of the people who live here.

We are committed to recruiting students from within the Liverpool City Region. This is covered in detail in our Access and Participation Plan which can be accessed [here](#).

Promise 4: We are positive, meaningful partners.

We are committed to working with people and organisations - including other universities in Liverpool, further education colleges and schools, businesses, social enterprises, charities, voluntary bodies, trade unions, public bodies and others - who share our commitment to transforming the lives of those who live, study and work here.

We are committed to managing and publishing a formal list of place and partnership strategy partners and our LJMU PACT (Positive Action for Community Transformation) partners – a new initiative from which captures our collective commitment to the region – with organisations who share our passion for our neighbourhoods, the city of Liverpool and the Liverpool City Region.

This list will include the Liverpool City Region Combined Authority, Liverpool City Council and the other five local authorities within the region as well as with Merseyside Police, our local NHS providers and further education colleges.

We are committed to working with our Liverpool City Region Combined Authority partners and the six local authorities within the region on the areas of policy and implementation work they have identified as priorities, including:

- Employment and skills
- Adult Education Budget
- Commercialisation and Innovation
- Local Industrial Strategy
- Spatial planning
- EU and Brexit
- Fairness and social inclusion
- Housing
- Energy and environment
- Culture
- Homelessness
- Transport
- Health and wellbeing

We are committed to a wide range of partnerships, cooperation agreements and commitments, including on or with the:

- Armed Forces Covenant
- Living wage
- Royal British Legion
- Girl Guides
- Girls Net
- Brownies
- Eureka Mersey
- National Schools Observatory

We are committed to regular meetings and dialogue with our partners and the transparent sharing of information with our partners and about our work together on our website.

We are outward-facing and will work to ensure that our global links benefit the city and the region.

Promise 5: We are making a difference every day.

We are proud to call Liverpool and the Liverpool City Region our home, with huge numbers of our staff and students living here and seeing themselves as part of the city and region.

We will strive to be the difference we want to see in the world, through our diverse community of students, professional services and academic staff and through the things they do every day in our local communities. This includes ensuring diversity in the work we lead and sponsor, such as our Roscoe Lecture Series – the largest free public lecture series in the UK – which seeks to engage our local community in discussions about critical issues.

We are committed to ensuring that our day-to-day work makes a difference to the people of our neighbourhoods, the city of Liverpool and the Liverpool City Region, seeking to support economic growth, social justice and inclusion, the enhancement of the rich cultural fabric of our communities, the digital infrastructure (including in skills and jobs), reducing health inequalities, and improving the lives and life chance of the people who live, study and work here. This includes our support for our local communities through the Legal Advice Centre, which has delivered £500k of free legal advice to local people since 2014, and the extensive work done to improve the health and wellbeing of local people through our Public Health Institute, other works across LJMU on health inequalities and on issues affecting society, such as dementia.

Implementation Plan, Measuring and Tracking Delivery

As well as making promises and commitments to our neighbourhoods, the city of Liverpool and the Liverpool City Region, this document makes clear our commitment to transparency and honesty in providing evidence that we keep our promises and deliver our aims and goals.

Alongside this document is a detailed implementation plan, linked to the *LJMU Making a Difference* strategy. This plan takes the promises we have made above and sets out the related detailed activities that we are undertaking under each of the three themes of the '*LJMU making a difference*' strategy: people and skills, place and community and knowledge

and impact. It contains a clear plan for our current activities, planned activities and longer-term future developments, as well as providing a sense of prioritisation for each of these.

These represent the detailed, day-to-day activities that we are doing across LJMU (giving each one a target date and an owner within the university). The implementation plan also sets out detailed case studies and vignettes of our work, proves evidence of how we deliver – and plan to continue to deliver – on the promises we make in this strategy. We commit to publishing quarterly updates, as well as an annual report, on progress against each of these activities and milestones.

We will also be providing regular updates and transparent information on how well we are achieving our aims and goals on our website and through our social media accounts.

END OF POLICY