



UK Research  
and Innovation

# UKRI Corporate Plan 2022—2025



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**UKRI is nine councils, working together to foster an outstanding research and innovation system for the UK. We leverage expertise across all disciplines and sectors and through our many partnerships, enriching lives locally, nationally, and globally.**



# Introduction

Our corporate plan, together with the strategic delivery plans of our nine councils, build on our [five-year strategy](#) and describes how we will deliver our vision, mission and our six strategic objectives, over the next 3 years. Our work programme is underpinned by the principles for change set out in our strategy: diversity, connectivity, resilience, and engagement.

This corporate plan recognises the integrated capability of our councils and provides an overview of the collective activities across UKRI, including our

plans to streamline our operational expenditure to become a more efficient and effective organisation. It should be considered as an annex to our strategy, setting out our ambitions for the next three years with a focus on activities for 2022-23. We will report our progress on these activities through our Annual Report and Accounts.

Council-specific activities are described in more detail in each [council's strategic delivery plan](#).

## Our purpose – transforming tomorrow together

UKRI is the engine for the UK as a research and innovation powerhouse. We invest more than £8 billion each year on behalf of Government, leveraging expertise across all disciplines and sectors. We inspire and enable talented people to push the boundaries of discovery, support innovative businesses to grow and scale, and target solutions to national and global priorities. Our strategy sets out how we will work with our many partners and stakeholders to foster an outstanding research and innovation system in the UK that drives economic, social, environmental and cultural benefits for all citizens, transforming tomorrow together.

## Our principles for change – we will embed these principles across all our work, to drive change and create the conditions for an outstanding research and innovation system

**Diversity** of ideas, people, activities, skills, institutions and infrastructures advances knowledge, increases quality and creativity.

**Resilience** ensures the agility, capability, and flexibility needed to withstand shocks, deliver long-term goals and capture new opportunities.

**Connectivity** across disciplines, sectors and borders catalyses new ideas and approaches to deliver impact.

**Engagement** shapes research and innovation to reflect the needs, perspectives and motivations of diverse stakeholders and the public.

## Our strategic objectives provide the framework for how we will achieve our vision and realise our principles, through world-class:

People and careers	Places	Ideas	Innovation	Impacts
Making the UK the most attractive destination for talented people and teams from the UK and around the world.	Securing the UK's position as a globally leading research and innovation nation with outstanding institutions, infrastructures, sectors and clusters across the breadth of the country.	Advancing the frontiers of human knowledge and innovation by enabling the UK to seize opportunities from emerging research trends, multidisciplinary approaches and new concepts and markets.	Delivering the government's vision for the UK as an innovation nation, through concerted action of Innovate UK and wider UKRI.	Focusing the UK's world class science and innovation to target global and national challenges, create and exploit tomorrow's technologies, and build the high-growth business sectors of the future.

Supported by a **world-class organisation** – making UKRI the most efficient, effective and agile organisation it can be.



Through the current spending review period (2022-25) we are committed to:

**Boosting tomorrow's technologies.** We are increasing our investment in technologies of the future, to realise the UK's strategic advantage across the technology families identified in the Government's Innovation Strategy. Building on the success of our AI, quantum technologies and engineering biology programmes, we will work with businesses to crowd-in investment, create high value jobs and grow these world leading sectors. **(see objective 5)**

**Developing, attracting, and retaining talented people.** We will nurture and grow the UK's talent base and ensure the UK is a magnet for global talent to help boost the UK's R&D intensity to 2.4% of GDP. Our new £2 billion talent programme will set the standard for talent investment globally with a 26% increase in investment by 2024-25. We will support the full range of talent needed through a portfolio of flagship programmes including studentships, further rounds of our Future Leaders Fellowships, and global talent visas, connecting sectors and disciplines through diverse flexible career paths. **(see objective 1)**

**Outstanding infrastructure across the UK.** Cutting edge research and innovation infrastructures are critical in making the UK a science superpower. We are growing our annual investment in infrastructure by at least £200 million to reach over £1.1 billion in 2024-25. This includes £100m for a new round of the UK Research Partnership Investment Fund (UKRPIF), the first since 2017. Our investment will grow the UK's research and innovation capabilities, attract globally mobile business, crowd in private sector investment and drive growth and in all parts of the UK. **(see objective 2)**

**Catalysing growth by supercharging innovation.** We will increase the UK's productivity and economic growth through our increased investment in innovation. We are driving forward the Government's Innovation Strategy, leading the charge through Innovate UK's 'Plan for Action for UK Business Innovation', increasing its budget to over £1 billion/year by 2024-25. Our investment will accelerate commercialisation, support knowledge exchange and collaboration, support innovative businesses to scale and make the UK the best place in the world to invest. **(see objective 4)**

**Thriving research and innovation clusters across the UK.** We are backing and connecting academia, researchers, businesses, and investors in key clusters of excellence to drive growth and jobs in all nations and regions of the UK. We will deliver three pilot Innovation Accelerators in Greater Manchester, the West Midlands, and Glasgow City Region. Our investments will deliver, economic, social, and cultural benefits from research and innovation to all citizens and contribute to the Government's targets for R&D investment outside the Greater South East. **(see objective 2)**

**Building a greener future for all.** We will contribute towards delivering Net Zero, ensuring UK energy security, supporting a healthy, productive, biodiverse environment, and raising prosperity across the UK. Through a major new strategic programme, 'Building a Green Future' we will harness the full breadth of research and innovation by bringing together investments right across UKRI including harnessing the power of design to catalyse the transition to net zero and a green economy. This whole system solution will increase productivity and secure a green future for all. **(see objective 5)**

**Tackling global and national challenges.** We will work in partnership with government departments, researchers, innovators, business, and global investors to target global and national challenges. Building on existing investments we are investing an additional £185 million across UKRI to address large scale, complex challenges. This coordinated and collaborative approach will address national and global priorities, including the Government's NSTC priorities. **(see objective 5)**

**Supporting new insights through interdisciplinary science.** We are committed to supporting the best ideas to advance the frontiers of knowledge and innovation. A diverse and dynamic research and innovation ecosystem is key to the UK's future health and wellbeing, prosperity, and global influence. We are creating a new £65 million fully open interdisciplinary responsive mode pilot that will support new and emerging areas that reach beyond disciplinary boundaries, building new collaborative partnerships to making exciting discoveries. **(see objective 3)**

**Becoming a more agile, responsive organisation.** Our new operating model and data systems will enable UKRI to become a more open and nimble organisation, catalysing, connecting and convening right across the research and innovation ecosystem to deliver transformative outcomes for our society, economy and environment. By cutting unnecessary bureaucracy and driving up efficiency we will maximise our support for research and innovation increasing value for money for the UK taxpayer. **(see objective 6)**



# Objective 1: World-class people and careers

## Making the UK the top destination for talented people and teams.

We are committed to making the UK a destination of choice for talented individuals, teams, and businesses, retaining our position as a world-leader in research and innovation. We will continue to invest in people and teams across the full R&I skills spectrum, aligning council-specific and pan-UKRI investments and practices to ensure our research and innovation environment and culture act as magnets for global talent, enabling creative people and teams to thrive. This will ensure we have the people and skills necessary to underpin the system, connecting research and innovation to deliver impacts and securing a competitive advantage in strategic technologies. Our People, Culture and Talent portfolio recognises the breadth and interdependency of this work and offers a holistic approach which, while not easy, will give us an opportunity to align work most effectively and avoid silos.

**Over the next three years** we will transform the way we invest in talent, creating a £2 billion pooled talent budget that will support a portfolio of flagship studentships and fellowships across career stages, increasing investment in these programmes by 26% by 2024-25. We will enhance career path diversity ensuring support for the creative disruptive drivers of scientific and technical revolutions, and the highly skilled workforce needed for an innovation-led economy addressing the needs of businesses and industries. We will champion an outstanding research and innovation culture where individuals can thrive, boosting recognition for technicians, post-doctoral researchers, and research-allied roles. We will enhance the porosity of the system, incentivising the movement of people, ideas, skills, and knowhow, building the networks needed for creation, adoption and diffusion of new ideas and technologies.



We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
<p><b>Make the UK the most attractive destination for talented people and teams from the UK and around the world.</b></p>	<p>Create a UKRI-wide talent programme that will set the standard for talent investment globally, harmonise our activities to reduce bureaucracy and make it easier for the community to work across boundaries, including:</p> <ul style="list-style-type: none"> <li>■ extending our Future Leaders Fellowships programme with a further round of funding and developing a new collective approach to fellowships that creates opportunities and incentivises movement between disciplines, sectors, and roles, and widens participation to attract and retain the talented leaders needed for a world-class R&amp;I endeavour.</li> <li>■ continuing to support the government to deliver a <a href="#">New Deal for Postgraduate Research</a>, publishing a response to our call for input and using this work to challenge and transform our approach to doctoral training through harmonisation and innovation in how we invest to ensure it is sustainable, open and attractive to a wide range of candidates, increases the movement of people and ideas across the R&amp;I system and meets the needs of future employers.</li> </ul> <p>Promote and grow the use of Global Talent Visa and temporary worker routes, including:</p> <ul style="list-style-type: none"> <li>■ driving reforms to improve high-skilled migration routes for innovators and entrepreneurs.</li> <li>■ expanding the UKRI short-term mobility scheme and joining up current mobility offers to support easier access and establish a near-business route for Global Talent Visa holders.</li> <li>■ increasing national and international engagement to improve our understanding of the barriers to global mobility, improve equitable access and build awareness with wider audiences including businesses and post-graduate students.</li> </ul>	<p>Measure the number and variety of people, places, and organisations supported to ensure we are incentivising diverse career paths.</p> <p>Measure the use of the Global Talent Visa and the breadth and coverage of our studentship and fellowship schemes to identify how we are attracting and supporting talented people.</p> <p>Monitor and evaluate our culture interventions including the R4RI and the Open Access policy, learning from them to ensure we have supported an open and collaborative R&amp;I culture.</p>
<p><b>Develop the breadth of skilled people and teams essential for the future R&amp;D workforce.</b></p>	<p>Deliver our Equality, Diversity and Inclusion strategy and action plans, as part of delivering the <a href="#">R&amp;D People and Culture Strategy</a>, to support and champion the diverse, inclusive and connected research and innovation system essential for success, including:</p> <ul style="list-style-type: none"> <li>■ building the evidence base and sharing good practice, including establishing a new EDI caucus, an interdisciplinary network of academics to provide evidence and research insights that inform policy and practice across the R&amp;I sector, in partnership with the British Academy.</li> </ul> <p>continued...</p>	

We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
	<p>Deliver our action plans on the <a href="#">Concordat to Support the Career Development of Researchers</a> and the <a href="#">Technician Commitment</a>, including:</p> <ul style="list-style-type: none"> <li>■ reviewing our assessor guidance and engagement to incentivise research workforce development within funding applications.</li> <li>■ incentivising diverse career paths, removing barriers, and improving our support for early career researchers and the range of roles needed in R&amp;I through council-specific targeted activities that foster partnerships and collaborations across the academic, business, investor and policy communities, alongside our collective activities to develop and influence wider policy and culture.</li> </ul>	
<p>Shift research culture to support talented people and teams to pursue their ideas.</p>	<p>Develop and influence responsible national and international research and innovation policy and culture, including by:</p> <ul style="list-style-type: none"> <li>■ supporting the work of the <a href="#">UK Committee on Research Integrity (UK CORI)</a>, working in partnership with the UK Research Integrity Office and Concordat on Research Integrity to build trustworthy research and share best practice.</li> <li>■ strengthening our role in multilateral fora, including the deliberations of the <a href="#">Global Research Council, Science Europe</a>, the <a href="#">OECD's Global Science Forum</a> and <a href="#">G7 Science Track</a>.</li> <li>■ delivering our <a href="#">Open Access policy</a> to improve access and re-use of publicly funded research. We will develop our open data policy to incentivise research data sharing, and where appropriate protocols, software, and code to support re-use, research integrity and collaboration.</li> <li>■ convening partners and key stakeholders across the research and innovation sector to co-create a way forward for Phase 2 of the <a href="#">Concordat and Agreement Review</a>. This aims to increase the influence, capacity and efficiency of concordats and agreements, and complements the work of the <a href="#">Independent Review on Bureaucracy</a>.</li> </ul> <p>Pilot models and adopt good practice for improving R&amp;I culture, working with partners to take a data and evidence-based approach to drive efficient and sustainable change, including by:</p> <ul style="list-style-type: none"> <li>■ championing work to prevent bullying and harassment, focusing on system-level change to create healthy research and innovation cultures including convening and chairing the cross-sector <a href="#">Forum for Tackling Bullying and Harassment in R&amp;I</a>.</li> <li>■ delivering an end-to-end 'Review of Peer Review' to improve our practice and support the delivery of the best outcomes from our funding. We aim to publish the outcomes in 2023-24.</li> </ul> <p>continued...</p>	



We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
	<ul style="list-style-type: none"> <li>■ increasing the number of pilots, and supporting community adoption, of the Résumé for Research and Innovation (R4RI). We will convene two communities of practice to provide an efficient, cohesive, and comprehensive approach to shifting what is visible, valued, recognised and rewarded across the R&amp;I sector, and we will add resources to the Résumé Library (<a href="#">Joint Funders Group</a>).</li> <li>■ responding to the <a href="#">Government's Integrated Review</a>, which acknowledged the need to safeguard researchers and innovators, and the outputs of research and innovation, by embedding <a href="#">Trusted Research and Innovation</a>. We will implement governance structures and processes, build our knowledge and understanding, and implement risk assessment protocols across our councils.</li> </ul> <p>Publish and deliver a new public engagement strategy for UKRI that outlines our goals and priorities for breaking down the barriers between research, innovation, and society. Including:</p> <ul style="list-style-type: none"> <li>■ launching new community-led engagement programmes that build capacity, capability, and connectivity for meaningful collaborations between researchers, innovators, and communities, through funding for community-led research projects and support for local networks.</li> <li>■ continuing to support young people to explore the relevance of research and innovation in their lives as future decision makers, researchers and innovators through programmes and activities such as the STEM Ambassador programme, Being Human festival, Explore Your Universe and CREST Awards. We will also review our approach to youth engagement with research and innovation, including a review of our STEM Ambassador programme.</li> <li>■ exploring innovative ways to conduct dialogue on research and innovation topics, for example, through <i>Rethinking Public Dialogue: A UKRI experimentation fund</i>. Working in partnership with the Royal Society for Arts, Manufactures and Commerce, this £0.48 million fund will support projects that will create evidence for new methods to listen and act on a wide range of voices.</li> </ul>	

## Highlight: Developing world-leading AI skills

EPSRC will lead a £20 million investment to double the numbers of Turing AI World Leading Researcher-Fellowships in the UK. This will sit alongside a £117 million investment across UKRI to continue to provide AI doctorate level training at scale. Fellows will tackle methodological challenges in AI, drawing on real world use cases across all disciplines, whilst Centres for Doctoral Training (CDTs) will train the next generation of AI researchers and practitioners.

Fellows and CDTs will complement wider UKRI AI investments and bridge academia and business providing skills and ethical solutions in support of the UK's ambition to become an AI powerhouse.

## Highlight: Strengthening our evidence base to attract global talent

We will publish the first iteration of the Global Mobility Evidence Report providing a comprehensive single point of reference for joined-up policy making. Delivering on the People & Culture strategy aim to "strengthen the evidence base on the barriers associated with moving to the UK and their impact on researchers, their teams, and their families, and their career decisions", we engaged with around 40 organisations across Government and the R&I sector to compile existing data and collect new evidence. We will refresh this report annually to help address evidence gaps and build a more holistic understanding of mobility across the R&I sector.

## Case study

### Supporting an outstanding research and innovation culture through Open Access

As we developed our research article open access policy, author choice for journal article open access publishing was important. Supporting cost effective agreements was a key consideration and working with the research sector to ensure these covered predicted UKRI author output is key.

Before the article policy was introduced in 2021 just under 50% of predicated author outputs were covered via a compliant journal route eligible for UKRI funds, now in 2022, as we continue to deliver on the Government R&D ambition and wider People and Culture aims, that has risen to an estimated 87%, and the trajectory continues to grow.

The policy requires that findings from research we fund are open access, including immediate open access to monographs and book chapters.







## Objective 2: World-class places

**Securing the UK's position as a globally leading research and innovation nation with outstanding institutions, infrastructures, sectors, and clusters across the breadth of the country.**

Through our investments in research and innovation strengths across all regions and nations of the UK, we will deliver economic, social, and cultural benefits to all citizens, in line with the [Levelling Up White Paper](#). We will create the conditions for local high-growth clusters across the country, driving growth and crowding in private sector investments. Our investments in world-class infrastructures, institutes and centres provides long-term capability and is a crucial factor in attracting globally mobile businesses and talent to the UK. We will continue to build on our strong relationships with a wide range of key partners and consider how incentives in the system can support even stronger benefits and impacts for people and places across the country. We will align council-focused and pan-UKRI investments to strengthen the capabilities, resilience, and connectivity of our research and innovation system to secure our status as global leaders.

**Over the next three years** we will invest in key attractors for private sector R&D investment to develop vibrant R&I clusters across the UK, contributing to the Government and BEIS targets for R&D funding outside the Greater South East. We will invest £100 million in three pilot innovation accelerators, aligned to our objective of delivering world-class innovation. Our annual investment in infrastructure will grow by at least £200 million to reach over £1.1 billion in 2024-25. Through our pan-UKRI Infrastructure Fund (IF) and Digital Research Infrastructure (DRI) programme we

will deliver the commitments in our [Infrastructure Roadmap](#) to provide a robust, strategic approach to investment in all parts of the UK. We will work with government to ensure that digital infrastructure aligns with government strategies and reviews such as the Future of Compute review. We will work with partners, including Government, the private sector, and international consortia, to deliver infrastructure projects that cross all disciplines and span the research and innovation spectrum.

We will increase our core investment in institutes, centres, and facilities by supporting long term capability critical to maintaining our global leadership. This investment includes funding for top talent hosted in our world-leading institutes: key in attracting globally mobile researchers and innovators at all career stages. We will also work to optimise how we balance our funding, understanding the strengths, weaknesses, and pressures across the funding landscape to improve the system's resilience and support the long-term delivery of excellent research and innovation, building on the findings of the independent review of the [Research, Development and Innovation Organisational Landscape](#). And we will continue to deliver the UK Research Partnership Investment Fund (UKRPIF), managed by Research England in partnership with the Scottish Funding Council, the Higher Education Funding Council for Wales, and the Department for the Economy, Northern Ireland, to stimulate collaborative investment in higher education research facilities across the UK.

We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
<p>Strengthen clusters and partnerships – locally, nationally, and globally.</p>	<p>Seek new opportunities and partnerships to support collaboration and knowledge exchange to deliver impactful outcomes, including by:</p> <ul style="list-style-type: none"> <li>■ launching and implementing our Place Toolkit so that our programmes build capacity, increase benefits, and strengthen connections, in support of levelling up across the UK.</li> <li>■ enhancing the ability of research organisations to build cross-sector partnerships and deliver real-world impacts from their research using our harmonised Impact Acceleration Account programme. And we will work with the Government to develop a new model of Innovation Accelerators (as described in the <a href="#">Levelling Up White Paper</a>) to maximise the economic impact of our R&amp;I strengths in Greater Manchester, the West Midlands, and Glasgow City Region.</li> <li>■ bringing together health, biomedical, administrative, and environmental data to provide a comprehensive understanding of the major healthcare challenges in the UK by increasing connectivity and involving a broader range of people, organisations, and businesses in our work, through new and enhanced existing partnerships.</li> </ul> <p>Take a strategic approach to international partnering, collaboration, and engagement by:</p> <ul style="list-style-type: none"> <li>■ launching our new UKRI International Strategic Framework, supporting international collaboration and interdisciplinary opportunities.</li> <li>■ supporting long-term international collaborations, working with BEIS to develop and deliver a new international fund.</li> <li>■ maintaining and growing key bilateral and multilateral relationships with funding agencies in world-leading and emerging economies through our UK teams and <a href="#">UKRI offices</a> in North America (US and Canada), Brussels, China, and India.</li> <li>■ providing greater coordination and joint engagement on priorities for international collaboration and foreign policy through the UKRI-FCDO Concordat, and shaping the partnership agenda to support the objectives of the <a href="#">Integrated Review</a> and upcoming UK <a href="#">International Development Strategy</a>, working with BEIS and the FCDO.</li> <li>■ continuing to prepare for the transition to association or non-association with Horizon Europe, including delivering the UK government's guarantee of funding for eligible UK applicants who have successfully been evaluated by the European Commission.</li> </ul>	<p>Measure the types and geographic spread of institutions supported to ensure we are investing in research and innovation in a variety of institutions, across all regions, and internationally.</p> <p>Measure further funding awarded to researchers and innovators to monitor how the R&amp;I capability we are enabling and developing is attracting further investment, across all regions.</p> <p>Measure the breadth of international partnerships to monitor how we are enabling international partnering, collaboration, and engagement.</p> <p>Measure the range of users and uses for key R&amp;I infrastructures to ensure our infrastructure investments meet the needs of the research and innovation community.</p>



We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
Improve the financial sustainability of research and innovation in organisations across the UK.	<p>Build our understanding and evidence base on resilience and embed in our work and decision-making, including:</p> <ul style="list-style-type: none"> <li>■ commissioning research on research costs inflation and continuing to build our evidence base including around UKRI's institutes and the consequences of funding changes across the R&amp;D landscape, aligned with the findings of the research, development, and innovation organisational landscape review.</li> <li>■ working to improve the financial resilience of the system, including reviewing our approach to full economic costing. We will continue to work with Devolved Funders and the Office for Students on implementation of the <a href="#">Transparent Approach to Costing (TRAC) review</a> and next steps for the margin for sustainable investment (MSI).</li> <li>■ convening and connecting the R&amp;I community on financial sustainability through sector-led groups, including the <a href="#">Financial Sustainability of Research Group</a>, increasing collaboration, engagement, and knowledge sharing.</li> </ul>	
Secure cutting-edge infrastructures for world-class research and innovation.	<p>Ensure UK researchers have access to world-leading laboratory facilities, equipment, and digital resources, including by:</p> <ul style="list-style-type: none"> <li>■ investing in facilities across the UK contributing to local clusters, leveraging at least £200 million in private sector investment, through the next round of UKRPIF.</li> <li>■ boosting the UK's research and innovation capabilities by investing £59 million (as part of a £482 million investment over 3 years), in the continued delivery of the <a href="#">Infrastructure Fund</a>, aligned with council-specific activities, supporting long-term, strategic investment as part of UKRI's Infrastructure Roadmap.</li> <li>■ enabling UK researchers to harness the full power of modern digital platforms, tools, and techniques, investing £17 million (rising to £70 million in 2024-25) through the <a href="#">Digital Research Infrastructure Programme</a>.</li> <li>■ maintaining our cutting-edge infrastructure and capabilities at various scales and across our estates by investing £532 million (rising to £625 million in 2024-25), through our Research Councils and Research England<sup>1</sup> as part of our <a href="#">World Class Labs</a> programme. This includes capital funding to our institutes, multinational large infrastructures such as CERN- the European Organisation for Nuclear Research, and to support our Antarctic Infrastructure<sup>2</sup>.</li> <li>■ building national and international partnerships within research and innovation infrastructures to catalyse knowledge and capability sharing across borders, enhancing our ability to identify emerging areas of interest.</li> </ul>	

1. HERC allocations to devolved administrations Higher Education funding bodies are allocated by BEIS

2. This is alongside funding from additional resource streams within UKRI.

## Case studies

## Highlight: Supporting the agility of our outstanding university-based research

Universities have a central and distinctive role for society and the economy. QR funding, alongside Higher Education Innovation Funding (HEIF) is crucial for the sustainability of English research and innovation as universities continue to deliver societal and economic impacts for all communities. It provides stable and flexible funding for universities in England to identify and achieve their strategic research ambitions, often in partnership with business, charities, and other organisations. QR forms one side of the distinctive 'Dual Support' system in England; similar funding is provided by the higher education funding bodies in Scotland, Wales, and Northern Ireland.

This funding supports essential capability and infrastructure, complementing grant funded research activities and enables universities to invest in longer term activities as well as respond to short to medium-term challenges. It also supports universities to invest in researcher development and the academic workforce to improve research culture.

The increase in QR funding (now £1,974 million) and HEIF (now £260 million) across the Spending Review period will provide sustained multi-year support for research and knowledge exchange (KE) in English universities.

## Cutting-Edge Technology to Understand the Influence of Marine Life on Ocean Carbon Storage

The global ocean absorbs a significant amount of carbon and understanding how this might change is critical for Net Zero policy planning. Taking an interdisciplinary approach and bringing various skill sets together, through NERC, we will convene the observational and modelling community to exploit fully advances in technology (such as autonomous vehicles, novel sensors, and molecular techniques) to understand the role of marine life in future carbon storage.

The programme leverages the UK's expertise in observational and ocean-carbon modelling with new marine technology for sensing and data collection, as well as our research ships and National Capability funding for long-term data sets. It will provide a significant contribution to the UN Decade of Ocean Science outcome of a 'predicted ocean', and a step change in understanding ahead of the 7th IPCC assessment report from the Intergovernmental Panel on Climate Change.

## Supporting World-Leading Research

The UK Research Partnership Investment Fund (UKRPIF), managed by Research England, is a UK-wide scheme designed to support investment in higher education research facilities undertaking world-leading research and requires funding to be double matched from non-public investors. We have invested over £900 million across 53 projects since 2012, unlocking over £2.2 billion in co-investment commitments from UK-based and international partners. With 39 projects completed, we are starting to realise some of the benefits of the fund, including co-location of academic staff with industry representatives and wider partner, fostering knowledge exchange and shared expertise across supply chains; and a positive impact on market readiness of research for use by consumers and society with patent applications, products rolled out, and revenues from intellectual property. In 2018 Belmana Consulting and Middlesex University published an [interim evaluation of the UKRPIF scheme](#).

# Objective 3: World-class ideas

**Advancing the frontiers of human knowledge and innovation by enabling the UK to seize opportunities from emerging research trends, multidisciplinary approaches and new concepts and markets.**

Curiosity-led research can generate radical new ideas, increasing our understanding of ourselves and the world around us, providing the foundations to solve the complex challenges of the present and the future. We are committed to advancing the frontiers of human knowledge and enabling the UK to seize opportunities from emerging research trends, multidisciplinary approaches and new concepts and markets by investing in and incentivising opportunities that enable ground-breaking research and innovation. Through supporting great ideas wherever they are found, we can attract national and global talent, enabling people and teams to explore and be creative.

**Over the next three years** we will invest £3.8 billion through open and responsive calls, through our council -focussed investments. These are described in detail in our [Council Strategic Delivery Plans](#). These investments support a wide variety of ideas, and develop the people and teams needed to explore new frontiers and deploy knowledge in novel and transformative ways. We will work with our partners to remove barriers to multi- and inter-disciplinary working to ensure we create the open environment needed for new ideas to thrive.

To support the full diversity of ideas needed, we are committed to enhancing and improving our toolbox of funding mechanisms. To complement more directed interdisciplinary schemes, we will pilot a new cross-UKRI fully open interdisciplinary responsive mode programme to fund excellent ideas spanning traditional disciplinary boundaries, investing £65m over the spending review period beginning in 2023-24. This will fill an identified gap for bottom-up ideas without a natural 'home' council to apply to, ensuring we can fund the best ideas without disciplinary or domain constraints.

And we will collaborate with our international partners in the collective endeavour of discovery, developing new technologies and enabling companies to succeed globally. We will continue to support longstanding, open, responsive research and innovation programmes and strategic funder-to-funder relationships. We will also work with Government to develop successors to existing international funding mechanisms, including ODA funds.



We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
Invest in a diverse and dynamic portfolio of high-quality, creative research and innovation.	<p>Invest in a dynamic portfolio of creative, curiosity-driven research and innovation through council-led responsive mode and quality-related funding programmes, as part of the dual support system, including:</p> <ul style="list-style-type: none"> <li>■ monitoring and analysing our investment portfolio, and horizon scanning, to identify and understand emerging trends, gaps, and opportunities for further synergies across UKRI.</li> <li>■ building our international partnerships, collaborations, and knowledge exchange including through the continued effective delivery of commitments under the <a href="#">Fund for International Collaboration</a> (FIC), <a href="#">Newton Fund</a> and <a href="#">Global Challenges Research Fund</a>, investing a total of £179 million<sup>3</sup>.</li> </ul>	<p>Measure the breadth and variety of research and innovation supported, and their outputs and outcomes to ensure we are supporting new ground-breaking or game-changing discoveries, technologies, and innovations.</p> <p>Measure a small number of proxies for multi- and inter-disciplinarity to assess the extent to which we support R&amp;I between disciplines.</p>
Incentivise and remove barriers to multi- and interdisciplinary working.	<p>Develop funding mechanisms that help to capture the best ideas unconstrained by disciplinary boundaries, through council-led and targeted cross-council, and pan-UKRI activities including:</p> <ul style="list-style-type: none"> <li>■ developing a cross-UKRI interdisciplinary fully open responsive mode pilot to support creative ideas spanning traditional research council remits and filling an identified gap for disruptive ideas with no obvious 'home' council, ready to launch in 2023-24.</li> <li>■ continuing to fund high impact, multi- and inter-disciplinary research in strategic areas, including environment, artificial intelligence, productivity, and digital technologies through the <a href="#">Strategic Priority Fund's</a> 34 established programmes.</li> <li>■ fostering interdisciplinary collaboration, for example through working across AHRC, BBSRC, EPSRC, MRC and STFC to ensure the UK has access to the next generation tools and technologies in sensing and imaging by investing in pilot projects to develop basic technologies. Through this collaboration, we aim to increase our ability to make, measure and model the world around us.</li> </ul>	<p>Build a case study bank of examples of how we have reduced and/or removed barriers to multi- and interdisciplinary research and innovation (MIDRI) to monitor how we are helping to enhance opportunities for MIDRI to take place.</p>

3. The Newton Fund will end on 31st March 2023. FIC and the Global Challenges Research Fund will continue until 31st March 2025.

## Case study

## Highlight: Testing new ways to uncover transformational ideas

We launched a [portal](#) on our website to help everyone understand how to submit their great ideas to us. As part of strategic development, each of UKRI's Councils run ideas processes to engage with the research and innovation community and beyond to identify exciting, adventurous, and potentially transformative ideas; ideas that will spark creativity and attract the enthusiasm of researchers, the public, industry, and government and potentially shape the next generation of research and innovation priorities.

Recognising that truly big ideas will often require working across disciplines and sectors, our Councils work together to identify potential synergies across remits and develop ideas in a connected and agile way, wherever the idea may be submitted.

## Supporting multi- and interdisciplinary working to reduce inequalities in public health

No single research funder has the resources or expertise to address the complex factors and systems influencing health on their own. Therefore, MRC leads the multimillion-pound UK Prevention Research Partnership (UKPRP) of twelve funders including charities, NERC, EPSRC, ESRC and the UK health and social care departments.

The UKPRP has established six consortia such as ActEarly, who developed the Glasses in Classes scheme after studies showed that 30% of pupils who need glasses have not been to an optician, and disadvantaged children are less likely to get, or wear, the glasses they need.

First developed in Bradford schools, it has now received follow-on Department for Education Opportunity Area funding to reach a further 9,000 pupils in at least 225 English schools.





# Objective 4: World-class innovation

**Delivering the government's vision for the UK as an innovation nation, through concerted action across UKRI.**

Innovation is the lifeblood of the UK's future economic growth. Increasing our focus on innovation across all parts of UKRI we will realise the full potential of the UK's world-class research base and national capabilities and champion an inspiring innovation environment. Our end-to-end support for innovation and investments across our research councils, Research England, and Innovate UK, including via Catapults and other cutting-edge infrastructure, strategically important technologies and support for businesses, acts as a magnet for global talent and private sector investment. We will enhance innovation strength across our portfolio and with renewed focus on driving forwards dynamic collaborations across UKRI. This agile, vibrant, creative environment is key to increasing economy-wide R&D investment towards 2.4% of GDP and beyond, and to raising UK growth and productivity.

**Over the next three years** we are increasing our innovation spend by 66% to make the UK the best place in the world to innovate, invest, and grow a business – a global hub for innovation. With a budget of more than £1 billion/year by 2024-25, aligned with our council's investments, Innovate UK will deliver the priorities set out in its [Plan for Action](#) and Strategic Delivery Plan and the ambitions in the Government's [Innovation Strategy](#).

We will strengthen connectivity across UKRI, maximise the impact of our core investment in commercialising research and innovation, and support best practice in programme design and delivery through our new UKRI Research Commercialisation Funding Framework and Research Commercialisation Monitoring & Evaluation Framework. A new

harmonised UKRI Impact Acceleration Account programme will invest £118 million in more than 60 institutions across the UK. This funding will empower research teams to explore the best impact routes for the outcomes of their research, including commercialisation and business partnerships.

As a key element of our plans, we will develop a series of strategic partnerships across UKRI to drive economic growth through business innovation and commercialisation. These will enable high impact activity across the UK's innovative business base and research system to address some of the most pressing UK and global challenges, such as Building a Green Future. We will also expand programmes at the interface between business and academia, such as Knowledge Transfer Partnerships and [Innovation to Commercialisation of University Research](#) (ICURe), enabling UK industry to build on areas of science and technology strength.

We will anchor and further incentivise business and university collaboration, supporting the development of vibrant R&I clusters across the UK building on successful programmes such as [Higher Education Innovation Fund](#) (HEIF), [UK Research Partnership Investment Fund](#) (UKRPIF), and the business element of [Quality-related research](#) (QR) funding. We will co-ordinate this activity with our talent offer to ensure that businesses can access the talent, skills and knowhow required, and that the whole system is deeply connected so that ideas can rapidly find solutions and solutions can find markets.



We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
Deliver the skills, finance and collaboration opportunities needed to boost private sector investment.	<p>Work across the system to support innovation through aligning research council opportunities and Innovate UK investments, including:</p> <ul style="list-style-type: none"> <li>■ fostering connections and collaboration by expanding the role of Innovate UK <a href="#">Knowledge Transfer Network</a> (KTN), increasing core funding to £15 million per annum.</li> <li>■ delivering the activities set out in plan for action such as Innovate UK Edge and the Smart Grant programme, alongside our council's strategic delivery plans. This will include aligning with our talent programmes to support career path diversity and ensure the skills and connectivity needed to deliver our innovation plans are being developed.</li> </ul> <p>Work with partners across the globe to deliver programmes of international collaboration on innovation, including:</p> <ul style="list-style-type: none"> <li>■ maximising the impact of the UK's Presidency of <a href="#">TAFTIE, the European Network of Innovation Agencies</a>, in 2022.</li> <li>■ providing over £10 million of innovation support through international bilateral and multilateral activities with partner countries, including £6.5 million through the <a href="#">EUREKA Eurostars</a> programme within Innovate UK.</li> </ul>	<p>Measure trends in the amount of R&amp;I funding and collaborations awarded to specific industries to monitor new or emerging industrial opportunities.</p> <p>Measure new commercial skills, collaborations &amp; partnerships and intellectual property supported by our funding to monitor how we are strengthening innovation, entrepreneurial and commercialisation capabilities.</p>
Accelerate translation, commercialisation, and knowledge exchange.	<p>Leverage new and existing research commercialisation opportunities including:</p> <ul style="list-style-type: none"> <li>■ publishing our new Vision and Ambition Statement for Research Commercialisation, to highlight how we will foster an open, inclusive, and collaborative culture across the research and innovation system, bringing research organisations, businesses, investors, and policymakers more closely together to commercialise ideas.</li> <li>■ implementing a UKRI-wide Research Commercialisation Funding Framework to support applicants with a more harmonised application and support offering.</li> <li>■ developing our partnership with <a href="#">British Business Bank</a> (BBB) and publishing UKRI-BBB data analytics on our support for early-stage innovative companies to develop further our understanding of how companies access the capital they need to develop and scale up.</li> <li>■ building our internal capability and enhancing cross-discipline connectivity between UKRI programmes, including improving guidance and signposting, and improving collaboration between council schemes so that support is available at the right time.</li> <li>■ implementing our research commercialisation monitoring framework to build further our understanding of what works to inform future interventions and effectively capture and demonstrate the value of our interventions.</li> </ul>	<p>Measure innovation outcomes as collected via our monitoring processes, to identify how we are increasing prosperity across the UK.</p>

## Highlight: Knowledge Exchange to Support Innovation and Commercialisation

The Higher Education Innovation Fund (HEIF) delivered through Research England and in partnership with the Office for Students, supports higher education institutions (HEIs) in England to work with business, public and third sector organisations, community bodies and the wider public, to exchange knowledge and increase the economic and societal benefit from their work.

The Connecting Capability Fund (CCF) builds on the capabilities developed from the Higher Education Innovation Funding by supporting HEIs to collaborate and share best practice in commercialisation through competitive projects which aims to strengthen the contribution of English HEIs to productivity and economic growth.

## Case study

### Scaling up innovative businesses with Innovate UK EDGE

In May we published our [interim summative assessment](#) of Innovate UK EDGE which found the Scaleup Programme delivers a high return on investment, whether measured as employment-based gross value added, (realising £12.20 in value for every £1 spent on the programme) or profitability-based gross value added (realising £25.60 for every £1 spent).

It has also created 8 full time equivalent jobs on average gross, directly or indirectly, per participating company, and 86% believe that this programme was intrinsic to the growth they witnessed. The programme has empowered innovation-driven businesses to grow at pace and scale, by providing dedicated innovation and growth specialist support.



# Objective 5: World-class impacts

**Focusing the UK's world-class science and innovation to target global and national challenges, create and exploit tomorrow's technologies, and build the high-growth business sectors of the future.**

Our commitment to connecting world class ideas with world class innovation provides the foundations for world class impacts, securing the UK's competitive advantage in emerging technologies. We will create opportunities to direct our world class science and innovation at global and national challenges, create and exploit tomorrow's technologies, and build high-growth business sectors of the future to enable transformative change and for UK businesses to expand global markets.

**Over the next three years** we will harness the full power of the UK's R&I system to tackle large-scale, complex challenges that span disciplines and impact many sectors of the economy. Building on decades of UKRI investment underpinning the UK's leadership position within and across the seven technology families set out in the Government's Innovation Strategy, we will increase investment in developing and adopting technologies over the next three years through our 9 councils including, developing a programme to derive strategic advantage from high potential technologies. We will increase our annual investment in the seven technology families (Advanced

Materials and Manufacturing; AI, Digital and Advanced Computing; Bioinformatics and Genomics; Engineering Biology; Electronics, Photonics and Quantum; Energy and Environment Technologies; Robotics and Smart Machines), from discovery research through to adoption and diffusion.

We will take a strategic and coordinated approach to our investment in technologies, to respond with agility to emerging opportunities, leverage additional investment through collaborations with businesses, other government departments and other funders, and create industries of the future rooted in world-leading clusters, including driving global competitiveness in the creative industries in line with the sector vision.

Building upon and leveraging existing council-led investments, we will invest at least a further £185 million to support five strategic themes (*Building a Greener Future, Securing Better Health, Ageing and Wellbeing, Tackling Infections, building a secure and resilient world and creating opportunities, improving outcomes*). This collective funding will target interventions that capture synergies from our existing investments whilst attracting investment from other funders.



We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
Address major national and global challenges.	<p>Support our five strategic themes, capturing synergies from wider investment across UKRI and leveraging support from other sources, including developing plans for longer-term investments (enabled by at least £185 million of further investment from 2023-24 to 24-25), through:</p> <ul style="list-style-type: none"> <li>■ <b>Building a green future</b> – addressing environmental and net-zero challenges in all sectors of the economy, including amplifying investments to mitigate greenhouse gas issues and support the adaptation and monitoring of climate change.</li> <li>■ <b>Securing better health, ageing and wellbeing</b> – advancing people’s health and promoting wellbeing to maintain prosperous, productive, and resilient communities throughout the UK and globally, supporting the UK Life Sciences Vision by addressing challenges around ageing, living with multiple conditions, mental health, and health inequalities.</li> <li>■ <b>Tackling infections</b> – protecting, and enhancing our health, food supply and natural capital by working in partnership across UKRI, government departments and industry to build knowledge and capabilities to detect and disrupt the emergence and spread of human, animal and plant diseases, accelerate new vaccines and therapeutics (securing the legacy of the COVID-19 research response) and halt the ‘slow motion pandemic’ of antimicrobial resistance.</li> <li>■ <b>Building a secure and resilient world</b> – harnessing research and innovation to strengthen our security and resilience, to reduce vulnerability, to increase our level of preparedness and response to and recovery from shocks, from environmental and human-induced hazards.</li> <li>■ <b>Creating opportunities, improving outcomes</b> – including working collaboratively and across UKRI to understand the causes and effects of place-based disparities, promoting prosperity through our work to drive prosperity across regions and the UK and working with policy makers and researchers to identify key gaps on regional inequalities through centres of excellence like the <a href="#">Institute of Fiscal Studies</a> (IFS), <a href="#">mental health research centre</a>.</li> </ul> <p>Support businesses to deliver impact in key challenge areas through continuing to deliver the <a href="#">Industrial Strategy Challenge Fund</a>. Through strong collaborations between industry, academia, and the public sector, the 20 challenges have already successfully leveraged significant co-investment.</p>	<p>Develop a case study bank revealing the circumstances under which UKRI-supported R&amp;I has helped address economic and societal challenges, including (but not limited to) Building a Greener Future; Securing Better Health, Ageing and Wellbeing; Tackling Infections; Building a secure and resilient world; and Creating opportunities and improving outcomes.</p> <p>Develop a case study bank revealing the circumstances under which UKRI-supported R&amp;I has helped increase prosperity through driving economic growth and productivity; enabling economic participation; protecting or increasing economic capacity; improving resilience to economic shocks; avoiding economic costs; and supporting regional economic growth.</p> <p>continued...</p>

We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
<h3>Harness the opportunities from tomorrow's technologies.</h3>	<p>Champion the adoption and diffusion of the seven priority technology families as outlined in the Government's <a href="#">Innovation Strategy</a>, including:</p> <ul style="list-style-type: none"> <li>■ establishing the Seven Technology Families Development Fund.</li> <li>■ convening multi-agency discussions, identify mutual priorities and shape collaborative activities in transformative technologies, for example, by delivering on the Declaration on AI and Statement on Quantum, working with UK and US funders and government partners.</li> <li>■ developing the next phase of the <a href="#">National Quantum Technologies Programme</a>, working through EPSRC and with BEIS, the Strategic Advisory Board and Programme Board, identifying investment in future hubs and accelerating the market pull for emergent quantum technologies aligned to the programme.</li> <li>■ developing a programme to derive strategic advantage from high potential technologies.</li> </ul>	<p>Develop a case study bank revealing the circumstances under which UKRI-supported R&amp;I has helped improve lives in other ways, including through improving health, increasing wellbeing, enriching culture, enabling inclusion, enhancing social capital, increasing security, improving safety, and protecting the environment.</p>
<h3>Transform sectors that are key to the future economy.</h3>	<p>Explore opportunities to leverage support and drive new and existing sectors such as life sciences, space, and the design and creative industries sectors, including through our work to deliver on our strategic themes and harness opportunities from tomorrow's technologies.</p>	<p>Measure the amount and type of funding awarded to, and the outputs and outcomes from R&amp;I projects that relate to the seven priority technology families to monitor how effectively we are supporting tomorrow's technologies.</p>

## Highlight: Creating a quantum-enabled economy for the UK

Construction work has begun on the £93 million National Quantum Computing Centre (NQCC). EPSRC and STFC are supporting the centre to lead the development, application, and commercialisation of quantum computing, accelerate the growth of UK business and the quantum supply chain, and drive the development of the world's first quantum computer.

This work forms part of the internationally acclaimed National Quantum Technologies Programme, which is building competitive strategic advantage for the UK in quantum technologies. The programme focuses on stimulating market growth and unleashing innovation, enhancing the UK's research and technology capability, and building assets at scale across the UK.

## Highlight: Delivering the National Space Strategy

With our expertise, state-of-the-art facilities, and strong links to space-technology businesses, we will continue the drive for the UK to become one of the world's leading space economies and inspire the next generation of science leaders.

STFC is working across UKRI, Government, UK Space Agency, and European Space Agency to deliver the National Space Strategy. The National Satellite Test Facility, the UK's first purpose built, comprehensive set of large-scale space test facilities at a single location, due to be completed this financial year, will be available on a commercial basis to all space organisations based in the UK and internationally.





# Objective 6: A world-class organisation

## Making UKRI the most efficient, effective, and agile organisation it can be.

Building on our strong foundations we are transforming UKRI to become a more agile, responsive organisation, maximising our support for research and innovation. We will further integrate our capability to maximise the impact we deliver collectively. We will continue to create an empowering environment where we optimise effective decision-making and responsibility, support talent, increase collaboration and remove barriers to getting things done. We are determined to make our organisation and its activities as efficient and effective as possible, driving down bureaucracy and cost. We are confident that we can deliver our strategic objectives and the activities described in our delivery plans within the operational expenditure targets we have been set.

**Over the next three years** we will capitalise on new ways of working and on major transformation of our data systems to reduce our business-as-usual operational expenditure from £291 million in 2022-23 to £220 million by 2024-25, to be as effective and efficient as possible whilst delivering commitments in this Plan and our councils' Strategic Delivery Plans. We will implement a streamlined operating model, light on bureaucracy, agile and responsive and focused on increased collaboration across UKRI. We will continue to simplify, and integrate our processes, systems and data and remove bureaucracy in our funding processes to deliver

maximum impact for our communities and the public. We will ensure these improvements capture the full benefits of the recommendations from the Grant Review and Tickell Review.

Our work to increase efficiency, effectiveness, and agility will facilitate increased connectivity and shared data access across UKRI, facilitating collaboration across the organisation and with our partners to maximise the impact of our investments. We will draw on our collective expertise to capture new opportunities and tackle challenges, engaging widely with our stakeholders and partners. These actions will strengthen our world-class system to ensure wider impact for our society, economy, and environment.

Efficient and effective working across UKRI is critically dependent on high quality communication and engagement both within UKRI and between UKRI and the many stakeholders we serve. We will deliver a new Communications & Engagement strategy to support the new UKRI strategy, ensuring that we champion a creative and dynamic research and innovation system and help to embed research and innovation in our society and economy. We will strengthen our emphasis on telling compelling stories about the people who make research and innovation happen and on making visible the impacts of their work.

We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
Empower talented people to collaborate and thrive.	<p>Work collaboratively and strategically across the organisation to deliver a comprehensive people plan to meet the needs of our new operating model. This will support organisational change, enable everyone to maximise their talent and build our future workforce. It will include:</p> <ul style="list-style-type: none"> <li>■ supporting UKRI to deliver the organisational change set out in this plan. In partnership with UKSBS, we will improve HR systems and processes and prepare for implementing the new Enterprise Resource Planning solution. We will further strengthen our resourcing and recruitment model and refine our redeployment capability to support efficiency commitments.</li> <li>■ embedding a strategic workforce planning framework that delivers the changing talent needs of UKRI, building a pipeline of skills and talent to ensure we can deliver against our priorities and embed opportunity across the organisation. We will identify succession/talent interventions for all critical roles, review performance management to ensure that it links to reward, learning and development, and talent frameworks and map career pathways for future key and critical roles.</li> <li>■ creating a compelling employee offer to ensure UKRI is best placed to attract, develop, and retain the highest quality staff. We will ensure that our pay and reward system is consistent and transparent, substantially improve our learning and development offer and set clear standards for our leaders, support the mental and physical wellbeing of our staff, and deliver an ongoing programme of employee engagement across UKRI to ensure that staff views are heard and responded to and help streamline our systems and processes.</li> <li>■ ensuring that UKRI is a more equitable, diverse, and inclusive workplace, building creativity, innovation, and effectiveness. We will publish our workforce EDI plan setting out how we will take an evidence-based approach to diversify our workforce and catalyse inclusion across UKRI and build EDI capability and confidence in our workforce.</li> </ul> <p>Refresh our communications and engagement strategy to fully align with our five-year strategy, including:</p> <ul style="list-style-type: none"> <li>■ developing our programme of stakeholder engagement to foster two-way discussion between UKRI and our communities. Strengthening the join-up and coordination of engagement across the organisation, sharing insight and intelligence so we can better serve our communities.</li> <li>■ delivering excellent targeted communications to support UKRI's operations including grant calls and supporting our communities to understand how UKRI works and how they can contribute.</li> <li>■ building on the success of our existing internal communication channels to deepen staff engagement with our organisation, its purpose, and impacts, bringing our people to the front of the messages we highlight.</li> <li>■ working increasingly with analyst and data teams to communicate the impacts of our investments and strengthen our proactive communications work.</li> </ul>	<p>Measure our reduction in Operational Expenditure (OpEx) and OpEx Full-time Equivalents (FTE) to meet our targets and ensure increased efficiency.</p> <p>Measure average time to complete grant peer review, and applicant satisfaction, to ensure the effectiveness and efficiency of our processes.</p> <p>Measure staff engagement through regular pulse surveys to monitor how we are developing, empowering, and supporting our staff.</p> <p>Measure quarterly and year-end financial positions to ensure we are within 1% of our P6 core capital forecast and are managing within BEIS spend limits.</p> <p>Measure the breadth and variety of people who engage with our website, funding competitions and comms and outreach activities to monitor how we are improving accessibility and inclusion through our funding opportunities, communications, engagement, and partnerships.</p>

continued...

We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
<p><b>Make UKRI an efficient, effective, and agile organisation.</b></p>	<p>Continue to improve how we work to drive greater efficiency, collaboration, and agility across UKRI, harnessing and optimising our internal capabilities so we can deliver more together, including:</p> <ul style="list-style-type: none"> <li>■ embarking on an ambitious programme of work to shape and deliver our new operating model, enabling us to reduce duplication and reimagine how we operate, including implementation of recommendations within the Grant Review.</li> <li>■ integrating our existing Reforming our Business portfolio into this work, reducing the portfolio to achieve the greatest efficiencies for UKRI. We will align and optimise our processes and systems including IT infrastructures, drive efficiency through cost modelling, and reduce bureaucracy making it easier for researchers and innovators to apply for funding opportunities.</li> <li>■ As part of our Simpler, Better Funding programme, which will deliver a single funding service, we will work across councils to continue to develop and pilot the system. We aim to deliver initial operating capability by December 2023, with full implementation by March 2025.</li> <li>■ continuing to operate as a responsible organisation, ensuring our governance and management systems are robust and resilient and meet good governance and ethical best practice. We will strengthen governance, the management of information and the way in which UKRI is directed and led, enabling effective decision-making, and building a sustainable business. We will improve compliance and reporting by implementing our new Corporate Governance and Risk management system.</li> <li>■ enhancing our reporting, analysis, and data-driven decision-making ability by creating one UKRI- wide data repository across Grants, HR, and Finance, and improving our data quality. We will enable greater collaboration by introducing a mechanism to enable data to flow between systems more efficiently and introduce a new Enterprise Resource Management system through the SHARP programme.</li> <li>■ improving our resilience and ability to meet the challenges of a changing threat landscape by transforming our approach to information security tools and capabilities and working to ensure UKRI is compliant in personnel, cyber, physical data, and information security. We will continue to bring together the legacy council IT infrastructure and support services to ensure UKRI is a single, effective, and integrated organisation.</li> <li>■ supporting the delivery of our priorities through our portfolio, programme, and project delivery capability, including providing support for change management, continuous improvement, and the development of major investments through the Business Case Hub.</li> </ul>	<p>Measure the delivery and performance of our work programme to shape and deliver our new operating model, and reform our business, to ensure we are effectively moving towards a more efficient, collaborative, and agile UKRI.</p> <p>Measure delivery and impacts of the recommendations from external reviews of UKRI and the wider landscape to ensure we are improving our efficiency and enabling effectiveness of the R&amp;I system.</p>



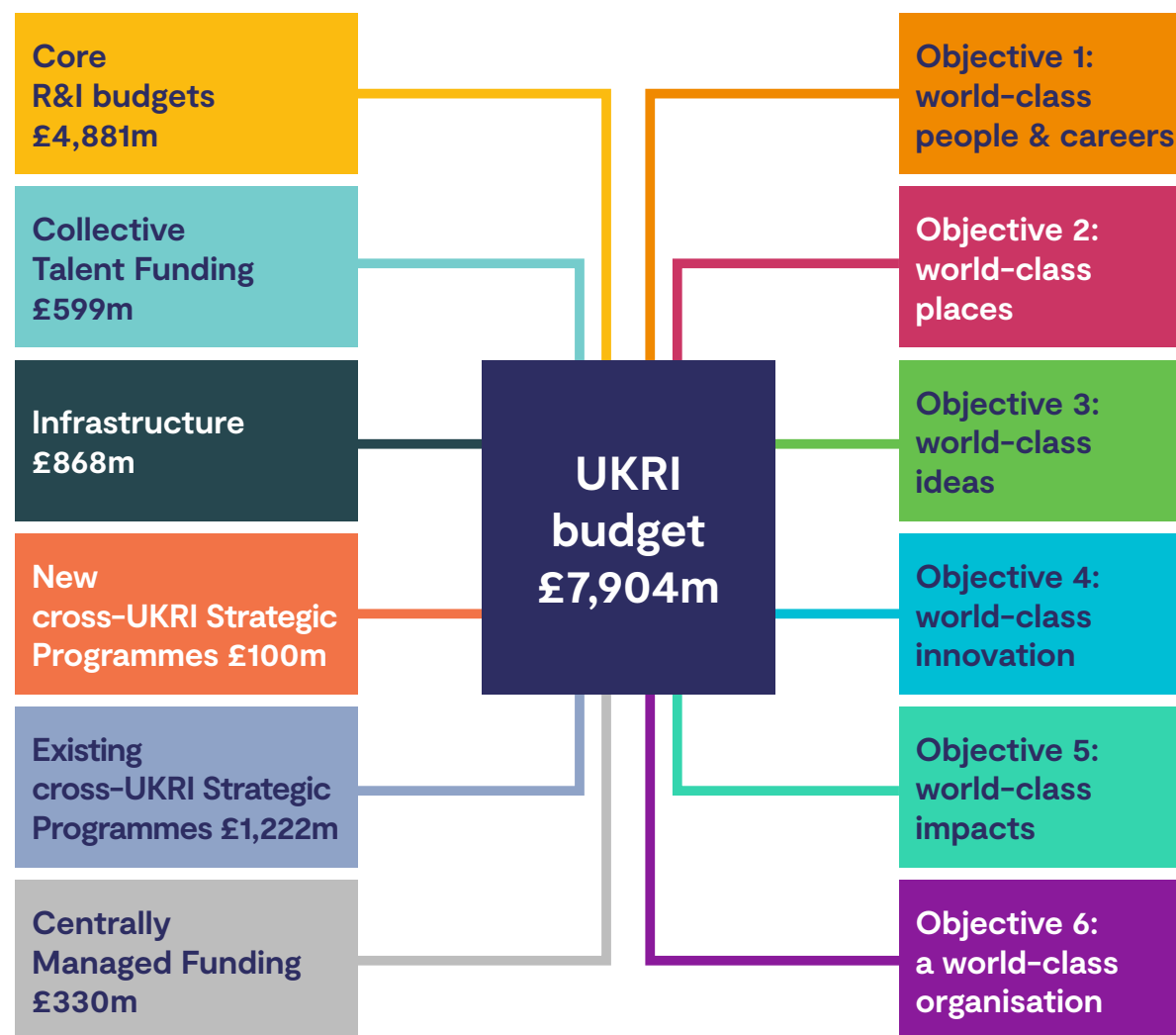
We will:	In 2022-23 we will:	To monitor our progress towards our overall goals, we will:
<p>Catalyse change and impact through partnership and leadership.</p>	<p>Embed environmental sustainability across our work and estates, delivering on our <a href="#">Environmental Sustainability Strategy</a> and action plans. This includes:</p> <ul style="list-style-type: none"> <li>■ identifying potential pathways to reaching Net Zero by 2040. We will innovate within our estate and infrastructure to lower our carbon emissions and identify opportunities for improvement, including:             <ul style="list-style-type: none"> <li>– exploring options for increasing our use of renewable energy, reducing energy demand, reducing our resource use and waste, and protecting and enhancing biodiversity on our estate. We will also explore opportunities for reducing in the longer-term the emissions from marine and polar science research ships and aircraft.</li> <li>– launching a new cross-UKRI fund to support the decarbonisation of the UKRI science and office estate and infrastructure over the next three years. Delivering on the Net Zero Strategy, The Carbon Zero Fund will support projects to develop solutions to reduce energy demand and generate renewable and low carbon power for delivery of UKRI science and operations.</li> </ul> </li> <li>■ collaborating with Higher Education Institutes to co-develop a set of principles to incentivise more environmentally sustainable practices in the research and innovation community.</li> </ul> <p>Champion ‘responsible procurement’. In addition to embedding, improving, and realising the benefits from our procurement operating model, streamlining current operations, providing robust reporting, and continuously improving the service through automation, we will incorporate a set of principles to support environmentally sustainable, safe, and ethical supply chains, providing a charter and toolkit to guide our staff and suppliers.</p>	<p>Measure delivery of our environment sustainability strategy and the environmental impact of our estate to identify how we are progressing against our environmental sustainability goals.</p>

# Our budget

UKRI investments make up the largest public expenditure on research and innovation in the UK. Our total investment for 2022-23 is £7,904m. Note this figure excludes, Official Development Assistance (ODA), Financial Transactions, Department for Education Strategic Priorities Grant and Managed Programmes where funding is delivered by UKRI on behalf of government departments, with the exception of the Department for Transport Zero Emission Programme, delivered by Innovate UK.

In line with our ambition to be an efficient organisation, in 2022-23 we will spend no more than £368m on our operating costs, £291m relating to the business-as-usual costs of delivering our portfolio, and £77m on our 'reforming our business' programmes, including investment in transforming our legacy council IT infrastructure.

Additional details can be found in the [2022-23 – 2024-25 UKRI budget allocations explainer](#) and in upcoming Council Strategic delivery plans.



## UKRI budgets<sup>1</sup>

	2022-23 (£m)	2023-24 (£m)	2024-25 (£m)
<b>Core R&amp;I Budgets<sup>2</sup>, of which:</b>	<b>4,881</b>	<b>5,553</b>	<b>5,999</b>
AHRC	71	65	70
BBSRC	300	318	326
EPSRC	621	647	661
ESRC	121	119	122
MRC	548	587	615
NERC <sup>3</sup>	288	311	325
STFC <sup>4</sup>	531	544	575
Research England <sup>5</sup>	1,730	2,163	2,333
Innovate UK <sup>6</sup>	669	799	970
<b>R&amp;I Budgets – existing time-limited commitments<sup>7</sup></b>	<b>140</b>	<b>135</b>	<b>151</b>
<b>Collective Talent Funding<sup>8</sup></b>	<b>599</b>	<b>670</b>	<b>726</b>
<b>Infrastructure</b>	<b>868</b>	<b>1,000</b>	<b>1184</b>
Carbon Zero Fund	8	16	24
Digital Research Infrastructures	17	42	70
Infrastructure Fund	59	142	281
Existing infrastructure investments	174	134	62
UK Research Partnership Investment Fund (UKRPIF)	29	25	75
World Class Labs, of which:	316	368	386
AHRC	0	5	10
BBSRC	56	70	74

	2022-23 (£m)	2023-24 (£m)	2024-25 (£m)
EPSRC	67	66	69
ESRC	36	41	41
MRC	31	37	39
NERC <sup>9</sup>	30	35	37
STFC	96	113	117
Capital for international subscriptions	49	48	48
Research capital investment fund (RCIF): Higher Education Research Capital (HERC) England and HEI Research Capital England <sup>10</sup>	216	225	238
<b>New cross-UKRI Strategic Programmes</b>	<b>100</b>	<b>247</b>	<b>464</b>
Innovation Accelerators	3	31	66
Other new cross-UKRI Strategic Programmes	97	216	398
<b>Existing cross-UKRI Strategic Programmes</b>	<b>1,222</b>	<b>795</b>	<b>476</b>
Fund for International Collaboration	40	15	5
Industrial Strategy Challenge Fund	457	252	96
Strategic Priorities Fund	190	155	85
Strength in Places Fund	71	76	62
Other cross-UKRI Strategic Programmes	50	69	78
Dual support for existing Strategic Programmes (previously NPIF) <sup>11</sup>	414	228	150
<b>Centrally Managed Funding</b>	<b>330</b>	<b>231</b>	<b>195</b>
<b>UKRI allocation<sup>12 13</sup></b>	<b>7,904</b>	<b>8,373</b>	<b>8,874</b>

See page 31 for footnotes to UKRI budgets table



**Footnotes for UKRI budgets table:**

- 1 The figures provided in this document are in line with the 2022-23 – 2024-25 budget allocations for [UK Research and Innovation](#) and are broken down by our budgeting and reporting categories. Figures are indicative and may vary over the course of the three-year period due to budget adjustments made as a part of on-going financial management and planning processes to maximise the use of our total funding.
- 2 Council core R&I budgets as shown do not include funding for existing time limited commitments, infrastructure, strategic programmes and collective talent. Funding for these budgets will be delivered by Councils but has been excluded in core Council R&I figures within this publication.
- 3 Natural Environment Research Council (NERC) Core R&I Budgets figure include resource funding for the Antarctic Logistics and Infrastructure partition, to support the UK's scientific operations in the Antarctic, rising from £44.6m in 22/23 to £52.3m in 24/25.
- 4 Science and Technology Facilities Council's (STFC) budget reflects increases in international subscriptions, including the transfer from MRC of responsibility for funding European Molecular Biology Laboratory (EMBL), and provision for the impact of rising energy costs on operating domestic facilities.
- 5 Research England figures are for financial years 2022-23 – 2024-25. Allocated budgets for academic years 2022-23 – 2024-25 will vary and be announced separately. This allocation will hold the balance of dual support at 64p (this currently excludes ODA funding which is to be confirmed, along with dual support for new strategic programmes).
- 6 Innovate UK was allocated £2.6 billion across 2022-23 – 2024-25 in Spending Review 2021. This includes funding for activities accounted for in 'existing time limited commitments', including a £118m Zero Emissions Freight Vehicles programme, of which £80 million delivered in 2024-25, that Innovate UK will deliver on behalf of the Department for Transport
- 7 Existing time-limited commitments include funding for COVID interventions and one-off committed project spend.
- 8 Collective talent funding includes an additional £8.6 million in 2024-25 as part of a £117 million total government investment to create 1,000 new AI PhDs through Centres for Doctoral Training, as announced in the Spring Statement 2022.
- 9 Natural Environment Research Council (NERC) Word Class Labs figure include capital funding for the Antarctic Logistics and Infrastructure partition, to support the UK's scientific operations in the Antarctic, rising from £7.3m in 22/23 to £7.6m in 24/25.
- 10 Equivalent funding for the devolved administrations is directly allocated by BEIS.
- 11 Dual support for existing strategic programmes was previously funded through the National Productivity Investment Fund (NPIF).
- 12 The totals of the individual UKRI budget lines sum to more than UKRI's total funding to mitigate the risk of underspends and ensure best use of available funding.
- 13 All Figures exclude funding for ODA, Financial Transactions, BEIS Managed Programmes (excluding the Department for Transport Zero Emission Programme that will be delivered by Innovate UK) and Department for Education Strategic Priorities Grant.



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