# Government, DSIT and UKRI Ambitions For Place and Levelling Up

<table>
<thead>
<tr>
<th>When?</th>
<th>What?</th>
<th>Who?</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over SR period [22/23-24/25]</td>
<td>Domestic public investment in R&amp;D outside the Greater South East (GSE) will increase by at least one third.</td>
<td>UK Government</td>
<td>Mission</td>
</tr>
<tr>
<td>By 2024-25</td>
<td>DSIT will invest an additional £1.3bn outside the GSE within the SR period (equivalent to 20% increase in spend outside of GSE by 2024-25), of which we expect £1.2bn to be contributed by UKRI (supersedes 55% target)</td>
<td>DSIT</td>
<td>Target</td>
</tr>
<tr>
<td>By 2030</td>
<td>Domestic public investment in R&amp;D outside the GSE will increase by at least 40%</td>
<td>UK Government</td>
<td>Mission</td>
</tr>
<tr>
<td>Over The Long Term</td>
<td>This additional government funding will seek to leverage at least twice as much private sector investment to stimulate innovation and productivity growth</td>
<td>UK Government</td>
<td>Mission</td>
</tr>
<tr>
<td>2022-2027 Strategy</td>
<td>Deliver economic, social, and cultural benefits from R&amp;I to all of our citizens, including by developing R&amp;I strengths across the UK in support of levelling up.</td>
<td>UKRI</td>
<td>Objective</td>
</tr>
</tbody>
</table>
Data and Evidence

Figure 2: ITL1 (region and nation) Research councils’ spend as a proportion of local GVA (left) and by local population (right) FY2020–21

Figure 5: ITL1 (by region and nation) Innovate UK spend as a proportion of local GVA (left) and by local population (right) FY2020–21
Place Programmes

- Strength in Places Fund
  - Two waves shown
- Innovation Accelerators
  - Glasgow City Region
  - Greater Manchester
  - West Midlands
- Local Policy Innovation Partnerships
- Place-based Impact Acceleration Accounts
SIPF Programme so far

Co-investment
Every £1 invested by UKRI to date has yielded circa £2.50 committed co-investment

Jobs created: 816

12 Projects

<table>
<thead>
<tr>
<th>Wave 1</th>
<th>Wave 2</th>
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<tbody>
<tr>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>2020-2025</td>
<td>2021-2027</td>
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</table>

Total of £312m
£133m spent to date

New products/Services
To date: 51
SIPF target by 2027: 52

Generated income
To date: £20.2m
SIPF target by 2027: £30m

Source: SIPF project KPI reporting May 2023
Innovation Accelerator pilot programme

The Innovation Accelerator programme is investing £100 million in 26 transformative research and development projects to accelerate the growth of three high-potential innovation clusters: Glasgow City Region, Greater Manchester and West Midlands.

It’s led by Innovate UK on behalf of UK Research and Innovation for the Department for Science and Innovation (DSIT).

As a pilot for national-to-local co-creation, it also provides evidence for the success factors necessary to:
• grow innovation clusters across the UK
• inform future policy for research and development (R&D)
• cement the UK’s position as a science and technology superpower

Locally-led Innovation Accelerators delivered in partnership with DSIT, Innovate UK and City Regions
Place based IAA

- Multi-institutional collaboration – progress the best of UK research outputs into an industrial cluster

- Accelerate a portfolio that is relevant to a local economy –
  - align impact and translational efforts with local strategic intent at scale
  - Co-created with civic actors to achieve alignment with civic ambitions.
  - Drive collaboration between academia, civic partners and other local stakeholders

**STATS:**

<table>
<thead>
<tr>
<th>Total investment</th>
<th>£41 M</th>
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<tbody>
<tr>
<td>No of investments</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>• 7 in established industrial clusters,</td>
</tr>
<tr>
<td></td>
<td>• 3 in emerging clusters</td>
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</table>
Local Policy Innovation Partnerships

• A new £23m network of local partnerships bringing together universities, government, third sector and industry to drive sustainable and inclusive economic growth and reduce regional disparities across the UK.

• A Strategic Coordination Hub draws together understanding of place-based challenges & provides national policymakers with local insight

• Part of UKRI’s ‘Creating Opportunities and Improving Outcomes’ theme.

• Two phases:
  • Phase one funding now announced
  • Phase 2 commissioning in progress: 4 awards due to start early 2024
Other ways to consider place

1. Place programmes are the most high-profile examples
2. Large calls often consider the geographical balance of the portfolio
3. Programmes can develop capacity in places, even if it is not the primary objective of the programme.
4. The process for application and/or assessment of proposals can affect places differently and should be considered
Liverpool City Region

Key research and innovation assets include:

- Liverpool School of Tropical Medicine
- Unilever
- Materials Innovation Factory
- Glass Futures
- STFC Daresbury Campus with Hartree National Centre for Digital Innovation
Liverpool City Region

The Liverpool City Region has a unique heritage as a world-leader in infection control
Professor Janet Hemingway,
Liverpool School of Tropical Medicine

We are innovators and pioneers, we find new answers and invent new models
Steve Rotheram,
Combined Authority Mayor
Liverpool R&D generating impact

- 176 high-skill jobs, £9.4m investment in local skills, 186 partnerships with SMEs
- Malaria prevention
- Covid testing

- Reducing drug testing time
- Reducing animal use in medical trials

- Widening participation in Astronomy qualifications to deprived and inner city areas

- Reducing environmental burden of acrylic manufacturing
- $1.5bn in new business

- First Covid antiviral pill
- Reducing risks for vulnerable people
Innovate UK and DSIT worked with the three city regions (Glasgow City Region, Greater Manchester and West Midlands) to co-create a programme that meets the needs of innovators in their region. As part of this each region has developed a local innovation strategy setting out the programme objectives within their region.

A Full Business Case was developed in partnership with DSIT and received full HM Treasury approval in early 2023.

Across the three regions twenty-six R&D projects have been selected and were announced in the Spring Budget (2023). These projects are now live and aim to:

- attract private sector R&D co-investment
- make improvements to productivity
- create high-quality jobs that will enrich the lives of the local community
- boost regional economic growth
- develop the technologies of tomorrow

Alongside the £100m investment is a package of bespoke support from the UK government over the lifetime of the programme to boost their regional innovation ecosystem. It brings together national policy and programme leads from government departments and delivery bodies with regional stakeholders to explore prioritised policy opportunities to help meet the programme’s objectives.
UKRI’s Framework for Performance

Emma Lindsell
Executive Director
Strategy, Performance and Engagement
UKRI high-level logic model

Benefits
Research and innovation enrich and improve lives and increase prosperity by creating, applying and delivering value from new knowledge and ideas. Through our strategic objective we will leverage the UK research and innovation system to deliver societal and economic benefits.

**Enrich and improve lives** through improving: health, wellbeing, culture, enrichment, inclusion, social capital, security, safety, culture and environmental outcomes.

**Increase prosperity** through increasing: economic growth, productivity, participation, economic potential, resilience, cost savings and regional growth

Activities
Programmes, interventions and processes designed to attract and develop talented people and teams across diverse career pathways, with the skills needed for the future R&D workforce, and to incentivise a positive culture, integrity and open R&I

**Sphere of direct influence**
- A diverse talent base is attracted to, and retained within the UK R&I system where, positive behaviours and ways of working are recognised and rewarded and participation is inspired
- A diverse and balanced portfolio of project, institutional and infrastructure investments across the UK, supporting enhanced national and international collaborations and partnerships across clusters, places, sectors and disciplines
- A diversity of novel research and innovation outputs and strengthened support for cross- and multi-discipline and sector working
- Programmes, interventions and processes designed to foster the development of skills and expertise, access to finance, collaborative businesses and co-investment, and strengthened diffusion, translation and commercialisation of discoveries
- Research agendas of researchers, policymakers, practitioners, funders and business align R&I resource and co-investment towards addressing our strategic priorities
- An organisation with the capability, data, systems and technology to deliver effectively and efficiently within an environment designed to promote collaboration, inclusivity, creativity and innovation

**Sphere of indirect influence**
- A strong and integrated innovation, entrepreneurial and commercialisation capability is established across the UK and internationally which attract further investment across UK
- Ground breaking and game changing discoveries, technologies and innovations in areas of established, emerging and new areas of human enquiry
- Programmes, interventions and processes that foster the development of skills and expertise, access to finance, collaborative businesses and co-investment, and strengthened diffusion, translation and commercialisation of discoveries
- Research agendas of researchers, policymakers, practitioners, funders and business align R&I resource and co-investment towards addressing our strategic priorities
- An organisation equipped to incentivise, co-create and lead the development of a world class R&I system

**Sphere of interest**
- A strong and integrated innovation, entrepreneurial and commercialisation capability is established across the UK and internationally which attract further investment across UK
- Ground breaking and game changing discoveries, technologies and innovations in areas of established, emerging and new areas of human enquiry
- Programmes, interventions and processes designed to foster the development of skills and expertise, access to finance, collaborative businesses and co-investment, and strengthened diffusion, translation and commercialisation of discoveries
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**Inputs**
UKRI provides investment, staff knowledge and expertise, R&I infrastructure, efficient processes and systems

**Outputs**
Programmes, interventions and processes designed to attract and develop talented people and teams across diverse career pathways, with the skills needed for the future R&D workforce, and to incentivise a positive culture, integrity and open R&I

**People**
- A diverse talent base is attracted to, and retained within the UK R&I system where, positive behaviours and ways of working are recognised and rewarded and participation is inspired
- A diverse and balanced portfolio of project, institutional and infrastructure investments across the UK, supporting enhanced national and international collaborations and partnerships across clusters, places, sectors and disciplines
- A diversity of novel research and innovation outputs and strengthened support for cross- and multi-discipline and sector working

**Places**
- Collaborative and connected R&I institutions, infrastructure and capability across the UK and internationally which attract further investment across UK
- Ground breaking and game changing discoveries, technologies and innovations in areas of established, emerging and new areas of human enquiry
- Programmes, interventions and processes designed to foster the development of skills and expertise, access to finance, collaborative businesses and co-investment, and strengthened diffusion, translation and commercialisation of discoveries

**Ideas**
- Research agendas of researchers, policymakers, practitioners, funders and business align R&I resource and co-investment towards addressing our strategic priorities
- An organisation with the capability, data, systems and technology to deliver effectively and efficiently within an environment designed to promote collaboration, inclusivity, creativity and innovation

**Impact**
- An outstanding research and innovation system in the UK that gives everyone the opportunity to contribute and to benefit
- World-class organisation UKRI is a more efficient, effective and agile organisation, and a responsible partner and employer

World-class people & careers
The UK is the destination of choice for talented people and teams.

World-class places
The UK’s outstanding institutions, infrastructures, sectors and clusters have positioned the UK as a global leader in R&I, with strengths across the UK.

World-class ideas
Advances in the frontiers of human knowledge & innovation are enabling the UK to seize opportunities from emerging research trends, multidisciplinary approaches, ground breaking discoveries and new markets.

World-class Innovation
The innovation environment, capabilities and connections fostered throughout the UK are delivering the government’s vision for the UK to be an innovation nation, driving economic growth, high-quality jobs and private sector investment.

World-class Impact
UK research and innovation strengths are harnessed, putting the UK at the forefront of solutions to global challenges, key technologies and sectors of the future

World-class organisation
UKRI is a more efficient, effective and agile organisation, and a responsible partner and employer.

Operations
Convene & catalyse
Incentivise
Invest
Conduct
Resilience
Engagement
Diversity
Connectivity

Sphere of direct influence
Sphere of indirect influence
Sphere of interest
### Reporting Products

#### UKRI Framework for Performance
Delivery assurance of our Strategy across the full logic model - from the activities we set out in our SDPs and CP, to the outcomes and societal benefits these activities collectively realise.

#### Annual Report and Accounts
Demonstrates how we have met our legal requirements, what and how we have delivered against our Corporate Plan and how we have added value over the year in realising our strategic ambition.
Primary audiences: ARAC, Government, public.

#### Annual Balanced Scorecard
(Sphere of influence/Sphere of interest)
Providing a holistic overview of our performance, focusing on the outcomes that arise from the activities UKRI delivers, in the context of the wider R&I system and longer-term trends.
Primary audiences: Board, ExCo.

#### Implementation reviews/Deep dives
(Sphere of control/Sphere of influence/Sphere of interest)
Providing in depth exploration against strategic objectives/key areas to support delivery confidence/performance (freq. determined by need).
Primary audiences: Board, ExCo, ARAC, StratCo, PFO.

#### Progress and Performance Report
(Sphere of control/Sphere of influence)
Providing assurance on our quarterly progress against delivering our strategic & key government priorities as set out in our Strategy / Corporate Plan.
Primary audiences: ExCo, Board, ARAC, BEIS.

#### Local performance reporting and monitoring
(Sphere of control) Managed at a local level and supports development of the above reporting products.
Primary audiences: Programme Boards, Subcommittees of ExCo.

### Reporting timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Quarter</th>
<th>2022</th>
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</tr>
<tr>
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<td>Q3</td>
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### UKRI logic

- **Inputs**
- **Outputs**
- **Activities**
- **Outcomes**
- **Impact**
- **Benefits**

### Reporting Products Preparation
- Dark
- Light

### Reporting Products Dark
- Annual Report and Accounts
- Annual Balanced Scorecard
- Implementation reviews/Deep dives
- Progress and Performance Report
- Local performance reporting and monitoring

### Reporting Products Light
- UKRI Framework for Performance

The diagram illustrates the flow of information and the reporting timeline for each product.
Example Measures

**Quarterly Progress & Performance Report**
Measures focused on tracking our inputs and activities

- Invest through responsive mode funding streams
- Application processing times
- Co-investment on new awards by sector

- Quality of publications
- Proportions of UKRI-enabled, UK and G7 publications published in open access journals
- Proportion of awards generating policy impact
- Number of active spin-outs enabled through UKRI awards
- UK’s standing in the Global Innovation Index

**Annual Balanced Scorecard**
Measures focused on the outcomes of our activities and investments and tracking long-term trends

- Quality of publications
- Proportions of UKRI-enabled, UK and G7 publications published in open access journals
- Proportion of awards generating policy impact
- Number of active spin-outs enabled through UKRI awards
- UK’s standing in the Global Innovation Index

- Investment through responsive mode funding streams
- Application processing times
- Co-investment on new awards by sector

**Open access articles, 2013-2022**

- Quality of publications
- Proportions of UKRI-enabled, UK and G7 publications published in open access journals
- Proportion of awards generating policy impact
- Number of active spin-outs enabled through UKRI awards
- UK’s standing in the Global Innovation Index

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**Inputs**
**Activities**
**Outputs**
**Outcomes**
**Impact**

**Benefits**

**Average PCR by national funder and UK, 2021**

**% of awards reporting societal, cultural or policy & public service impact**

910 (↑67) Active spin outs as of April 2023. (Active as of April 2022: 843).

54% of UKRI spinouts survive 5 years or more
Collectively inform the Annual Report and Accounts

**Performance summary**

- In the 2022 to 2023 financial year our investments included £1,340 million research and development grants, providing life-saving therapies for people worldwide. The global research and development community in the UK is the source of the world’s most iconic and impactful discoveries. The research and development community in the UK is the source of the world’s most iconic and impactful discoveries.

- In 2022–23 we supported 22,300 students in the R&D sector, including 3,661. Among them, we supported 57,889 individuals, including principal investigators, co-investigators, fellows, and research trainees. Their work is essential to the future of research and development.

**People and careers**

- We invest across the R&D and innovation (R&I) skills spectrum, to make the UK the destination of choice for research, innovation, and development.

**Performance analysis**

- Strengthening clusters and partnerships - locally, nationally, and globally.

- Securing cutting-edge infrastructures for world-class research and innovation.
Expert review to inform the allocation of funding is a core activity for UKRI
▪ How well does expert review work? How do we know?

▪ What are the modifications that might improve expert review?

▪ Are there effective alternatives to expert review?
Almost all funders use roughly this ‘baseline’ process most of the time:

- Applicant submits their application
- Funder’s admin staff perform Eligibility & compliance checks
- Remote peer review by 2-3 external experts
- Panel review, resulting in a ranked list of applications from best to worst
- Formal sign-off by dept. or org. leadership

Formalised standards for each step (incl. reviewer selection, CoIs, eligibility criteria, etc.)
We recently commissioned work to collate evidence on expert review
The ‘Review of Peer Review’

- Independent work undertaken by Technopolis

- Based around 38 “interventions” or changes that could be made to a baseline peer review process (not specially UKRI processes)

- Evidence gathered through
  - A broad review of the published literature
  - Sourcing studies/reports/papers/analyses from UKRI
  - UKRI staff survey
  - Interviews with UKRI staff and other funders

- Outputs:
  - Comprehensive report presenting evidence
  - Supporting online tool for exploring data
  - Full reference material/bibliography
### Condensed Analysis

**Category**
- All

**Intervention**
- Applicant anonymisation

**Evidence Strength**
- All

**Description**
Reviewers or panels members or both do not see the identity of the applicant/s.

* * * * *

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<thead>
<tr>
<th>Category</th>
<th>Intervention</th>
<th>Aims</th>
<th>Hazards</th>
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</thead>
<tbody>
<tr>
<td>Process design</td>
<td>Applicant anonymisation</td>
<td>Reduce bias, foster innovative/transformative ideas</td>
<td>Limited ability to judge feasibility of projects</td>
</tr>
<tr>
<td></td>
<td>Application-design &amp; parameters</td>
<td>Increase diversity and limit gatekeeping</td>
<td>None known</td>
</tr>
<tr>
<td></td>
<td>Process design</td>
<td>Increase diversity and limit gatekeeping</td>
<td>Technology is not widely tested; some algorithms may have problems</td>
</tr>
<tr>
<td></td>
<td>Training and feedback</td>
<td>Improve review quality, diversify reviewers</td>
<td>None known</td>
</tr>
<tr>
<td></td>
<td>Pre-call</td>
<td>Reduce application numbers and concentration of awards</td>
<td>Shifts burden to other funders, savings are minimal</td>
</tr>
<tr>
<td></td>
<td>Training and feedback</td>
<td>Reduce bias, increase diversity among awardees</td>
<td>Ineffective training may install a false sense of confidence</td>
</tr>
<tr>
<td></td>
<td>Training and feedback</td>
<td>Improve quality of reviews; simplify training; increase response rate for review requests</td>
<td>None known</td>
</tr>
<tr>
<td></td>
<td>Decision-making</td>
<td>Increase accountability and review quality</td>
<td>Possibly increased burden for funder (and longer timelines depending how rebuttal works)</td>
</tr>
<tr>
<td></td>
<td>Process design</td>
<td>Remove bias, reduce panel burden</td>
<td>Reputational impact on applicants</td>
</tr>
<tr>
<td></td>
<td>Use of international assessors</td>
<td>Avoid conflicts of interest, ensure required</td>
<td>May require more guidance/training for panelists</td>
</tr>
</tbody>
</table>

*Right-click on any row to drill through details on Aims, Evidence Strength, and References*
Innovation in expert review across UKRI

- **Examples**
  - NERC experiments on partial randomisation
    - Aimed to reduce biases and streamline process
    - Proposals scored, but avoids ranking within scores
  - Innovate UK optimisation of reviewer numbers
    - Pilot reducing number of assessor from 5 to 3
    - Currently reviewing impact of trial
  - EPSRC New Horizons Programme
    - Trial of anonymous review (2 stage process), panel only review and ‘wild card process’
    - Evidence of benefits on supporting high risk research, and improved diversity of grant holders
We are scoping the development of a centre of excellence in expert review
• Gather and synthesise evidence on expert review and alternatives
• Support and co-ordinatate pilots and experiments on innovative practice in expert review and alternatives
• Facilitate sharing of the lessons from effective and less effective practice
• Better recognise and utilise staff expertise and experience in expert review