

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

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Section A: Overview

1. Strategic ambitions

Generating societal benefits, meeting global challenges with local solutions and using dialogue and collaboration with communities to drive our research & innovation links our institutional strategy with our 2023-28 Knowledge Exchange agenda.

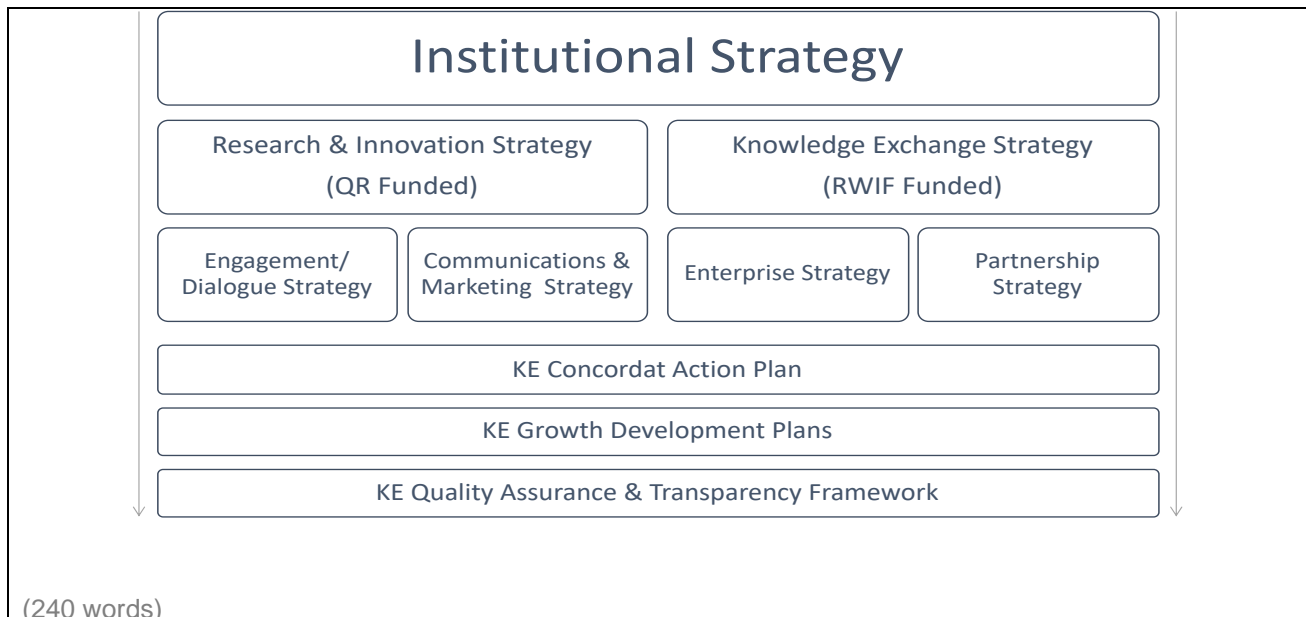
Improvements in Knowledge Exchange (KE) capability in this strategic period will be achieved by focusing on our capacity, competency, and culture for KE.

As a bilingual university, our constant attention to Welsh legacy, language, and culture, will ensure our engaged innovation and KE becomes a connected practice within our communities, increasing productivity, skills, and a sense of shared purpose and accountability for our future generations.

Aberystwyth University's Department of Research, Business & Innovation (RBI) will be responsible for delivering on the programme of work and extending the platforms of improvement it delivered in the previous strategy to embrace technologies and the trusted networks that facilitate our KE activity and our service to society.

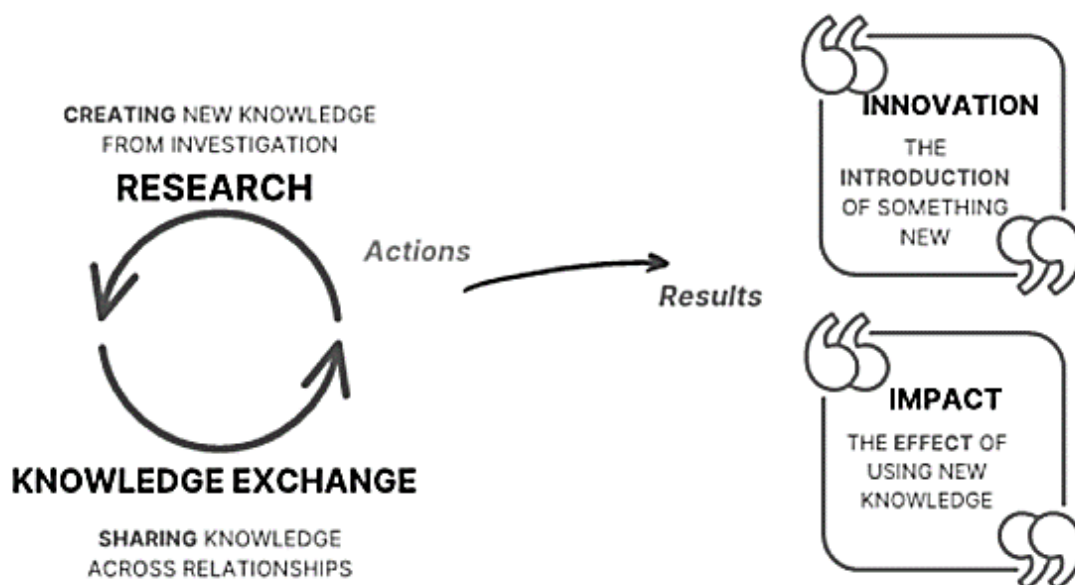
Using a portfolio, programme and project lifecycle management framework, RBI will continue to map our innovation and place-based strengths to our KE services via a suite of Hubs and Centres (see section 3). RBI will also lead on the development of enabling strategies, plans and frameworks (see figure below) that will develop the structures, knowledge, skills, and experience to sequence programmes of work with our investment timetable and the external funding landscape.

Our departmental mission in delivering this strategy is to excel at KE and grow a reputation for transparent, trusted, and high value innovation.



2. Capacity Grant

Knowledge exchange is a key element of AU's ecosystem that drives innovation and impact.



The people, skills and systems that drive our performance in this ecosystem will use many of the platforms of operational improvement established in the 2019-23 strategic period and focus on the following objectives:

- 1: Ensure our resource **capacity** serves our ambitions of growth in volume, quality and value of KE.
- 2: Increase our **competency** in KE through skills programs that increase our performance across multiple KE channels.
- 3: Develop a **culture** that propagates and promotes KE performance internally and externally using improved collaboration with industry, community, HE & FE

The AU research strengths in addition to the Welsh and UK Innovation & KE Policy objectives of achieving a stronger, fairer greener Wales will appear as cross cutting themes in the delivery of the objectives above.

Staff & skills that drive programmes of work have proven harder to recruit in the last three years and greater use of digital tools has been an effective strategy to ensure resilience and capacity of KE support. **We will continue to employ this strategy and ringfence the capacity grant to fund digital enablement of the staff and KE services they provide.** Tools procured in the 2020-23 period will be embedded and complemented in 2023-28 to enhance our visibility of activity, and better control our interventions to increase and monitor income generating activity.

A summary of the digital tools planned to reach full utilisation in this next strategic period are below.

	Source	Commissioning started during 2020-23	Commissioning planned for 2023-28	Realising benefits beyond 2023				
System				24	25	26	27	28
Customer relationship Management	Microsoft Dynamics	■			■	■	■	■
Business Development management	Microsoft Dynamics	■				■	■	■
Research Management Pre-award/ pre- KE contract	Worktribe	■			■	■	■	■
Research Management System Post-award/ post- KE contract	Worktribe	■		■	■	■	■	■
Ethics Management System	In-house Custom Build		■	■	■	■	■	■
Researcher expertise profiling and networking	PURE	■		■	■	■	■	■
Funding opportunities profiling	Research Professional	■		■	■	■	■	■
Research facilities profiling	PURE & Custom Build		■			■	■	■
Contracts management portal	Minuet		■		■	■	■	■
Intellectual property Inventor Portal	Minuet		■					■
KE Toolkit	In-house Custom Build		■			■	■	■

(248 words)

Section B: Specific content

3. Commercialisation / income generating activity

Our focus on value creation for our collaborators and funders underpins our income -generating activity. We will target sustainable return on our assets and innovation infrastructure, with projected investment in new and current Centres and Hubs to increase commercialisation competency and capacity.

Our Mid Wales region's economic dynamic is influenced by a high proportion of small and microbusinesses, set in rural locations, bilingual settings and in need of skills and innovation. Our centres and hubs will cluster KE services and solutions of regional sector significance, as well as connect the region with high value pan-Wales innovation projects (including WIN) and deliver these business needs in a way that promotes trust and future collaboration.

Below is a summary of the income generating activities that we will prioritise & promote through our centres and hubs using RWIF and reflected in our HEBCIs results.

	Collaborative Research	Contract Research	Consultancy	CPD & CE	IP & Commercialisation	Facilities	Regeneration	Public & Community Engagement
Dialogue Centre	■			■		■		■
Knowledge Exchange & Enterprise Hub				■	■		■	
National Spectrum Centre	■	■	■	■		■		
VetHub	■	■	■			■		
AberInnovation						■	■	
Green Futures Innovation Park				■		■	■	■
Crop Innovation Hub	■	■	■		■	■		
Rural Futures Hub	■	■	■		■			■
Worlds We Want Hub	■	■	■		■			■
AI Enabled World Hub	■	■	■		■			■
Old College Enterprise Hub				■	■	■	■	■

KE activity and support will not be restricted to these entities but delivered across all AU disciplines in line with the KE Concordat principles (see section D) and areas of research strength for AU.

The hubs and centres will create anchor points for the RBI team to operationalise this strategy, direct KE *capacity* into targeted areas, promote skills development for maximum impact and integrate our KE activity with the rest of the organisation.

They also create thematic links between place-based *capability*, prosperity drivers, the Welsh R&D investment priorities, the Welsh Innovation missions. It is along these thematic links we will be able to focus our collaborations with PCET providers, FE colleges and other HE institutions - bringing the knowledge we need to the skills we develop.

Two key KE vehicles initiated in 2020-23 strategic period will drive the shift to an entrepreneurial and community-connected *culture* throughout this strategic period:

The Knowledge Exchange and Enterprise Hub

Based on the Aberystwyth Science Park and resourced by the department of RBI this Hub will champion KE support activities such as training to improve our collaboration capability, mentorship for staff, recognition & reward initiatives, regional growth deal partnership facilitation, KE client management support, capital investment applications for innovation, infrastructure and economic regeneration, spin-out and new business start-up support.

The Dialogue Centre

Initiated in 2020 with the first dedicated dialogue space opening in August 2023, the centre is led by an international expert in dialogue programming and facilitation and is supported by project managers, administrators, and communications team members from RBI. It will bridge the gap between, researchers, industry, policy and communities and our KE services that are in demand. It will generate income through dialogue programme design, contract facilitation scaling the dialogic knowledge exchange to pan-Wales HE, FE, Welsh and UK policymakers and public organisations.

Key features of the Dialogue Centre programme are outlined in section 5 and our information leaflet linked [here](#).

More information on the strategic importance of the full complement of centres and hubs above is available in section C(6).

(480 words)

3.1 Details of our institution's strategic KPIs for commercialisation and income generating activity:

Our rural economic environment, geography, institutional size, regional and local needs influence our strategic KPIs. For example:

We are well connected with industry, but businesses within our reach and region are disproportionately small in size, limited in cashflow and experience skill gaps and facilities that prevent their growth at scale.

Our available sources of regeneration income are significantly impacted by the loss of European funding and the lag in availability and scale of regional regeneration and innovation grant funding will reach beyond 2025/6. Losses will need to be recovered through alternative KE channels that can achieve scalable demand quickly.

Following a portfolio review in 2023, we acknowledge our intellectual property (IP) portfolio requires considerable resource and time to develop. As the technology transfer cycle time will push any significant income benefits of our commercialisation efforts beyond this strategic period we will focus our KPIs on driving up volume of invention and engagement in commercialisation activity.

There is a clear and significant shortage of skills in the whole life cycle of regional and national residents, particularly in relation to current industry needs. Following a full CPD/ CE portfolio review in 2023 that included the mapping of these needs to our teaching capabilities, we will now focus our KPIs on growing the volume and value of our customers and partner providers in target sectors, regions and subjects.

Our aim is to quadruple the interactions and double the income from CPD/CE in the strategic period.

In addition to the national measures, we will therefore focus our strategic KPIs on the following metrics:

- Incremental growth in collaborative research partnerships and number of contracts
- Incremental growth in consultancy, facilities use, contract research clients and number of contracts.
- CPD & CE number of incremental students and public/third sector client contracts.
- CPD student number from businesses in the region
- CE student number
- PCET provider interactions
- Invention disclosure rate & IP/ Business Development Training course attendance
- Customer interaction & satisfaction survey results (Institutional survey)

We will target a doubling of income from collaborative research and contract research in the strategic period.

As regeneration income from European structural funding schemes will end for AU in 2023, we will target alternative sources of investment whilst acknowledging it may take the entire strategic period to recover the income to the same levels.

Consultancy, facilities, and contract research connected to the Dialogue Centre will be monitored closely as new avenues on interaction and commercialisation will emerge as our facilities come on board in 2023/24. For example, the public policy impact emphasis in the deliberation activities of the Dialogue Centre will undertake externally funded policy research and consultation work; network building both within AU and external stakeholders to derive social benefit, policy-development rigour and raise the profile of AU as an institution fully engaged in public policy research.

4. New business growth and skills support

We will account for place-based economic drivers and business needs in tailoring support for small to micro businesses in the rural environment and particularly those with scalability and export capability.

The centre/hub business models all include a networking activity stream that connect small-to-medium enterprises (SMEs) and larger national businesses with the smaller or micro rural operators for form mutually beneficial business relationships.

This enables smaller agile businesses to increase their competency through networks, as well as gain knowledge, experience, and scalable commercial benefits from larger businesses; and enables larger businesses to gain the agility in the supply chain and creativity in innovation from the smaller businesses.

The Dialogue Centre's strategy ensures our business support activity to evolve the scale of engagement and value to growing industry sectors. At the end of this strategic period its signature facilitation capability will complement the activity of the Business Enterprise Hub [co-located in the Old College complex](#) in Aberystwyth town centre.

Our proposed Green Futures Innovation Park concept and Aberystwyth Enterprise Innovation Campus (AberInnovation) expand our rural business support and mentorship at Gogerddan, Aberystwyth.

AberInnovation's strategic role in developing a stronger and more resilient economy in Mid Wales is delivered through the support of RD&I collaborations, funding and skills/ training support for local businesses in food, agri-tech & biotechnology sectors that ensure the food and renewable energy security for our nation. AberInnovation also supports new businesses in the health and digital sectors and creates a vibrant culture for our Welsh -speaking entrepreneurs to thrive.

Our support infrastructure will consist of key services:

- Access to business skill development and mentoring.

- Space provision for business activities, collaboration and promotion.

- Facilities equipment access for developing, testing, validating and accrediting innovations.

- Facilitated funding and R&D support for young companies innovating solutions that meet the [Welsh innovation strategy](#).

There will be several competitive support programs initiated in the 2020-23 strategic period embedded in years 1-2 and then scaled up in years 3-5 of this strategic period. These will support student and staff-generated businesses as well as local small business entrepreneurs.

Examples of these programmes include the following:

Delivered through AberInnovation:

- BioAccelerate – Focused on the bioscience, healthcare and food sectors Innovation and start-ups.

- Launchpad – Leverages cross-regional, cross sectoral funded program focused on small business.

Delivered through AUs careers team:

- AberPreneurs – Student and staff entrepreneurship training to scale up number of start-ups including student enterprise award competition.

Delivered through the KE & Enterprise Hub:

- Commercialisation coaching programme for high potential knowledge exchange in non-STEM

- AberSEED – Competitive program and prize scheme for enterprises attracting inward investment.

- AberAward – Recognition and reward program for social enterprise impact

AU will take an active role in the Regional Development workshops and onward activity, such as the regional governance and public investment in Wales enhancement project, to ensure our capabilities contribute to the region and Wales meeting its long- and short-term growth goals, also to ensure our new business support strategies and skills programmes are investment ready.

(491 words)

4.1 Details of our institution's strategic KPIs for new business growth and skills support.

Due to the predominant organisation size and varying sectoral growth rates in the mid Wales economic environment, our KPIs will track growth in number of organisations receiving our support with the Innovation capabilities and skills they inherently lack due to the size, cashflow, facilities or expertise.

Monitoring data that produces more qualitative information when complemented with the national measures we will also better inform our interventions in this area.

We will target a doubling of new business start-ups year on year in the strategic period.

We will target a doubling of skills courses offered to small and medium regional businesses in the strategic period.

The monitored institutional metrics falling outside of the national measures will therefore be:

- Number of businesses incubating
- New business throughput on support schemes
- Number of new business partnership and service contracts
- Number of distance learning courses provided for small business, disaggregated for regional growth sectors.
- Number of KE and Research & Development opportunities (including but not limited to Innovate UK and SMART grant funded programmes)

5. Civic Mission and Public Engagement

Driving AU's community-connected KE goal is the Dialogue Centre—an innovative engagement and impact unit dedicated to working within and outside AU to support collaborative KE, drive sustainable economies, encourage active citizenship, and improve the quality of life in Wales.

The centre is led by an international expert in dialogue programming and facilitation and is supported by project managers, administrators, and communications team members from RBI.

Dialogue emphasises deliberative methods, designed to bridge the translational gap between research and policy, by directly involving policymakers, private & public sectors and end users in the coproduction and implementation processes.

As a catalyst for accountable relationships, creative facilitation, and KE, the Dialogue Centre promotes dialogue and collaboration as core components of AU's research-led culture. The centre fosters an environment that prioritizes long-term adaptive relationships, open communication, interdisciplinary collaboration, and the needs and expertise of external stakeholders.

In line with the goals of the Wellbeing of Future Generations Act, the Dialogue Centre also actively explores ways to integrate Welsh culture and language into its activities. By promoting the use of the Welsh language and incorporating Welsh cultural practices, the centre contributes to preserving and celebrating Welsh identity. This cultural influence within AU will enhance inclusivity and community cohesion and supports Wales's broader cultural prosperity.

Operational plan:



RWIF support of the Dialogue Centre will enhance researchers' efficacy in innovative communities of practice and collaborative research projects and support equality efforts. By providing researchers with communication support, event and workshop design assistance, and customized skills training, the centre enables them to effectively address real-world challenges and meet the skills needs of industries in Wales. This support will benefit individual researchers and contribute to AU's overall research output, which in turn will support the economic prosperity by driving innovation and fostering industry partnerships.

AU supports regional skills development and engagement by enabling community & industry access to educational resources and expertise and explore issues from multiple angles, consider long-term consequences, and find nuanced approaches to problem-solving.

The Dialogue Centre will establish an annual issue-focused community summit. Bringing together community leaders, commercial innovators, and policymakers in dialogue with AU's research excellence, the summit creates a platform for collaboration, KE, and awareness-raising about complex issues facing Wales.

The Centre will also transition the current Festival of Research into a Festival of Dialogue, demonstrating AU's commitment to productive issues-based KE. Attracting researchers, practitioners, and organizations from around the world, the festival facilitates the exchange of ideas and opportunities regarding complex issues and will position AU as a global magnet for dialogue, cross-cultural competencies, and facilitation. This will strengthen AU's reputation, attract international collaborations, and contribute to Wales's economic prosperity by fostering innovation and KE.

The Dialogue Centre recognises the importance of evaluating and assessing the impact of its projects. RWIF will support AU in creating scalable program evaluation tools for assessing collaboration, public engagement, equality and impacts of our research and KE projects. This commitment reinforces our culture of evidence-based decision making and continuous improvement in delivering KE.

(498 words)

5.1 Details of our institution's strategic KPIs for civic mission and public engagement.

The Dialogue Centre will be the key driver of KPIs in the area of civic mission and public engagement. Numbers of community members reached through events, workshops and KE activities will contribute to our measures, as we will survey feedback from participants to assess the quality of engagement and the effectiveness of the Dialogue Centre's initiatives in raising awareness, and the extent to which community members feel empowered and involved.

The number of community leaders, commercial innovators, policy makers, and international stakeholders participating in these events will also be measured alongside the extent to which Welsh cultural practices and the use of the Welsh language are incorporated, promoting Welsh identity, and contributing to cultural prosperity.

KPI 1:

Sustainable Growth

Aim:

Increase the Dialogue Centre's dedicated team from a 1.5 FTE to 5.0FTE to support internally and externally driven projects within the strategic period. Target external fundraising and consultancy income from Dialogue programming provision to fund staff and operational project costs.

KPI2:

Partnerships, participation, and production hours

Aim:

Dialogue Centre partnership in 2 transformative collaborative research projects per year.

An annual training cohort of 10 AU researchers trained in dialogue, facilitation, communication, and research excellence.

200 annual contact hours with research for consultation on co-production and dialogic KE methods

KPI3:

Feedback & Success rate

Aim:

Attain a 70% 'agree' or 'strongly agree' results on Likert-scale based post event surveys tracking attendee satisfaction and engagement, including those from Welsh Government and Cardiff based organizations within Year 1-2 of the strategic period.

KPI4:

Continuous Improvement

Aim:

Develop the AU strategic mixed method assessment toolkit before the end of year 3 in the strategic period. Test with 4 research projects from across AU to adapt and improve in years 4-5.

Publish the toolkit by the end of the strategic period.

Create question packages to measure collaboration, equality and accessibility, and public engagement within research projects against the Welsh Future Generations Act priorities.

KPI5:

Improve active citizenship

Aim:

In collaboration with organisations such as the Office of the Future Generations Commissioner for Wales, Ceredigion Association of Volunteer Organisations, other representative bodies, and participatory democratic practitioners, identify key metrics of active citizenship to define and improve trends in place-based engagement.

KPI6:

Strengthen equitable engagement practices

Aim:

In response to the growing call from third-sector organizations and groups for equitable consideration for contributions such as serving on advisory boards, participating in co-production of policy, and engaging in public consultation; develop a pan-Wales guidance & best practice manual for HE institutions, the Office of the Future Generations Commissioner for Wales and Welsh government.

Section C: Alignment to policy and priorities

6. Alignment to Welsh and UK Policy

As summarised in section B(3), previous RWIF investments will now be advanced and complemented with additional KE vehicles to focus our alignment with regional Growth Deal and prosperity goals, the [Mid Wales Employment & Skills plan](#), Welsh RD&I investment priorities and innovation missions, and the UK Innovation strategy as conveyed in the UKRI strategic objectives.

Links to more information are embedded in titles below.

*Identified KE vehicles are aligned with the Mid Wales Growth Deal and further development is at the funding proposal stage.

[Dialogue Centre:](#)

Transforming the culture of engagement and participatory nature of AU research and innovation with diverse communities through multiple facilities and programmes, starting with the [Research Dialogue Hub](#) activity in 2023 and culminating in the [flagship dialogue space at the AU Old College](#).

[National Spectrum Centre*](#):

Delivering research-informed testing, training, commercialisation, and validation for radio spectrum technologies driving change in digital communications, green energy & transport regeneration. Encouraging industry led innovation and cross sectoral collaboration and skills development having national impact and attracting inward investment.

[VetHub:](#)

Building on our world leading research capability in solving animal & human health challenges, the VetHub will provide a regional and national capacity in health innovation and disease monitoring.

Based in a high-level containment facility for testing, research & surveillance of animal & human disease & infections, the VetHub will serve as a national health priority as highlighted during the COVID pandemic.

[AberInnovation Enterprise & Innovation Campus:](#)

Catalysing enterprise in the biotech, agri-tech, food and drink sector and expanded in 2020-23 to enable micro and SME businesses to flourish, AU will seek to further develop this capability with the [Green Futures Innovation Park*](#).

Attracting regional anchor and small businesses that can contribute to green, low-carbon agenda who will benefit from KE with AU, as well as drive high value employment and skills to the region.

[The Crop Innovation Hub:](#)

Amplifying AU's [expertise and industry partnerships](#) in plant crop productivity, health, sustainability and availability, this facility will provide businesses and third sector organisations cutting edge facilities, technologies and crop varieties that will secure food sources and renewable energy supplies for the future. This initiative is aligned with the Welsh Government, Research Councils and regional growth funding initiatives and further development is at the funding proposal stage.

[Cross Disciplinary Research & Innovation Hubs](#)

Boosting collaborations of cross disciplinary researchers, practitioners & partners who share common goals that align with national priorities for clean and resilient growth, sustainable health and a skilled workforce. Drawing on AU research strengths, themed hubs will be: [Rural Futures Hub](#), Our [AI Enabled World Hub](#) & the [Worlds We Want Hub](#).

[The Old College Business Enterprise Hub](#)

Based in the south section of newly renovated Old College complex on Aberystwyth seafront, this dedicated and inclusive space will encourage new start-ups, inspire, mentor, and connect entrepreneurs in the creative and digital businesses.

A summary of centre/ hub alignment with the Innovation strategy for Wales and UK is summarised below:

	Innovation strategy for Wales				UK Innovation Strategy Pillars			
	Education	Economy	Health & wellbeing	Climate & nature	1 Unleashing business	2 People	3 Institutions & places	4 Missions & technologies
Dialogue Centre	■		■			■	■	■
Knowledge Exchange & Enterprise Hub	■	■			■			
National Spectrum Centre	■	■		■			■	■
VetHub	■		■	■				
AberInnovation	■	■	■	■	■	■	■	■
Green Futures Innovation Park			■	■			■	■
Crop Innovation Hub			■	■			■	■
Rural Futures Hub	■	■					■	■
Worlds We Want Hub	■	■	■	■		■	■	■
AI Enabled World Hub	■	■			■			■
Old College Business Enterprise Hub		■		■	■	■	■	■

(492 words)

7. Well-being of Future Generations Act 2015

AU is the only university in mid Wales, a rural environment with high employment but low productivity and eager for growth. Cross sector skill shortages are significant yet high value jobs for skilled graduates are constrained by the number of larger businesses in the region. However, our strong Welsh cultural identity and community-connected population results in future generations of students and researchers longing to remain or return to the region. AU therefore has a depth of commitment to the seven well-being goals of the Act.

This RWIF KE strategy taps into our innovation strengths that deliver:

- *prosperity* and *resilience* through food and agriculture innovation,
- a *healthier Wales* through our innovations and expertise in animal and human health,
- *cohesive communities* through AI and radio spectrum technology innovation for broader, more sophisticated use of digital communication, as well as community-led dialogue-driven policy making and community-connected innovation
- *global responsibility* by creating the innovation environments for entrepreneurs focused on a greener, fairer future, improving the use of our natural resources, and supporting sustainable behaviours
- a *vibrant culture and thriving Welsh language* through the well-planned engagement and conversation synonymous with the Dialogue Centre, that incorporates Welsh language and culture, as well as equity and inclusivity into participative public policy creation, and maps community anchored organisations to drive further change for good.

Our [Worlds We Want Hub](#) is an ideal exemplar of how AU is invested in the *five ways of working* outlined in the Act.

(245 words)

8. Impact on Welsh Language

AU will continue to grow its reputation and history as a leading bilingual university, embedding Welsh language through delivery of our [Welsh Language and Cultural Sub-strategy](#). RWIF investment leveraged with the [Arfor 2 Programme](#) will enable AU to address three themes of the Cymraeg 2050 action plan.

Theme 1: Increasing the number of Welsh speakers.

Ensure our frontline staff for KE activities can provide excellent customer service the medium of Welsh and in formats accessible to Welsh learners.

Promote enterprise in Welsh speaking communities that increases job prospects and retention of Welsh speakers in our region.

Develop the scale and service satisfaction of our Welsh learning provision through face-to-face and distance learning CPD, CE and PCET training courses.

Theme 2: Increasing the use of Welsh.

Strengthen the identity of our Welsh speaking community-KE partnerships to propagate a sense of place-based loyalty through language.

Grow opportunities for Welsh businesses to learn bilingually through CPD courses, collaborate on innovation and KE in the Welsh language.

Theme 3: Creating favourable conditions – infrastructure and context.

Promote, expand, and continuously improve our translation services to businesses and communities nationally.

Aim in all instances, to implement KE support systems in the Welsh language, whether digital or personal services.

Continuous improvement of the Dialogue Centre programming and hosting capability in Welsh that is monitored through community feedback channels.

(221 words)

Section D: Use of Research Wales Innovation Funding

People, Skills & Systems:

Recruitment during and post COVID has been challenging and though we will continue to use a significant portion of the RWIF grant on staff that drive programmes of work, we will:

- Ringfence the capacity grant to transform digital enablement of the staff, and the services they provide.
- Target a self-sustaining position for centres & hubs in Yr1-3, with the ability to fund scalable KE support outside of their centre/hub in Yr4-5.
- Seed fund and pump prime activities in a scaled fashion according to the operational maturity of each hub/ centre and the expansion of the IP portfolio.

Standards & Practice:

Our commitment to meeting the KE Concordat principles will be demonstrated and budgeted according to key institutional deliverables summarised below:

Key Deliverable	Meeting KE Concordat Principles
Programming & project management of RWIF strategy delivery	2,4,5,7,8,
Customer relationship & business development	3,4,5,7,8
Increase innovation infrastructure funding (including leveraged)	4,5,7,8
Hubs KE capability development	1,2,3,4,5
Increase innovation project funding (revenue)	3,4,5,7,8
Increase Inventorship and Commercialisation volume and value	2,3,4,5,6,7,8
Improve governance of KE and CR&D activity	1,2,3,4
Continuous improvement of KE support services	2,,4,7,8
Increase project funding via WIN	3,7,8
Culture change	1,2,4,6,7,8

This will require a continuation of focus on areas identified in our KEC Action plan such as:

- Develop KE leadership, providing clarity of mission.
- Better socialisation of strengths and opportunities.
- Enhance and develop our internal KE culture.
- Increase our enabling support, engagement, and communications.
- Ensure internal capacity and capability for large partnerships and collaborations.
- Recognise and celebrate our successes and champion multi-disciplinary and cross-department work.

Summary of expenditure allocation:

Spend Area	Proportion (%) of Spend
Capacity, People (core) and Systems	35
Commercialisation / income generating activity	25
New business growth and skills support	20
Civic Mission and Public Engagement	20

(193 words)

Section E:

Regulatory Requirements

NB: HEFCW may request further information / clarification on any of these areas

i) Welsh Language Standards (2018)	This strategy complies with Welsh Language Standards 2018
ii) Equality Impact Assessment	This strategy has been Equality Impact Screened
iii) Well-being of Future Generations Act (2015)	This strategy will contribute towards the aims of the WFG Act 2015

I confirm that the University is committed to the principles of the KE Concordat and is fully committed to its eight guiding principles.

**Signature:
Vice Chancellor**

Date