**Research Wales Innovation Fund Strategy 2023/24 – 2027/28**

| Institution: | University of Wales Trinity Saint David |
|---|---|
| RWIF strategy lead: | Gary Clifford, Exec. Dir. of Commercialisation |
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## Section A: Overview

### 1. Strategic ambitions

*Please provide an overview of your institution's five-year approach to supporting knowledge exchange activities and how these will be supported by RWIF. You may wish to highlight broad areas which you are targeting, and how these align with your institutional mission and internal strategies.*

[max 250 words]

The University of Wales Trinity Saint David (UWTSD), through its INSPIRE unit, is dedicated to driving knowledge exchange, research, and civic mission strategies over the next five years. The department's approach to knowledge exchange is multifaceted, encompassing the activities of its Research, Commercial, Enterprise, and Civic Engagement Divisions.

- The Research Division aims to drive research excellence, aligning its efforts with the Researcher Development Concordat (2019), Knowledge Exchange Concordat, Research Excellence Framework (REF) (2027), and the Research and Innovation Strategy (2022 - 2027). Through research-based activities, it strives to foster innovation, collaboration, and contribute to regional development and commercialisation.

- The Commercial Division's objectives include fostering innovation, promoting industry engagement, and maximising the university's commercial potential. The division is also engaged in Knowledge Transfer Partnerships (KTP) and Smart Partnerships (SP) whilst facilitating collaborations between academic researchers and businesses for commercial purposes.

- The Enterprise Division oversees the infrastructure of support for enterprise and entrepreneurship, supporting student, graduate, and staff start-ups (encompassing Spin-Ins and Spin-Outs). Delivered via a triple helix model for innovation, it collaborates with businesses and government to foster economic and social development. Expertise from our internationally recognised research institute, the International Institute for Creative

Entrepreneurial Department (IICED) (Research and Innovation Strategy 2022-2027) informs all interventions.

- The Civic Engagement Division advances UWTSD's commitment to societal impact, aligning its community-based and schools-based activities with both local and international goals such as the Universities Wales Civic Mission Framework, Wellbeing of Future Generations Act 2015 and the United Nations Sustainable Development Goals.

The RWIF is crucial in supporting UWTSD's research and innovation efforts, driving societal and economic impact while preserving the Welsh language and culture. By leveraging RWIF funding, UWTSD enhances collaborations, facilitates knowledge exchange, and promotes the Welsh language across sectors. These activities align with UWTSD's mission of creating opportunities, excellence in teaching, scholarship, and putting learners first. By nurturing the Welsh language, UWTSD strengthens cultural identity and contributes to the economic growth of Wales. Through partnerships enabled by the RWIF, UWTSD addresses challenges, drives economic development, and fosters innovation locally and globally.

## 2. Capacity Grant

*Provide some narrative on how your institution plans to make use of the £250k capacity grant included within RWIF. How will this be used to support and enhance capacity and incentivise and improve performance in knowledge exchange?*

[max 250 words]

The RWIF Capacity Grant provides the University with a valuable research and innovation financial foundation. This targeted fund offers the institution stability and protection as the University advances its research and innovation strategies and plans. The institution currently combines the capacity grant with the incentive-based element of the RWIF fund and its internal funds to invest in a wide variety of research and innovation activities (examples provided below).

These CG funds have primarily been utilised to support the University's research and impact plans and increase its ability to capture additional income from various sources (i.e., Research, Grant, and Commercial opportunities). In addition, the fund has allowed the University to support the enterprise ambitions of its staff and students and further our Civic Engagement plans.

Here are just four examples of what the Capacity Grant will partly support over the strategic period:

1. **Bid Framework:** Utilisation of a pool of bid writing experts (developed in the previous round of RWIF funding) who can support the University with its commercial growth agenda by helping the university rapidly respond to research, grant and commercial opportunities in Wales, the UK, and further afield.

2. **Research Centres:** Strategic support given to established research centres across the University that either has commercial growth potential (i.e., Construction Wales Innovation Centre (CWIC), Manufacture Advanced

Design Engineering (MADE), **OR** significant academic/research potential (i.e., Assistive Technologies Innovation Center (ATIC), Centre for Advanced Welsh and Celtic Studies (CAWCS), and International Institute for Creative Entrepreneurial Development (IICED).

3. **Impact and Engagement (I&E) Ambassador Programme:** Continue to support UWTSD's I&E Ambassador Programme. A cross-departmental role that formally unites up to 20 people (per year) of the University's 'change-makers' with INSPIRE's four operational pillars (Research, Commercial, Enterprise Civic Engagement). This programme will support those individuals keen to make a marked impact on society, the commercial ambitions of the University, and the economy of Wales stronger.

4. **Research and Impact Accelerator Programme (RIAP).** The RIAP programme will support the university's delivery of its Research and Innovation Strategy, which underpins UWTSD knowledge exchange capacity. This provides essential support for periods of research leave to develop funding applications and complete research outputs (with a focus on UKRI), fostering collaborative opportunities through conference attendance and impact accelerator accounts.

## Section B: Specific content

### 3. Commercialisation / Income generating activity

*RWIF has been designed to incentivise and reward performance, particularly in terms of external income capture.*

*Provide details of how RWIF will be used to enable your institution to grow its external income as measured by HE-BCI. What are the key areas of investment and growth? How will funding be used to build on previous RWIF investments? What new activity will be supported? Further guidance on this section is available in Circular W23/12HE. Your response should be framed in terms of the impact of RWIF on the social and economic prosperity for Wales.*

*Please highlight centres of research excellence that already operate as innovation hubs.*

[500 words max]

The University of Wales Trinity Saint David (UWTSD) plans to leverage the RWIF to bolster its efforts in expanding external income and contributing to the social and economic prosperity of Wales.

The initiatives that follow aim to generate external income, foster entrepreneurship, facilitate knowledge exchange, and drive both economic and societal transformation within Wales. UWTSD's strategic focus on research, innovation, enterprise, and civic engagement strongly aligns with the objectives of the fund and plays a pivotal role in advancing the overall social and economic well-being of Wales.

In this new strategic period, UWTSD has identified several key areas of investment. The funding provided by RWIF will be utilised to build upon previous investments and support new activities. Here are a just few examples:

1. **Incentivising Staff Performance (Impact & Research):** RWIF funds will be used to incentivise and reward staff performance in four areas: Research, Commercialisation, Enterprise, and Civic Engagement. This strategic Incentivisation Policy aims to enhance the university's knowledge exchange, research, and civic mission strategies.

2. **Enterprise and Entrepreneurship:** Recognised as European Entrepreneurial University of the Year 2022, and currently ranked 1st in the UK for active graduate businesses, we will solidify our position as a premier place for enterprise in Wales and the UK. RWIF funding will be used to enhance the university's 'Futures Fund', providing investment and support for the entrepreneurial endeavours of staff, students, and alumni, fostering social and economic prosperity.

3. **Bid Writers Framework:** As above.

4. **Impact and Engagement Ambassadors:** As above.

5.  **Accessible Resources for Commercial Partners:** UWTSD is continually investing in equipment and resources that can be made available to commercial partners or collaborators. In the next strategic period, the university will work with Local Authorities to make its assets, predominantly in the Wales Institute for Science and Art (WISA), accessible to high-performance manufacturing companies. A system will be developed to allow approved organisations to access these resources commercially on an 'on-demand basis.'

6.  **Project Management and Research Support:** RWIF funding will be used to train project managers / principal investigators to maximise the delivery benefits of projects. Additionally, investments in the platform ResearchConnect (formerly known as GrantFinder) and other opportunity-based portals will enable staff university-wide to access research, grant and commercial opportunities to support their teaching and research activities.

7.  **Smart Partnerships and Knowledge Transfer Partnerships (KTPs):** UWTSD is actively developing Smart Partnerships and KTPs, initially in the advanced manufacturing and engineering sectors, but with potential expansion into areas such as health and the creative industries. These partnership-led projects will strengthen the university's collaboration with industry and contribute to economic growth.

8.  **Infrastructure Projects:** During this new strategic period UWTSD's infrastructure projects, namely; Innovation Matrix (Swansea), Yr Egin 2 (Carmarthen), Tir Glas (Lampeter) serve as catalysts for engaging external partners. Private entities are invited to occupy these new buildings and collaborate with the university in specific academic areas, fostering mutually beneficial partnerships and generating income.

9.  **Knowledge Exchange in Health and Creative Industries:** UWTSD aims to develop relationships with industry in health and creative sectors. Through Smart Partnerships and Knowledge Transfer Partnerships, the university will respond via ATIC and Wales Institute of Digital Information (WIDI) to opportunities, focusing on sectors like health and creative industries. This collaboration will generate income, drive innovation, and contribute to sector-specific economic growth.

10. **Commercialisation of Research:** In the long-term, UWTSD aims to enhance the commercialisation of research through RWIF funding. By investing in resources, expertise, and support mechanisms, the university will facilitate the translation of research outcomes into practical applications, products, or services. This will not only generate income but also drive economic growth and contribute to the social and economic prosperity of Wales.

| **3.1 Provide details of your institution's strategic KPIs for commercialisation and income-generating activity:** |
|---|
| See **Annex A: Research Division KPIs**; and, |
| See **Annex B: Commercial Division KPIs** |

| **4. New business growth and skills support** |
|---|
| *Outline the support you intend to provide for new start-ups, spin-offs, and meeting the targets of schemes such as the WG's Youth Entrepreneurship Programme. Provide information on where RWIF will add value to existing activities, and where it allows you to invest in further growth. Outline how RWIF will be used to develop a culture of entrepreneurship and innovation for students, graduates and members of staff. Further guidance on this section is available in Circular W23/12HE. Your response should be framed in terms of social and economic prosperity for Wales.* [500 words max] |

UWTSD will continue to cultivate an environment where innovative ideas can thrive, businesses can grow, intellectual property created, and entrepreneurship nurtured. Partnership working is essential and WG 's Youth Entrepreneurship Programme, in terms of both funding and shared expertise, is integral to consolidating our rankings as number 1 in the UK for graduate business surviving 3+ years.

Our Futures Fund will play a crucial role in providing the necessary support and investments to foster a culture of entrepreneurship and innovation among students, graduates, and staff. UWTSD interventions, contributing to the social and economic prosperity of Wales include:

1. **Support for Start-ups and Spin-offs:** The Futures Fund will provide intelligent investments to UWTSD students, alumni, staff, and potential spin-in companies. By collaborating with progressive thinkers (i.e., staff and students) and aligning with academic areas of expertise, the university aims to develop novel business ventures. RWIF will enable the university to allocate resources and funding to support the establishment and growth of start-ups and spin-off ventures.

2. **Enhancing the Entrepreneurial Environment:** UWTSD has an excellent entrepreneurial environment for its students (and staff), fostering a culture of innovation and entrepreneurship across the university community. RWIF funding will enable the implementation of enterprise programmes, mentorship initiatives, and resources that promote entrepreneurial skills and mindset development.

3. **Training and Capacity Building:** We are dedicated to embedding entrepreneurship and enterprise principles into the curriculum. This ensures that students across various programmes receive the necessary education and skills to excel in entrepreneurial endeavours (UWTSD Employability strategy (2022/26, p19). WG's Youth Entrepreneurship Programme is integral to supporting our extra-curriculum activities, in funding 'equipping'

workshops; business planning, marketing, finance and pitching skills. The distinctive, but complementary, activity from RWIF includes CPD for academics to design and deliver contextualised workshops, seminars, and/or online courses to stimulate the creative and innovative capacity needed to recognise opportunities for venture creation. In turn, providing Intellectual Property awareness-raising workshops to protect that creativity.

4. **AI Innovation:** We will leverage the power of AI to drive innovation and enhance the entrepreneurial experience. Our projects include the integration of AI technologies, such as chatbots, to support learning and provide personalized assistance. We strive to stay at the forefront of AI advancements, continually exploring ways to integrate AI into entrepreneurship education and practices.

5. **Mentorship and Networking Opportunities:** Through increased endeavours to enhance our eco-system, nascent entrepreneurs can benefit from the inspiration, wisdom, and practical knowledge of established entrepreneurs, fostering personal and professional growth. Unique provisions are our 'Entrepreneurial Alumni Role Models', supporting and/or facilitating networking events and platforms where entrepreneurs can connect with stakeholders, including peers, potential investors, and industry professionals.

6. **Progression Pathway for Continued Support:** The progression pathway discussed above (utilising RWIF, Futures Fund, and WG R&D funding) demonstrates the university and the government's commitment to supporting the entrepreneurial ambitions of its staff and students. The university, during the forthcoming strategic period, will continue to build a long-term supportive ecosystem for entrepreneurial success.

**4.1 Provide details of your institution's strategic KPIs for new business growth and skills support**

See **Annex B: Commercial Division KPIs**; and,

See **Annex C: Enterprise Division KPIs**.

| 5. Civic Mission and Public Engagement |
| --- |
| *Outline how RWIF will support continued or new activity across your communities. Place-based civic mission is broad, incorporating a vast range of activities including support within the community to meet the skills needs of industry, HE-FE partnerships in skills, innovation and engagement, public engagement through research, and helping to address societal challenges. Support for the community within university premises for e.g. events, lectures etc, would also be a means of supporting civic mission. Further guidance on this section is available in Circular W23/12HE. Your response should be framed in terms of social and economic prosperity for Wales.* <br><br> [500 words max] |

### Introduction

The RWIF will play a crucial role in supporting ongoing and new initiatives within the university and the communities we engage with.

The INSPIRE Civic Engagement Division, along with key university actors such as our Provosts, Estates Unit, and academic community, is dedicated to advancing the university's commitment to civic mission, sustainable practices and advancing policy and practises in this area.

Our general approach to supporting civic mission is aligned with the university's strategic goals. We will continue to provide guidance and support on implementing the Universities Wales' Civic Mission Framework, ensuring that our activities contribute to the university's objectives and adhere to the principles of the Wellbeing of Future Generations Act 2015 and the United Nations Sustainable Development Goals (UN SDG).

### Stakeholders

Collaboration with diverse stakeholders, both internally and externally, is essential to our work. We aim to address societal challenges, support industry skill needs, engage in HE-FE partnerships, promote public engagement through targeted activities, and contribute to the overall well-being of our communities. For example, we will engage/partner with Public Service Boards in the region as this allows us to participate in discussions and activities that promote civic engagement and social impact at both local and regional levels.

Through the RWIF, we will utilise resources to support continued and new activities within our communities. This includes addressing industry skill needs, forging partnerships between higher education and further education institutions to foster skills development, innovation, and engagement. Public outreach through research initiatives will enable our academic expertise to contribute effectively to addressing societal challenges.

**UWTSD Students**

Central to our approach is the engagement of students in civic activities. For example, we will partner with National organisations, community interest companies (CICs), and the Wales Council for Voluntary Action (WCVA), to offer meaningful opportunities for our students to provide expanded volunteering opportunities and encourage active participation in civic engagement projects. Furthermore, through initiatives like the INSPIRE Internship Programme and our dedicated university student volunteering policy, we shall empower students to contribute to their communities while nurturing their personal and professional development.

For this strategic period, the Civic Engagement team will begin rolling out Developmental Projects targeted at young adults aged 16-25, providing them with engaging opportunities in tech-related initiatives. For example, we have already started planning an ambitious eGaming initiative in the region that focuses, amongst other things, on developing their leadership and management skills.

**Internal Drivers**

We also recognize the importance of utilising university premises to support civic mission objectives. By hosting events, lectures, and community-focused activities, we create opportunities for knowledge exchange, collaboration, and engagement between the university and the wider community. For example, the Civic team will:

1. Support our Provosts across Lampeter, Carmarthen, Swansea, and Cardiff campuses, ensuring that campus-based activities, infrastructural development (i.e., Canolfan Tir Glas, Innovation Matrix, Yr Egin 1&2, etc..), and civic engagement efforts align with our mission.

2. Support our Civic-focussed Impact and Engagement Ambassadors, by promoting and supporting a wide range of civic-related activities (i.e., students involved in community excavations and youth leadership).

With the support of the RWIF, we will continue to drive initiatives that address societal challenges, contribute to regional development, and empower individuals to make a positive impact on their communities.

**5.1 Provide details of your institution's strategic KPIs for civic mission and public engagement**

See **Annex D: Civic Engagement Division KPIs**

## Section C: Alignment to policy and priorities

### 6. Alignment to Welsh and UK Policy

*Describe how your RWIF strategy aligns with relevant place based regional, Welsh, and UK policies such as e.g. local city region / regional growth deals. (See Circular W23/12HE, paragraph 30)*

[500 words max]

INSPIRE's RWIF strategy and operational activities directly align and complement the plethora of Wales and UK innovation, research, and knowledge exchange strategies and priorities. Here's an analysis of how these our RWIF activities align with the broader landscape:

1. **Research and Innovation Strategy:** The activities of the INSPIRE Research Division, such as policy development, bid development, and securing funding, contribute to the research and innovation strategies outlined by the Welsh (Innovation Strategy, Wales Innovation Network (WIN)), and UK governments (Innovation Strategy, UKRI Strategy, etc…)) by driving research excellence, fostering collaboration, and supporting the professional growth of researchers, UWTSD aligns with the objective of advancing research and innovation.

2. **Skills and Professional Development:** UWTSD's activities related to researcher development, continuous learning, and professional development align with the focus on talent and skills development. By supporting researchers and professionals in their growth and providing opportunities for skills development, UWTSD contributes to building a skilled workforce and fostering a culture of innovation.

3. **Commercialisation and Income Generation:** The activities of the INSPIRE Commercial Division focus on fostering innovation, promoting industry engagement, and supporting project development and management. By facilitating partnerships in key sectoral areas (i.e. Engineering and Manufacturing, Health, etc..), providing support in intellectual property development, and developing business-focused interventions, UWTSD contributes to the commercialisation and income generation priorities of the Welsh (i.e., Mid Wales and Swansea Bay Growth Deals) and UK government (i.e., Levelling Up).

4. **Entrepreneurship and Enterprise Support:** The activities of the INSPIRE Enterprise Division, such as providing incubation spaces, offering educational programmes, and providing financial investment, align with the focus on fostering entrepreneurship and enterprise support. UWTSD's efforts to recognise and support academic champions of enterprise, establish funding programmes, and collaboration with the Welsh Government

contribute to the wider objectives of promoting entrepreneurship and supporting startups.

5. **Civic Engagement and Sustainable Practices:** INSPIRE Civic Engagement Division activities align with the focus on civic mission and sustainable practices. By engaging with stakeholders, collaborating with organisations, and involving students in civic engagement activities (i.e., cultural/heritage projects), UWTSD contributes to the societal impact priorities of the Welsh and UK governments (i.e., UK's Shared Prosperity Fund).

6. **Collaboration and Networks:** UWTSD's emphasis on collaboration, both within the university and with external organisations, aligns with the focus on collaboration and networks in the wider strategies. By actively participating in networks (i.e., WIN, Global Wales), partnering with organisations (Government & Private), and engaging with third-sector partners, UWTSD fosters collaboration and knowledge exchange, which are essential for driving innovation and addressing societal national and international challenges.

7. **Regional Development:** UWTSD's activities in commercialization, civic engagement, and collaboration with regional organisations contribute to the priorities of regional development. By supporting economic activities, leveraging funding opportunities (i.e., UK's Shared Prosperity Fund), and engaging with public service boards, UWTSD plays a role in driving regional growth and development.

## 7. Well-being of Future Generations Act 2015

*Provide specific information on how the RWIF strategy will support the seven goals, and five ways of working in the Well-being of Future Generations Act 2015;*

[250 words max]

RWIF plays a crucial role in supporting the University of Wales Trinity Saint David (UWTSD) to achieve the seven goals and five ways of working outlined in the Well-being of Future Generations Act 2015. Here are specific examples of how the university's RWIF strategy aligns with the Act:

1. **Long-term focus:** UWTSD's RWIF strategy focuses on research, innovation, and enterprise activities that have long-term impacts on society and future generations. For example, the INSPIRE Research Division prioritises research excellence across disciplines, including areas such as STEM, education, psychology, and design for life sciences. This emphasis on high-quality research contributes to long-term societal well-being.

2. **Prevention:** UWTSD's RWIF strategy promotes innovative approaches and technologies to address real-world challenges. The INSPIRE Commercial Division engages in Knowledge Transfer Partnerships, which facilitate collaborations between academic researchers and businesses to transfer knowledge and expertise for commercial purposes. By proactively addressing challenges through innovation, the university contributes to preventing future issues and enhancing well-being.

3. **Integration:** UWTSD fosters collaboration and partnerships with a wide-range of external organisations, both nationally and internationally (i.e., UNESCO/Bridges network). The INSPIRE Commercial Division and other outwardly facing roles (i.e. University Provosts) focus on establishing strategic partnerships with external organisations through various partnership-based initiatives such as Tir Glas and the Innovation Matrix. This collaboration helps integrate skills and resources, ensuring a holistic approach to well-being.

4. **Collaboration:** The RWIF strategy actively encourages collaboration between different stakeholders, such as higher education institutions, industries, and communities. The INSPIRE Civic Engagement Division collaborates with public service boards, national organisations, and third-sector partners to drive impactful civic engagement initiatives. By working together, UWTSD enhances its societal impact and contributes to the well-being of future generations.

5. **Involvement:** UWTSD emphasises the involvement of students, staff, and the wider community in research, innovation, and enterprise activities. For instance, the INSPIRE Enterprise Division offers a PG Certificate in Enterprise, providing aspiring entrepreneurs with knowledge and skills for

enterprise, and a dedicated fund for developing future startups. The Civic Division supports student volunteering through initiatives such as the INSPIRE Interns programme. By involving diverse stakeholders, UWTSD ensures a participatory and inclusive approach to well-being.

The university's emphasis on research excellence, innovation, collaboration, and involvement demonstrates its commitment to driving positive change and contributing to the well-being of present and future generations.

## 8. Impact on the Welsh Language

*Outline the positive impact RWIF investment will have on opportunities to use and support the Welsh language. Where appropriate you may wish to refer to the themes in the Cymraeg 2050 action plan.*

[250 words max]

RWIF investment will have a significant positive impact on opportunities to use and support the Welsh language from the perspective of the University of Wales Trinity Saint David (UWTSD). RWIF provides a valuable resource to further the goals outlined in the Cymraeg 2050 action plan, which aims to promote and strengthen the Welsh language. Through RWIF investment, UWTSD will be able to:

1. **Education:** UWTSD is committed to expanding its initiatives and activities in education, as discussed previously, to support the use and development of the Welsh language while also contributing to the wider education agenda. This investment enables the university to enhance its Welsh-medium education programmes, increasing access to high-quality Welsh language education and promoting language learning. By investing in Welsh-medium education and actively participating in initiatives like Camau i'r Dyfodol, a national research project, in partnership with the University of Glasgow, on progression in the new curriculum involving stakeholders across the Welsh education system and delivery, UWTSD not only contributes to the goal of increasing Welsh speakers and fostering a bilingual nation, as outlined in the Cymraeg 2050 action plan but also engages in broader educational research and collaboration.

2. **Activities:** Support community engagement and cultural initiatives that promote the Welsh language. The investment will facilitate the organisation of events, activities, and community projects that encourage the use of Welsh in social and cultural contexts. This aligns with the objective of strengthening Welsh language communities and increasing the visibility and status of the Welsh language, as highlighted in the Cymraeg 2050 action plan.

3. **Spaces:** Support the creation of bilingual spaces within the university premises, ensuring that Welsh is integrated into various aspects of campus life. This includes promoting bilingual services, signage, and digital platforms that facilitate the use of Welsh and contribute to creating a bilingual environment.

4. **Bilingualism:** The INSPIRE team at UWTSD, with Welsh language capabilities across all campuses, is committed to promoting and supporting the use of Welsh in line with the university's strategic goals and the Cymraeg 2050 action plan.

Overall, the RWIF investment will empower UWTSD to take proactive steps in responding to the Cymraeg 2050 action plan. The investment will foster a culture of

bilingualism, strengthen Welsh language communities, and ultimately contribute to the social, cultural, and economic prosperity of Wales as a bilingual nation.

## Section D: Use of Research Wales Innovation Funding

*How is your RWIF allocation 2023/24 being used to deliver the strategy set out in Section B, and what are your anticipated priorities for the use of RWIF funds in future years?*

[250 words max – or append a table outlining broad investment areas]

The university's RWIF allocation for 2023/24 will be utilised by the INSPIRE team as follows:

1. The Research Division will focus on developing the university's research and innovation portfolio through activities like research bid development, securing funding, and fostering collaborations with external partners. For example, through our Research and Impact Accelerator Programme (RIAP) Development Fund we will support:

    a. Research Development

    b. Early Career Research Development

    c. Conference Attendance

    d. Impact Accelerators

    e. International Collaboration

    f. Researcher Skills Fund

2. The Commercial Division will utilise RWIF funds to foster innovation, support project development, and facilitate industry engagement. This includes activities such as establishing partnerships, developing marketing strategies, and supporting capital development projects. For example, we will solidify our relationship with our Wales based Institutes, namely:

    a. Wales Institute for Science and Art (WISA);

    b. Institute for Management & Health (IMH); and,

    c. Institute for Education and Humanities (IEH).

3. The Enterprise Division will provide support for entrepreneurs and startups by offering incubation spaces, educational programmes, and financial investment opportunities. For example, our Futures Fund programme provides financial support to staff and students for entrepreneurial ventures.

4. The Civic Engagement Division aims to advance the university's commitment to civic mission and sustainability by collaborating with stakeholders and promoting societal impact. RWIF funds will be used to support initiatives aligned with the university's strategic goals, engage with public service boards, and involve students in civic engagement activities.

In future years, our anticipated priorities for the use of RWIF funds include driving research excellence, fostering innovation and entrepreneurship, promoting industry

engagement, supporting regional development, and advancing civic mission initiatives. Where possible, we will pivot our activities to respond to national and international strategies, adapt to emerging trends, and seek collaboration opportunities. We will also leverage external funding sources and enhance our support systems and infrastructure to maximise the impact of RWIF funds in delivering our strategic objectives.
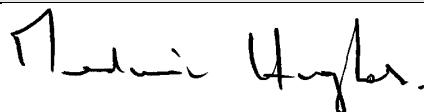
| **Section E: Regulatory Requirements** | |
|---|---|
| *NB: HEFCW may request further information / clarification on any of these areas* | |
| i) <u>Welsh Language Standards (2018)</u><br><br>*[Use the drop down menu]* | This strategy complies with Welsh Language Standards 2018 |
| ii) Equality Impact Assessment<br><br>*[Use the drop down menu]* | This strategy has been Equality Impact Screened |
| iii) <u>Well-being of Future Generations Act (2015)</u><br><br>*[Use the drop down menu]* | This strategy will contribute towards the aims of the WFG Act 2015 |
| **I confirm that the University is committed to the principles of the Knowledge Exchange Concordat and is fully committed to its eight guiding principles.** | |
| **Signature:**<br>**Vice Chancellor** | |
| **Date** | 28 June 2023 |

## Annex A: Research Division KPIs

| Priorities | | Source / description | INSPIRE Research Division KPIs | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | Total |
| **Researcher Development** | | | | | | | | |
| **RD1** | Establish and maintain the infrastructure required to deliver the new Researcher Development Programme | **MEASURE:** Concordat Gap Analysis and Action Plan is completed and then updated on annual basis. A suite of development resources is made available to research staff and reviewed/updated/expanded as necessary. | Y | Y | Y | Y | Y | **Y** |
| **RD2** | All staff with significant responsibility for research (SRR) engage with the Researcher Development Programme | **MEASURE:** Number of development activities completed by UWTSD staff. (Staff Trained) | 150 | 175 | 200 | 225 | 250 | **1000** |
| **RD3** | UWTSD Incentivisation Policy in place | **MEASURE:** Incentivisation Policy is adopted and then updated on annual basis. | N | Y | Y | Y | Y | **Y** |
| **Impact** | | | | | | | | |
| **RD4** | Embed innovation practices across the research portfolio to maximise the economic, environmental and societal impact of research in defined areas | **MEASURE:** Research, knowledge exchange or innovation activity which has been identified as having potential impact (as defined by REF) and is being actively supported and developed by the originating research centre. (Number of projects or initiatives). | 5 | 4 | 4 | 4 | 3 | **20** |
| **Projects** | | | | | | | | |

| RD5 | Develop institutional and investigator experience in competitive research funding (esp. UKRI) | **MEASURE:** Research funding applications supported and submitted (Number of applications) | 20 | 20 | 25 | 25 | 30 | **120** |
|---|---|---|---|---|---|---|---|---|

## Annex B: Commercial Division KPIs

| Priorities | | Source / description | INSPIRE Commercial Division KPIs | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | Total |
| **Commercial Operations** | | | | | | | | |
| **COM1** | Establish and maintain a process for staff engaged in industry facing activities to identify and facilitate appropriate opportunities | **MEASURE:** Number of new and 'quality' opportunities identified (taking into account the conversion rate of opportunities and the time to conversion). Tracked via institutional CMS. (Companies Engaged) | 20 | 40 | 40 | 40 | 40 | **180** |
| **COM2(a)** | Establish and maintain an INSPIRE repository for all funding/tender applications. | **MEASURE:** Develop a package of resources to be used to support funding/tender/KT applications, including Moodle training modules. Reviewed/updated/expanded as necessary. (Central Resource) | 0 | 1 | 1 | 1 | 1 | **4** |
| **COM2(b)** | Develop training to all staff with interest in bidding for funding or commercial contracts. | **MEASURE:** Number of new or existing employees undertaking internal or external **bid development training.** (Number of UWTSD Staff) | 10 | 15 | 20 | 25 | 30 | **100** |
| **COM3(a)** | Develop training toolkit for project leads and key project staff on: Project Management, Financial Management, Procurement, Human Resources Management, Health and Safety, Audits, etc... | **MEASURE:** Number of **project-related toolkits** developed and updated (**Project Management, Financial Management, Procurement, Human Resources Management, Health and Safety, Audits**) (Toolkits Created) | 0 | 2 | 1 | 1 | 1 | **5** |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| COM3(b) | Deliver training on the toolkit to project leads and key project staff on financial, procurement, HR, Health and Safety regulations etc. | **MEASURE:** Number of employees undertaking **training** in the following area: **Project Management, Financial Management, Procurement, Human Resources Management, Health and Safety, Audits, etc...** (Number of UWTSD Staff) | 0 | 5 | 10 | 15 | 20 | **50** |
| COM4 | Develop training to project leads and key project staff on HEBCIS data returns including research grant, commercial and grant income, CPD/training etc. | **MEASURE:** Number of employees undertaking HEBCIS data management training (Number of UWTSD Staff) | 0 | 10 | 10 | 15 | 20 | **55** |
| COM5 | Support interested staff in taking advantage of online procurement / funding portals (i.e. national / international portals, research connect, etc...) | **MEASURE:** Number of staff supported (Number of UWTSD Staff) | 3 | 7 | 10 | 15 | 20 | **55** |
| COM6 | Support staff to apply for project funding / commercial tenders/ KTPs / SPs etc. | **MEASURE:** Total number of application/bids supported (submitted and not submitted) | 25 | 15 | 20 | 25 | 30 | **115** |
| **Engagement** | | | | | | | | |
| COM7 | Raise awareness of industry engagement and collaboration opportunities internally and externally | **MEASURE:** Industry focused events, tour, visits, workshops, and conferences. (Number of Events) | 15 | 15 | 20 | 25 | 25 | **100** |
| COM8 | Increase employment engagement, employability and grow pipeline of research associates | **MEASURE:** Number of student and graduate industry placements/projects facilitated with industry. (Graduate Placement with Industry) | 30 | 30 | 30 | 30 | 30 | **150** |

| COM9 | UWTSD: Impact & Engagement Ambassadors | **MEASURE:** Number of Ambassadors Recruited to impact and engagement roles with INSPIRE's Research, Commercial, Enterprise and Civic Divisions. | 20 | 20 | 20 | 20 | 20 | **100** |
|---|---|---|---|---|---|---|---|---|
| COM10 | UWSTD: Commercialisation Board | **MEASURE:** Commercialisation Board is operational | 0 | 2 | 2 | 2 | 2 | **8** |

## Annex C: Enterprise Division KPIs

| Priorities | | Source / description | INSPIRE Enterprise Division KPIs | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | Total |
| **Start up Activities** | | | | | | | | |
| ENT1(a) | Spin off activity: new spin-offs and spin-offs still active after at least 3 years | **MEASURE:** National Measures (HE-BCI): Target links to new Spin Offs (Spin Offs) | 1 | 2 | 3 | 3 | 3 | **12** |
| ENT1(b) | | **MEASURE:** National Measures (HE-BCI): Target links to new Spin Offs active after at least 3 years | 0 | 1 | 2 | 3 | 3 | **9** |
| ENT2(a) | Start-up activity (graduate) new start-ups and start-ups still active after at least 3 years | **MEASURE:** National Measures (HE-BCI): Target links to new Start Ups | 50 | 60 | 60 | 70 | 70 | **310** |
| ENT2(b) | | **MEASURE:** National Measures (HE-BCI): Consolidation of start-up 3+ figures reported for HE-BCI 21/22, of **874 (Baseline)** | 880 | 900 | 925 | 950 | 1000 | **1000** |
| ENT3 | Develop spin out companies, licensing and other IP income | **MEASURE:** Number of IP exploitation activities, such as spinout companies, new start-ups and IP licencing agreements. | 1 | 1 | 1 | 1 | 2 | **6** |
| **Research Excellence and Knowledge Exchange** | | | | | | | | |
| ENT4 | Develop curiosity-driven discovery research (and RE2) challenge-based research in entrepreneurial education | **MEASURE:** Outputs which meet REF definitions of research, as outlined for IICED in the Research and Innovation Strategy. For example, Enterprise Research Papers (2*+) | 1 | 1 | 1 | 2 | 2 | **7** |

| ENT5 | Social Enterprise, Business Skills and Employability | **MEASURE:** Defined research and knowledge exchange projects that support the development of social enterprise, business skills and employability, or supports social innovation and entrepreneurship opportunities for undergraduates (post-graduates, staff also supported). | 1 | 1 | 1 | 1 | 1 | **5** |
|---|---|---|---|---|---|---|---|---|
| **Funding** | | | | | | | | |
| ENT6 | Support increasing the number of businesses accessing financial support for innovation with the University. | **MEASURE:** Collaborative funding applications submitted with business for **research, development and innovation.** | 1 | 2 | 2 | 2 | 2 | **9** |
| ENT7 | Support the development of contract research and consultancy with industry, business, public or third session organisations. | **MEASURE:** Submitted tenders, quotation and applications for **contract research and consultancy.** | 1 | 2 | 2 | 2 | 2 | **9** |

## Annex D: Civic Engagement Division KPIs

| Priorities | | Source / description | INSPIRE Civic Engagement Division KPIs | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | Total |
| **Projects Development** | | | | | | | | |
| **CE1** | CE support for UWTSD projects. | **MEASURE:** Number of new University projects in which the CE Team have been consulted/engaged/participated with in partnership with: a) Research, Commercial, and Enterprise divisions; and b) the wider university (i.e., Provosts, Institutes, etc...) (Projects Supported) | 5 | 10 | 15 | 15 | 20 | **65** |
| **CE2** | CE projects developed across all campuses. | **MEASURE:** Number of successful project funding applications owned/lead by the CE Team. (Projects Submitted) | 5 | 10 | 15 | 15 | 20 | **65** |
| **Student Engagement** | | | | | | | | |
| **CE3 (a)** | UWTSD Interns / Ambassadors | **MEASURE:** Number of applications received for **INSPIRE** Student Internships: i) Sustainability ii) Civic Mission (Total Applications received) | 75 | 80 | 80 | 85 | 85 | **405** |
| **CE3 (b)** | CE support for UWTSD projects. | **MEASURE:** Number of INSPIRE Interns for the University: i) Sustainability ii) Civic Mission (Total Applications received) | 28 | 28 | 35 | 35 | 40 | **166** |

| CE3 (c) | CE support for UWTSD projects. | **MEASURE:** Number of Projects engaged in /undertaken/lead by the Civic Engagement Staff Ambassadors (Projects Undertaken & Case Studies written) | 6 | 6 | 8 | 8 | 9 | **37** |
|---|---|---|---|---|---|---|---|---|
| CE3 (a) | Developing an International Profile | **MEASURE:** Number of international students that apply for an INSPIRE Internship (No of Students) | 6 | 6 | 7 | 8 | 9 | **36** |
| CE3 (b) | Developing an International Profile | **MEASURE:** Number of successful INSPIRE Interns that are International students (No of Students) | 4 | 4 | 5 | 6 | 6 | **25** |
| **Policy** | | | | | | | | |
| CE4 | Embed CE practices across the university to maximise the economic, environmental and societal impact of CE. | **MEASURE:** Ensure the following strategic documents have the Civic Mission Framework embedded within them: i) UWTSD Strategy ii) Research & Innovation Strategy iii) Institute's Strategic/Operational Plans | Y | Y | Y | Y | Y | **Y** |
| **External Engagement & Awareness Raising** | | | | | | | | |
| CE5 (a) | Build partnerships by collaborating with researchers, businesses, the public and third sectors | MEASURE: Number of external network engagement opportunities fulfilled by the CE Team, with organisations such as: i) Wales Volunteering Network ii) Youth Volunteering Network iii) Wales Student Volunteering Network iv) Other Social Value/ Community Focused Networks (No of Events) | 14 | 14 | 14 | 14 | 14 | **70** |

| CE5 (b) | Build partnerships by collaborating with researchers, businesses, the public and third sectors | **MEASURE:** Number of PSB Partnership engagement opportunities undertaken by the CE Team<br><br>, in the following regions:<br><br>i) Carmarthen<br><br>ii) Swansea<br><br>iii) Lampeter | 12 | 12 | 12 | 12 | 12 | **60** |
|---|---|---|---|---|---|---|---|---|
| CE5 (c) | Strengthening collaborative arrangements with universities in Wales to develop critical mass. | **MEASURE:** Number of external network engagement opportunities fulfilled by the CE Team to include:<br>i) Wales Civic Mission Network<br>ii) Other Cross University Activities | 4 | 4 | 4 | 4 | 4 | **20** |
| CE6 | Continuation of the 'Pledge' arrangements with local authority partners. | **MEASURE:** Number of new civic mission pledges/ partnership agreements established with public sector or voluntary sector organisations | 2 | 2 | 2 | 2 | 2 | **10** |
| CE7 | Secondary Schools engaged in CM projects | **MEASURE:** Number of secondary schools involved in CM-led projects (i.e., eGaming) | 4 | 10 | 12 | 12 | 12 | **50** |
| CE8 | CM-led events, lectures, and community-focused activities. | **MEASURE:** Number of led events, lectures, and community-focused with an element of knowledge exchange. | 6 | 12 | 12 | 12 | 12 | **54** |
| **Volunteering** | | | | | | | | |
| CE9 | UWTSD Student Volunteering | **MEASURE:** Number of students helped to find volunteers placements by the CE Team. | 20 | 25 | 30 | 40 | 50 | **165** |