

# Transforming Futures

Community and Business Engagement Strategy

# 2020-2030



# Contents

1. Strategy 2030 | 4

2. Transforming Futures Community and  
Business Engagement Strategy | 5

2.1 Our strategic priorities | 6

2.2 How we will measure our progress | 8

Annex one: Knowledge Exchange Framework Metrics | 10

Strategy implementation | 11

# 1

## Strategy 2030

The University's Strategy 2030 sets out the ambition and priorities for the University 2020-2030. The Strategy is based on the University's mission and values:

UWE Bristol **transforms futures**: powering the future workforce, supporting local economic prosperity, shaping the health and sustainability of our communities and creating solutions to global challenges.

### Values

#### Ambitious

We are not afraid to shape, challenge and tackle the big issues, to take the initiative and pave the way.

#### Inclusive

We make UWE Bristol a supportive and inspiring place to learn and work – somewhere where diversity of experience and perspective is encouraged, and learning and research is shared and accessible.

#### Innovative

We create new opportunities for the people who work and study with us. We embrace different ideas and pioneer new and sustainable ways of doing things.

#### Collaborative

We have strong connections locally and globally. We help people and organisations be the best they can, building trust throughout our university community and beyond.

#### Enterprising

We instil a thirst for new knowledge, its creation and application, empowering our students and staff to demonstrate a creative questioning approach, a 'can-do' confidence, and ability to navigate uncertainty.

### As we shape our future to 2030 our focus will be on:

#### Our Purpose

Solving future challenges through outstanding learning, research and a culture of enterprise.

#### Our People

Creating opportunities to thrive and flourish.

#### Our Place

Creating an inspiring local and global gateway to the future.

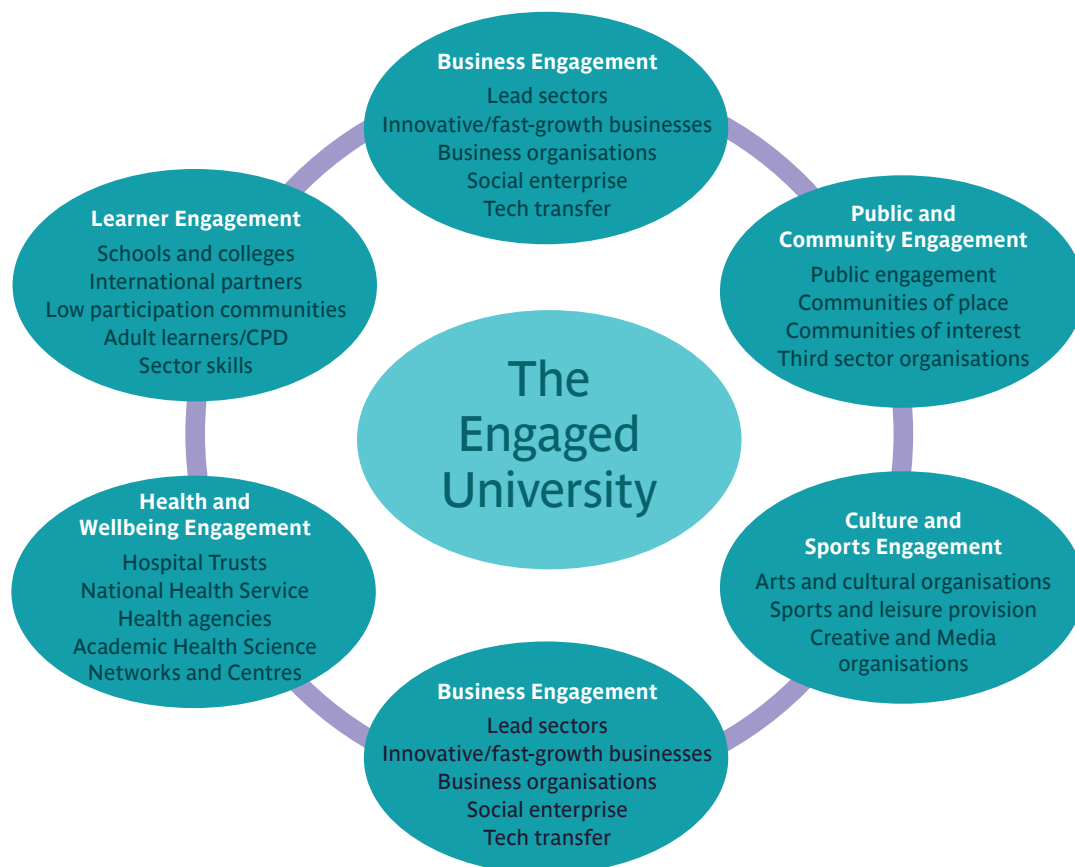
The priorities contained in Strategy 2030 are being driven forward through a series of sub-strategies as set out on page 11.

# 2

## Transforming Futures Community and Business Engagement Strategy

We will build a new kind of future-facing university, locally embedded with global reach. A university engaged with communities, business, partners and stakeholders across the West of England to shape and drive future prosperity, health and wellbeing, equality and diversity, sustainability and cultural and community development across all parts of the region and to create opportunities for all.

Our aims and activities will map across the following six 'axes of engagement':



## 2.1 Our Strategic Priorities

There is a strong regional focus to much of our collaboration and engagement – we are a University ‘in, of and for the West of England’. Conventionally the West of England is defined by the boundaries of the four local authorities of Bristol, Bath and North East Somerset, South Gloucestershire and North Somerset.

We work closely with communities, businesses and organisations across this broadly-defined ‘city-region’. Many of our students come from this area and many secure jobs here after graduating.

We also have high levels of engagement and collaboration across the wider south-west of England and nationally. Globally we have strong and growing levels of engagement and collaboration through international learning partnerships and with research partners.

In order to achieve our ambitions in terms of community and business engagement we identify our strategic priorities under each of our six axes of engagement:

### Business engagement

- Work with major employers and business organisations to build prosperity and opportunity through long term engagement and partnerships.
- Actively support innovative, small and medium-sized enterprise (SMEs) businesses across the region including in high-tech, digital, sustainable and creative industries, to promote growth and opportunity.
- Work in partnership with employers and other stakeholders to create learning opportunities, and skills development which meet future needs in the labour market locally and respond to changing technologies and ways of working.
- As a major enterprise in our own right, contribute to the prosperity of the region through our economic impact, employment, local procurement, and as a magnet for students from outside of the region, both nationally and internationally.

### Learner engagement

- Ensure opportunities for all to benefit from our programmes, professional development, lifelong-learning and collaborative working, regardless of background or protected characteristics - age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- Work closely with schools and partner colleges to build route-ways to opportunity and attainment for communities across the whole region including those with multiple forms of deprivation and with historically low levels of participation in higher education.
- Engage with employers and other organisations to provide opportunities for our own students to engage with the world of work and to provide opportunities for future employment.
- Build on the strength of our international learning partnerships to open up opportunities and to further develop the diversity and global connectedness of the University and the region.





### Health and wellbeing engagement

- Collaborate with partners and providers to enhance the health and wellbeing of diverse communities and needs across the region, nationally and internationally.
- Work closely with NHS Trusts, partners and providers to train, develop and provide the skilled and committed professional workforce needed to deliver health and wellbeing now and in response to future needs.
- Engage with partners and providers, charities, businesses, patients and the public, through research, development and enterprise support to identify new solutions and promote innovation in healthcare and wellbeing.

### Public engagement

- Share our knowledge, resources and skills with the public, and listen to and learn from the expertise and insight of the different communities with which we engage.
- Collaborate with and support communities based on place and common interest and third sector community organisations to develop social, cultural and economic benefit and opportunity and promote equality, diversity and inclusivity.
- Support and enable our students and staff to engage and contribute locally and globally through volunteering and roles and membership in partner and stakeholder organisations, drawing on their skills and experience.

### Civic engagement

- Promote strong civic engagement, working in partnership with the four Local Authorities across the city-region, the Combined Authority, the Local Enterprise Partnership, third-sector organisations, local representative bodies, government departments and agencies, to enhance prosperity, wellbeing, cultural and community development across the whole of the West of England.
- Work with civic partners to develop 'joined-up' leadership and policy formation and implementation, and a collaborative approach through which to address key challenges, sharing resources, expertise and influence.

### Cultural and sports engagement

- Facilitate the growth and development of the many arts, media and cultural communities and organisations across the region, through engagement with cultural and creative partners and stakeholders and through the skills and experience of our graduates.
- Promote and support sports, health and wellbeing in collaboration with communities and partner organisations.
- Provide opportunities for our own students and staff both to contribute to and benefit from the richness of cultural and sports activities and organisations across the region.

## 2.2 | How we will measure our progress

**Knowledge exchange metrics:** university performance in terms of knowledge exchange, community and business engagement has been defined historically in terms of the Higher Education and Business Innovation Survey (HEBCIS) metrics. These also drive annual allocations of Higher Education Innovation Fund (HEIF) resources.

Research England has developed a set of Knowledge Exchange Framework (KEF) metrics to sit alongside the Teaching Excellence Framework (TEF) and Research Excellence Framework (REF). These largely draw on the HEBCIS metrics and were first published in 2020/21 (see annex one).

We will adopt the KEF metrics as a core set of performance measures for community and business engagement – these are reportable on an annual basis and can be generated for the University as a whole and for sub-units. They are also benchmarked against a defined ‘cluster’ of similar universities.

**Knowledge Exchange Concordate:** alongside KEF metrics, Universities UK and Research England in 2020 published a Knowledge Exchange Concordat. This includes a set of Aims, Principles and Enablers. Knowledge Exchange is defined as:

*a collaborative, creative endeavour that translates knowledge and research into impact in society and the economy. Knowledge exchange includes a set of activities, processes and skills that enable close collaboration between universities and partner organisations to deliver commercial, environmental, cultural and place-based benefits, opportunities for students and increased prosperity.*

Institutions will be invited to sign up to the Concordat.





**Our wider approach:** performance on our strategic priorities will also be measured against the University's Access and Participation Plan, widening participation targets and the Transforming Futures Equality, Diversity and Inclusivity Strategy with partners and communities.

We will engage with and listen to communities, businesses, partners and organisations across all parts of the region to ensure that our external engagement and collaboration is aligned with their needs and aspirations.



We are committed to further developing our approach to managing, supporting and delivering engagement and collaboration as a key focus of our Strategy 2030.

Engagement includes applied, collaborative and co-created research with partners and communities. The activities set out in this Strategy should be cross-referenced with our Transforming Futures Research Strategy.

We will work to address the under-representation of individuals and organisations from Black and Minority Ethnic Communities in our partnerships, collaboration and engagement and to oppose racism in all its forms.

UWE Bristol is also a signatory of the Manifesto for Public Engagement drawn up by the National Co-ordinating Centre for Public Engagement (which we co-host with the University of Bristol). We are fully engaged with the Civic University Commission and Civic University Agreements. We are also members of the National Centre for Universities and Business. We will continue to support and work with these organisations and initiatives to benchmark our activities and in support of the overall agenda for Community and Business Engagement set out in this Strategy.

## Annex one

# Knowledge Exchange Framework Metrics

KEF Perspective	Metric Description
Research Partnerships	Contribution to collaborative research (Cash) as proportion of public funding
	Co-authorship with non-academic partners as a proportion of total outputs (data provider TBD)
Working with business	Innovate UK income (KTP and grant) as proportion of research income (Innovate UK)
	HE-BCI contract research income with non-SME business normalised by HEI income
	HE-BCI contract research income with SME business normalised by HEI income
	HE-BCI Consultancy and facilities income with non-SME business normalised by HEI income
	HE-BCI Consultancy and facilities income with SME business normalised by HEI income
Working with the public and third sector	HE-BCI contract research income with the public and third sector normalised by HEI income
	HE-BCI Consultancy and facilities income with the public and third sector normalised by HEI income
Skills, enterprise and entrepreneurship	HE-BCI CPD/CE income normalised by HEI income
	HE-BCI CPD/CE learner days delivered normalised by HEI income
	HE-BCI Graduate start-ups rate by student FTE
Local growth and regeneration	Regeneration and development income from all sources normalised by HEI income
	Additional narrative/contextual information – optional in year 1
IP and Commercialisation	Estimated current turnover of all active firms per active spinout
	Average external investment per formal spinout
	Licensing and other IP income as proportion of research income
Public and community engagement	Self assessment based metric – optional in year 1
	Additional narrative/contextual information – optional in year 1

# Strategy Implementation

The priorities contained in Strategy 2030 are being driven forward through a series of sub-strategies.

## Core Strategies

Transforming Futures Learning and Teaching Strategy

Transforming Futures Research Strategy

Transforming Futures Community and Business Engagement Strategy

## Thematic Strategies

Transforming Futures Climate Action and Sustainability Strategy

Transforming Futures Health and Wellbeing Strategy

Transforming Futures Equality, Diversity and Inclusivity Strategy

## Enabling Strategies

Transforming Futures People Strategy

Transforming Futures Campus Environments and Infrastructure Strategy

These strategies contain further information about the commitments we have set and the actions we are taking to realise our 2030 ambitions. Appropriate cross-references are included in each of the strategies.

University of the West of England, Bristol  
Frenchay Campus  
Coldharbour Lane  
Bristol BS16 1QY

[uwe.ac.uk](http://uwe.ac.uk)



UK Quality Assured

If you would like any of this document  
in an alternative format (eg large print,  
audio, Braille), please let us know.