

Vision 2030

Research, Enterprise & Innovation Outcomes Strategy

A. Alignment to Vision 2030

		<i>Primary</i>	<i>Secondary</i>
Strategic Aims:	Student Learning, Life and Futures		X
	Research, Enterprise and Innovation	X	
	People, Culture and Community		X
	Our Impact	X	
	Shaping Sustainable Futures		X
Cross-cutting Themes	Sustainability	X	
	Partnerships		X
	Inclusivity	X	
	Global	X	
	Wellbeing		X
	Compassion	X	

B. Risks

To be developed by Research and Enterprise Integrity Committee

C. Governance

Strategy period	2023-2030
Strategy review arrangements	This Outcomes Strategy will be reviewed and monitored, including the development of risks, by Research and Enterprise Integrity Committee, and progress reported to Academic Board, and also to the Governing Body via the Annual Compliance Statement on Research and Enterprise Integrity. In addition, an Implementation Strategy will be developed and approved by Research and Enterprise Integrity Committee, and reported to Academic Board.
Last reviewed	

D. Introduction

Our Research, Enterprise and Innovation Outcomes Strategy will deliver the five objectives of the Vision 2030 Strategic Aim for Research Enterprise and Innovation, and three of the five objectives for the Vision 2030 Strategic Aim for Our Impact by achieving the three following priorities:

- (1) **RESEARCH:** *To be ranked in the middle third of HEIs for research, according to performance in REF 2028*
- (2) **KNOWLEDGE EXCHANGE (ENTERPRISE & INNOVATION):** *To be ranked in the top 20% of HEIs for the majority of areas measured by KEF 2030*
- (3) **UNDERPINNING INCOME:** *To secure £30m income supporting Research, Enterprise and Innovation activity by 2030*

E. Priorities and Objectives

(1) RESEARCH

To be ranked in the middle third of HEIs for research, according to performance in REF 2028

To achieve this we will:

- a. *Seek to increase staff FTE submitted to REF 2028 by 100 FTE, comprising:*
 - Three new Units (Business & Management; Engineering; Computer Science and Informatics) delivering circa 40-45 FTE
 - Capacity building for Units in health and education, delivering circa 40-45 FTE
 - Incremental increases across ten remaining Units, delivering circa 10-20 FTE
- b. *Increase PGR completions, through:*
 - Maintaining rather than increasing student numbers
 - Increasing completion rate
 - Increasing timely completions
- c. *Increase the volume and quality of research outputs, by delivering:*
 - 51% increase in outputs (726 outputs by end 2027)
 - 174% increase in world-leading 4* outputs (189 4* outputs by end 2027)
 - 78% increase in internationally excellent 3* outputs (354 3* outputs by end 2027)
- d. *Increase the number and quality of impact case studies, by delivering:*
 - 46% increase in case studies (38 case studies by end 2027)
 - 100% increase in world-leading 4* case studies (12 4* case studies by end 2027)
 - 40% increase in internationally excellent 3* case studies (21 3* case studies by end 2027)

(2) KNOWLEDGE EXCHANGE (ENTERPRISE & INNOVATION)

To be ranked in the top 20% of HEIs for the majority of areas measured by KEF 2030

To achieve this we will

- a. Maintain our current ranking in the top 20% of HEIs for:
 - *Working with the Public and Third Sector*
- b. Increase our current ranking (from the top 40%) to join the top 20% of HEIs for:
 - *Public and Community Engagement*
 - *Continuing Professional Development (CPD) and Graduate Start-Ups*
- c. Significantly increase our current ranking (from bottom 40%) to join the top 20% of HEIs for one of:
 - *Working with Business*
 - *Research Partnerships*
- d. Support longitudinal development of our activity in relation to:
 - *Local Growth and Regeneration*
 - *Intellectual Property and Commercialisation*

(3) UNDERPINNING INCOME

To secure £30m income supporting Research, Enterprise and Innovation activity by 2030

To achieve this we will

- a. Increase research grants from UK Research & Innovation from a current negligible figure to *£1m in 2030*
- b. Increase income returned to the Higher Education Business and Community Interaction Survey (HEBCI), covering enterprise and innovation activity, by 30% to *£17.5m in 2030*
- c. Maintain the current level of PGR fees at *£4.5m in 2030*
- d. Increase the block grant from Research England, comprising Quality-Related (QR) Research Funding and Higher Education Innovation Funding (HEIF) by 138% to *£7m by 2030*

F. Key Performance Indicators

The Research, Enterprise and Innovation Outcomes Strategy will seek to deliver the five objectives of the Vision 2030 Strategic Aim for Research Enterprise and Innovation, and three of the five objectives for the Vision 2030 Strategic Aim for Our Impact. The Key Performance Indicators for each of the three Priorities and Objectives listed in this strategy will deliver against the eight relevant Vision 2030 objectives as set out in the table below

RESEARCH, ENTERPRISE AND INNOVATION OUTCOMES STRATEGY				
PRIORITIES AND OBJECTIVES				
VISION 2030 OBJECTIVES	(1) RESEARCH (REF 2028)	(2) KE, ENTERPRISE & INNOVATION (KEF 2030)	(3) UNDERPINNING INCOME	
RESEARCH, ENTERPRISE & INNOVATION	<i>Deliver excellent research & KE</i>	OVERALL REF QUALITY PROFILE	RESEARCH PART'SHIPS	RESEARCH G&C and KE & CONSULTANCY; QR & HEIF
	<i>Confront global & national challenges</i>	REF IMPACT QUALITYE	PUBLIC ENGAGEMENT; LOCAL GRWTH & REGEN	
	<i>Amplify our expertise, knowledge & resources</i>	REF IMPACT VOLUME	WWB; WWPTS; CPD & GSU; RRESEARCH PART'SHIPS	HEBCI SURVEY RETURN
	<i>Lead creative innovation</i>		WWB; WWPTS	HEBCI SURVEY RETURN
	<i>Strengthen & intensify our RE&I culture</i>	PGR COMPLETION VOLUME IN REF		PGR FEES
OUR IMPACT	<i>Forge & sustain strong, meaningful partnerships</i>		RESEARCH PART'SHIPS	HEBCI SURVEY RETURN
	<i>Contribute to prosperity & growth of our region</i>	REF IMPACT VOLUME	PUBLIC ENGAGEMENT; LOCAL GRWTH & REGEN	
	<i>Influence regional strategy, national policy & professional practice</i>	REF IMPACT QUALITY	WWN; WWPTS	