## Research Action Plan 2019-20

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| A1 Preparrations for REF2021 | • Ensure staff meet the requirements set out in the University Research Strategy (URS), for 100% of ASER staff and ASR staff on Grade 9 and above (independent researchers) to be submitted to REF2021.  
• To maximise the quality of outputs for each Unit of Assessment (UoA), including ensuring delivery of 100% submission and 2.5 outputs per FTE submitted.  
• To support REF eligible staff to deliver 3 outputs at a minimum of 3* published by 31 July 2020 (subject to the normal allowances for ECRs; qualifying periods of maternity, paternity or adoption leave; part-time working; etc.).  
• To encourage a focus on and provide support for the delivery of 4* papers.  
• Drafting of the Environment Statements at the Institutional and UoA levels and the Impact Case Study Templates.  
• Also see A2 on delivery of Impact Case Studies. | RS: O1  
Risk ID: 1,5 | **Key success measures:**  
• Each UoA profile of outputs provides a GPA that demonstrates that we are on track to meet the University's Strategic Plan KPI target for the University to be in the top 10 nationally for research quality in the 2021 REF, and each unit of assessment to be in the top 20% of the unit in the 2021 REF.  
• Penultimate drafts of templates prepared for end June 2020 ready for finalising in October 2020 ready for submission. | PVC Research  
Research Governance and Planning Manager | Throughout AY 2019-20 |
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<td>A2</td>
<td>Support the monitoring of and activities leading to the achievement of impact</td>
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|              | • Maximise the use of the PVC Research's Strategic Fund, the ESRC funded Impact Accelerator Account (IAA) and Impact Prize to support and identify impact activity.  
• Ensure a systematic, proactive approach in collaboration between the PVC R, Impact Officers and the departmental Directors of Research/Directors of Impact and academic staff to ensure delivery of 3* and 4* impact case studies for REF 2021 and beyond.  
• Ensure delivery of required numbers of Impact Case Studies at the highest quality for each unit of assessment (UoA). | RS: O9, O10  
Risk ID: 5 | Key success measures:  
• Successful launch of new IAA and first tranche of IAA funding allocated  
• Successful delivery of the 2020 Impact Prize competition as measured by increased numbers of entries and greater attendance at prize giving event.  
• Each UoA has the required number of impact case studies with all underpinning documentation.  
• Impact case studies for each UoA with all documentation given a * rating to identify 3*/4* cases and those that need further support.  
• Implement actions identified as part of the 2019 Research Monitoring Exercise using the RIS, in preparation for the final documentation submission on 31 July 2020. | PVC Research Director of REO | Throughout AY 2019-20 |
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| A3 | Develop the public engagement profile | - Support the development of the new Centre for Public Engagement (CPE).  
- Delivery of the partnership with the Cabinet Office’s Open Innovation Team (OIT). | RS: O4, O7  
Risk ID: 6 | Key success measures:  
- Submit at least one funding application in support of the CPE  
- Two or more academic collaborations with government enabled by OIT, and a Policy School | Director of the University’s Strategic Objectives  
Director of REO | End of AY 2019-20 |
| A4 | Enhance the University’s research profile | - Fully exploit mechanisms already put in place to achieve citation levels comparable with our peers.  
- Provide training to staff to encourage departments (departmental Directors of Research) to undertake performance analysis using Scopus and SciVal, in order to understand citations and staff profiles better.  
- Develop and increase research capacity in emergent research areas.  
- Review the Research Excellence Award, following its introduction in 2018-19.  
- Review work to improve internal and external communications to showcase our research, including the website, social media, and other communication channels.  
- Encourage Centres to continue to increase their visibility and external funding, and explore opportunities for the future development of institutes and centres, including inter- and cross-disciplinary options.  
- Foster and promote cutting-edge research across disciplinary boundaries, identifying joint projects. | RS: O2  
Risk ID: 5 | Key success measures:  
- Improved university and departmental level citation rates.  
- Increased research capacity evidenced by high quality paper outputs/increased grant submission or development of impact cases.  
- Increased numbers of research active staff.  
- Each UoA to have leadership in place, along with strategies and action plans in place.  
- Successful implementation of changes to the research pages within the website and increased and improved levels of communications.  
- Evidence of added value of Centres via grant awards.  
- Establishment of a cross- | PVC Research  
Director of REO | End of AY 2019-20 |
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<td>A5</td>
<td><strong>Develop, support and celebrate the achievements of our research community</strong>&lt;br&gt; ▪ Work with organisational development to develop an enhanced programme of training for our research community&lt;br&gt; ▪ Work with organisational development to develop tools to provide career-long learning opportunities&lt;br&gt; ▪ Support the celebrating excellence in research and Cross University Research events</td>
<td>RS: O15</td>
<td>• Evidence of enhanced research performance&lt;br&gt; • Evidence of cross university research collaboration – through co-authored outputs or research income</td>
<td>Assistant Director Human Resources (Organisational Development)&lt;br&gt; PVC Research&lt;br&gt; Director of REO&lt;br&gt; CER communications team</td>
<td>End of AY 2019-20</td>
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<td>A6</td>
<td><strong>Investment in resources, infrastructure and equipment to develop research strength</strong>&lt;br&gt; ▪ Identify and prioritise key areas for investment in research infrastructure across the University (KPI 2/THE action plans).&lt;br&gt; ▪ Implement the recommendations of the Research Facilities Review, considered by USG in January 2019, namely:&lt;br&gt; ▪ Encourage staff to bid for external funding for equipment and facilities;&lt;br&gt; ▪ Requirements for research equipment renewals and new equipment requests to be maintained as live documents that are considered within departments’ planning rounds, as well as at CPG’&lt;br&gt; ▪ For a centralised University equipment</td>
<td>RS: O4 Risk ID: 9</td>
<td><strong>Key success measures:</strong>&lt;br&gt; ▪ Evidence that the funds have had a positive effect on departments’ capacity to produce high quality research outputs and/or generate funding bids.&lt;br&gt; ▪ Matched funded for purchase of equipment part funded through grants.&lt;br&gt; ▪ An annual submission of equipment needs to Faculty Research Committee and CPG.&lt;br&gt; ▪ To create and implement the inventory.</td>
<td>Deputy Vice Chancellor&lt;br&gt; Business Analyst (Equipment &amp; Technician Support Review)</td>
<td>End of AY 2019-20</td>
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| A7 Increase and diversify external research funding | Review the funding landscape to identity funding opportunities in priority areas (KPI2/THE action plans). Work with departments and DDRs to improve the quality of applications being submitted in order to maximise the chances of success. Implement the University wide approach to maximise use of QR GCRF funding and enable success in obtaining competitive GCRF grants. Increase research income from businesses. Ensure actions are taken to develop research leadership capacity, support delivery of large grants, and that training is provided to support the development of Principal Investigators. Review how to enable, incentivise and reward researcher’s grant activities. | RS: O7, O13 Risk ID: 6 | Key success measures:  
- Increased University external research funding by 10% and improve research income per FTE as compared with 2018/19 position.  
- Demonstrable benefits from improved internal quality review processes for applications  
- At least one successful bid to a GCRF call.  
- Increased research income from businesses by at least 10%  
- Successful introduction of capacity and capability approaches for researchers at all career stages  
- Complete a review and implement actions to enable, incentivise and reward grant activities. | PVC Research Director of REO Director of Communications and External Relations | End of AY 2019-20 |
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<td>A8</td>
<td>Further develop strategic partnerships Local</td>
<td>Continue to establish and nurture relationships with Essex County Council, Colchester Borough Council, Southend Borough Council, and Tendering District Council and identify future opportunities, including with North Essex Garden Communities (NEGC).</td>
<td>RS: O8 Risk ID: 5,6,12</td>
<td>Key success measures:</td>
<td>PVC Research Director of REO End of AY 2019-20</td>
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<td>Regional</td>
<td>Increase the visibility and impact of existing research relationships with the Eastern ARC. Engage with the South East Local Economic Partnership (SELEP) to deliver their regional objectives.</td>
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<td>National</td>
<td>Pursue new partnership opportunities, such as with Public Health England (PHE).</td>
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<td></td>
<td>International</td>
<td>Explore and develop new partnership opportunities arising from Young European Research Universities Network (YERUN). Continue international visiting fellowships and deploy GCRF QR funding to enable links with DAC countries to support GCRF grant applications. Contribute to development and implementation of Partnerships sub-strategy, aligning resource and efforts to priorities set out in KPI2/THE action plans.</td>
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| A9 Knowledge-based business engagement | ▪ Manage the HEIF budget, refreshing the two-year plan in Spring 2020, and prepare and submit the required reports to Research England.  
▪ Prepare for the KEF and ensure processes for data collection and management will support the requirements.  
▪ Proactively develop new business leads – including with public and third sector.  
▪ Support the delivery of the TWI partnerships, engaging in the oversight of the Director and enabling applications for funding to developed and submitted.  
▪ To build on the University’s Digital, Creative and Cultural (DCC) sub-strategy - including managing the delivery of SECCADS and the CDF award - to ensure that we continue develop in this area.  
▪ Lead activities to generate greater interest in commercialisation across the University.  
▪ Embed the Start-Up team within the Innovation Centre and deliver a programme of entrepreneurship and business support activities. | RS: O11, O13  
Risk ID: 6 | Key success measures:  
▪ HEIF plan delivers demonstrable links with business community to deliver income and routes to impact.  
▪ Maximise HEBCI submission in 2019 to increase HEIF income announced in spring 2019.  
▪ Develop data collection approaches for new KEF indicators introduced  
▪ A 10% increase in business collaborations with private, public and third sectors  
▪ At least three funding applications submitted in partnership with TWI  
▪ At least one new DCC aligned award submitted  
▪ A 10% increase in commercialisation income  
▪ Successful delivery of a new | RS: O11, O13  
Risk ID: 6 | PVC Research  
Director of REO | Throughout AY 2019-20 |
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|              | - Respond to the Industrial Strategy funding opportunities through collaborations with businesses, industries, sectors and with other universities.  
- Diversify the range of KTPs across the University, extending successes to other areas.  
- Support ECR’s with KE activity to develop their research | | programme of entrepreneurship activities within the Innovation centre  
- At least one successful project supported by Industrial Strategy funding.  
- Maintain top 5 positions for KTPs in UK.  
- Evidence of at least one KTP in each of the Faculties  
- Access at least 1 KTP from new productivity linked funding (now includes areas relevant to EBS).  
- Engage ECR’s with innovation vouchers, consultancy and other KE opportunities. | | Throughout AY 2019-20 |
| A10 | Support the development of our Postgraduate Research community  
- Improve the visibility of Postgraduate Research both internally and externally using our website and social media.  
- Development of Research-Learning Communities | RS: O16  
Risk ID: 1, 2, 5 | Key success measures:  
- Enhanced communications and promotion of PGR initiatives both internally and externally  
- Increased numbers of applications for PGR study.  
- Development of pan-university projects, initiatives | Dean of Postgraduate Research and Education  
Vanessa Potter, Director of Communications and External Relations | Throughout AY 2019-20 |
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<td></td>
<td> Enhancing Research Training and exposure to early career research funding opportunities for Postgraduate Researchers.</td>
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<td> Support for the development of national and international DTP and CDT</td>
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<td> Internationalisation of Postgraduate Research</td>
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<td>and resources that bring together the PGR community</td>
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<td></td>
<td> Increasing our involvement in existing and the development of new DTP and CDTs</td>
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<td> Strategic development of international joint PhD partnerships.</td>
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<td>Postgraduate Research Training Vanessa Cuthill, Director REO</td>
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<td>Dean of Postgraduate Research and Education, Senior Postgraduate Research Education Manager Vanessa Cuthill, Director REO</td>
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| A11 | Maximising the positive impact of Postgraduate Researchers on REF 2021 submission | - Setting departments clear targets to enable timely PhD completions will help to maximise the ratio of Doctoral Awards / Staff FTE which is included as a metric in the REF2021 submission.  
- Ensure that the administration of the examination process is timely to maximise the ratio of Doctoral Awards / Staff FTE. | RS: O16  
Risk ID: 1, 2, 5 | Maximum potential numbers of students receive awards by the REF census date of 31 July 2020. | Senior Partnerships Manager | REF2021 census date, 31 July 2020 |
- Consult with staff across the University | Research strategy approved | PVC-R  
Director REO | January 2020 |

www.essex.ac.uk/about/strategy

Approved by Senate 1 May 2019.
NB. References to links to the University’s Research Strategy are to the 2014-19 Strategy, as the 2019-25 Strategy was under development at the time of approval.