

Research Wales Innovation Fund Strategy 2020/21 – 2022/23

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| Institution: | Cardiff Metropolitan University |
| RWIF strategy lead: | Matthew Taylor, Director of Innovation |
| Email: | mtaylor@cardiffmet.ac.uk |
| Telephone: | 029 2041 6614 |

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| Section A: Overview |
| 1. Strategic ambitions

Please provide an overview of your institution’s 3 year [and beyond if longer term plans are available] approach to research and innovation activity which will be supported by RWIF. You may wish to highlight broad areas which you are targeting, and describe how RWIF funding will align with your institutional mission and internal strategies. [max 300 words] |
| Cardiff Metropolitan University’s research and innovation (R&I) activities are guided by its Research and Innovation Strategy (R&IS) 2018/19 – 2022/23, which targets significant growth in the volume, quality, value and impact of research and innovation. Built on a reputation as the university with the best quality profile amongst the modern universities in the UK Research Excellence Framework 2014[[1]](#footnote-2), and with a good record of engagement with a wide variety of businesses on innovation projects, R&I activities are currently delivered primarily through Centres and Groups. This infrastructure will be strengthened through the development of three *Global Academies* for world-leading interdisciplinary and international R&I with impact. The R&IS is delivered through six strategic priorities:1. Grow the volume of high-quality research outputs;
2. Diversify and increase R&I income and contribution;
3. Improve R&I structures, processes and accountability;
4. Increase levels of staff engagement in R&I activities;
5. Develop post-graduate research support provision in line with sector best-practice and growth ambitions;
6. Create the framework for Global Academies and establish the first.

Cardiff Met will utilise RWIF funding to focus on the innovation elements of this strategy. A key vehicle for doing this will be the development of three Global Academies, with dedicated human and financial resource to deliver support and activities that facilitate interdisciplinary applied research and innovation outputs that address global challenges and provide real-world applied solutions. The three Global Academies are: * Health and Human Performance;
* Food Science, Safety and Security;
* Human Centred Design.
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| 1. Capacity Grant

Provide some narrative on how your institution plans to make use of the capacity grant included within RWIF, and the one-off Innovation Capacity Development Fund (see paragraph 14 in Circular W20/09HE for further guidance on the Capacity Grant). How will this be used to support and enhance capacity and incentivise and improve performance in knowledge exchange? [max 300 words] |
| Funding will be targeted across two broad areas:* New and existing central R&I support specialists, e.g. R&I Officers, KTP Officer, Entrepreneurship Officer;
* Pump-priming funding to enable academics to engage with external organisations (i.e. SIP model).

The staffing elements will enable the Research and Innovation Services team to provide dedicated specialist support to our two main audiences – academics within the University and external organisations. This will primarily entail staff development and engagement, business development, opportunity identification, proposal writing, financial modelling, project management and post-award compliance. The pump-priming funding will be used to support a variety of activities designed to stimulate engagement between academics and the business community. This will include the reintroduction of the [Strategic Insight Programme](https://www.southwales.ac.uk/research/work-us/strategic-insight-programme-sip/) (SIP), previously funded via HEFCW and instrumental in supporting the initial stages of industry / academia relationships. In addition, funding to cover a range of knowledge exchange and related activities will be made available, e.g. IP protection / exploitation, seed funding for new initiatives, start-up support, travel / networking, external specialists and staff development (see Section 10 for breakdown). During 2019/20, Research & Innovation Services commissioned reports from two external specialists to review our current support structures and engagement mechanisms, and to identify which areas of the University are able to contribute most to the research and innovation agenda. The recommendations from these reports have informed the development of our future plans, and will help us to deliver differing types of intervention as appropriate to incentivise engagement and maximise collaborations. |

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| Section B: Specific content |
| 1. Commercialisation / income generating activity

RWIF has been designed to incentivise and reward performance, particularly in terms of external income capture. Outline the direction of travel for the next three years which will support delivery of the KPIs outlined in 3.1. Provide details on key areas of investment and growth. Outline where RWIF will be used to add value to existing activities, or how it will support new developments. Further guidance on this section is available in Circular W20/09HE. Your response should be framed in terms of social and economic prosperity for Wales. [1000 words max] |
| Cardiff Met will use the RWIF allocation to invest in a range of new academic delivery staff, specialist support staff, and facilitation funds to enable engagements between University staff and external businesses. It will provide dedicated capacity that will not only take the lead on innovation projects, but also act as a catalyst for the broader engagement of existing staff.The engagement of academic staff internally is the key issue for Cardiff Met in terms of growing R&I income. Recognising the many demands academics have on their time, both in terms of teaching and pure research activities, this funding will be used to grow the availability and visibility of academic expertise that can engage with the business community to generate new forms of innovation income in a variety of ways. It will support a two-pronged approach:1. Internally – a range of interventions aimed at engaging, supporting and upskilling academic colleagues to better enable them to undertake collaborative innovation projects with external organisations;
2. Externally – the development of three Global Academies to cohere and present Cardiff Met’s applied research in an accessible, relevant and impactful way that stimulates interest from businesses and other potential partners.

**Internally – Engagement**Research and Innovation Services (RIS) currently provides a support service to academics across the University. This is primarily focussed around opportunity identification, business development, proposal writing, costing / pricing, post-award compliance, entrepreneurship education and staff development. However, given the relatively small size of the team and the competing pressures on academic colleagues, RIS is only able to engage regularly with a small sub-set of the academic staff base. The RWIF will therefore be used to provide additional support capacity via RIS to academic schools to support their engagement in innovation / knowledge exchange activities. In year one, this will enable the recruitment of a Research and Innovation Officer, KTP Officer and Finance / Post Award Officer. These new posts will work alongside the existing Research and Innovation Officers and Business Development Officer to provide specialist support to academic schools that can be flexibly deployed across the University where need is greatest. Subject to confirmation of budgets, these posts will be supplemented in years two and three with additional Research and Innovation Officers and a Staff Development Officer, who together will provide the additional capacity necessary to meet the anticipated growing demand for support from academics following the implementation of the RWIF and related strategy. Alongside this additional physical resource, a budget will be established to provide funding for a range of activities for academic colleagues to engage in to stimulate innovation. These are likely to include the following:* SIPs – The Strategic Insights Programme was a highly successful HEFCW-funded initiative that enabled academics and businesses to come together to explore opportunities for collaboration. The unique nature of the funding encouraged an open dialogue without the pressures to deliver on a specific project or timescale. RWIF funding will be used to breathe new life into this recognised engagement mechanism.
* Get Started – RIS has used a Get Started fund successfully over recent years to pay for direct costs associated with staff engaging in small scale R&I activities that contribute to key performance indicators.
* IP / Proof of Concept – Following a recent review of potential intellectual property across the University, funding will be provided to support the further identification, development and exploitation of IP, e.g. prototype development costs, patent searches etc.
* Start-ups – Upon acceptance of a robust business case, small amounts of seed funding will be granted to graduate and staff start-ups to cover associated costs. This will supplement the existing external funding Cardiff Met has secured from Santander Universities.
* Outsourcing – Recognising the small size of the RIS team at Cardiff Met, and the potentially wide range of specialist resource required to grow innovation activities, a dedicated fund will be established to enable external specialist advisers to be sourced when necessary.

**Externally – Global Academies**Cardiff Met’s Global Academies are collaborative and interdisciplinary endeavours bringing together our strengths in research, innovation and teaching to address challenging global priorities. Global Academies act as a showcase and engagement tool for research, innovation and education connecting academics internally and externally with the aim of creating broader networks for more impactful collaborations.The Global Academies cohere Cardiff Met’s research and education around key themes, positioning these within the global context using the UN Sustainable Development Goals. Each Global Academy stimulates and facilitates novel researcher-led initiatives and articulates their impact to external stakeholders supporting this through academic development, funding and promotional activities.  Three Global Academies were established in 2020. The initial three have foundations in areas of long-established research excellence at the University - as exemplified by the REF2014 submission. Significant resource has been allocated to their development, including the creation of a Level 3 Directorship and dedicated support team. Global Academies will be at the core of developing new research, research quality, interdisciplinarity and research with impact in the next REF cycle. This funding will enable the appointment of an established academic lead as the head of each of the three Global Academies, alongside a set of supportive and developmental interventions that encourage and promote interdisciplinarity, innovation and internationalisation. The Heads of Global Academies will have clear KPIs linked to the RWIF and the R&I strategic objectives, the primary measure being income generation. As such, Heads of Global Academies will demonstrate research excellence that enables them to undertake the role of Principal Investigator in external funding applications. A typical portfolio of work will include international or European research projects, KTPs, contract research and input into collaborative proposals, e.g. related to the Cardiff Capital City Region. Heads of Global Academies will also ensure integration locally, working with local schools, colleges and councils, for example to promote our Open Campus initiative or facilities such as our MIT FabLab. The impact of the Heads of Global Academies will be felt throughout the institution as work will take place across schools drawing on skills and expertise throughout our network of groups and centres. Through the RWIF, Heads of Global Academies will receive support for the inclusion of Early Career Researchers (ECR) in external activities with the aim of developing our ECR’s and encouraging a step-change in institutional R&I outputs. Each Global Academy head will work with the bid writer (employed through the HEFCW Research Wales funding awarded) to design a funding roadmap that will target existing funds such as KTPs, SMART Cymru, ICure, funding linked to the Industrial Strategy and European Funding. Efforts are already underway with significant bids being progressed such as a £0.5M Public Sector Innovation proposal under the Human Centred Design Global Academy and a £9M Food Knowledge Transfer and Innovation Programme under the Food Science, Safety and Security Global Academy.In addition, the funding will be used to establish three Global Academy Academic posts, which will provide direct support to the Heads of Global Academies. These academic posts will be focussed exclusively on supporting the Global Academies and delivering R&I outputs.Building on lessons learned from the Research Wales funding, a set of developmental activities will be established to encourage academic engagement with the Global Academies initiative. This will include; * Interdisciplinary workshops;
* Bid writing workshops;
* Seed funding;
* Collaborative events.

The Bid Development Officer employed through the Research Wales Fund will be deployed to work with the Heads of Global Academies as a priority, drawing up funding maps for each Global Academy and the underpinning groups and centres. Over the life of the Strategic Plan there is potential for up to two further Global Academies to be established from the niche pockets of excellence that emerge from the REF2021 exercise.  |
| 3.1 Provide details of your institution’s strategic KPIs for commercialisation and income generating activity: |
| The University’s current Strategic Plan 2017/18 – 2022/23 includes a range of ‘Measures of Success’ that represent the key indicators which are driving performance. Within these, commercialisation is measured primarily by annual turnover from these activities. This institutional target is then broken down further at an individual school level where greater granularity is applied to the respective activities that each school prioritises, e.g. Knowledge Transfer Partnerships (KTPs), European Funding, consultancy etc.The Director of Innovation meets with each School Dean to review R&I performance and set these targets on an annual basis. The current annual targets for the planning period (taken from our Strategic Plan 2017/18 – 2022/23) are shown below, however these are currently under review as a result of the current Coronavirus pandemic.

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| **KEY PERFORMANCE INDICATOR** | **2018-19** | **2019-20** | **2020-21** | **2021-22** | **2022-23** |
| R&I income £K | £7,000 | £8,000 | £9,000 | £11,000 | £13,000 |

Within the above institutional KPI, the following additional targets will drive greater impact and outcomes from commercialisation activities:

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| **KEY PERFORMANCE INDICATOR** | **2018-19** | **2019-20** | **2020-21** | **2021-22** | **2022-23** |
| Number of KTPs approved | 2 | 0 | 3 | 4 | 5 |
| Collaborative Research - *UKRI Research Councils, Royal Society & British Academy* | 203 | 213 | 223 | 234 | 245 |
| Collaborative Research – *Other UK Government departments and Innovate UK* | 692 | 726 | 762 | 800 | 840 |

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| **3.2 How will your strategic approach in this area align with HEFCW’s** [**Research and Innovation: the Vision for Wales**](https://www.hefcw.ac.uk/documents/publications/hefcw_reports_and_statistics/Research%20and%20Innovation%20the%20vision%20for%20Wales%20English.pdf)**? Select the pillars supported:** |
|  Excellence Place Innovation Collaboration  |
| 3.3 How do your strategic ambitions for commercialisation and income generating activity support the Vision’s goals, milestones and ambitions? [Max 250 words] |
| Cardiff Met recognises the need to balance short-term impact alongside medium and long-term outcomes that are sustainable and lead to a recognisable step-change in performance. To this end, the RWIF will be deployed in a way that aligns with the Vision’s goals, milestones and ambitions in the following ways.In the short-term, pump-priming made available to existing academic staff to support their engagement with businesses in practical ways, e.g. releasing them from their teaching responsibilities for short-term projects, covering travel costs, providing necessary equipment for collaborations etc.In the medium-term, we will recruit new staff into the University to build capacity both in terms of academic delivery and specialist support infrastructure to enable our research and innovation groups and centres to grow. This growth will enable the groups and centres to become self-sufficient, reinvesting income generated to recruit further staff to allow them to integrate into the long-term vision for the Global Academies. Looking to the future and our longer-term ambitions, we will nurture the three Global Academies to enable them to participate on an equal footing with the best academic experts globally in their respective fields.  |

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| 1. 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. Further guidance on this section is available in Circular W20/09HE.Your response should be framed in terms of social and economic prosperity for Wales. [1000 words max] |
| Cardiff Met is committed to supporting a prosperous Wales. We strive to ensure that our students, graduates, staff and stakeholders make a positive contribution to the economic growth of the region and contribute to narrowing inequalities and improving well-being. We are dedicated to developing and nurturing the next generation of self-sufficient Welsh entrepreneurs, and have consistently produced amongst the highest number of graduate start-up businesses in Wales – between 2015/16 and 2017/18 281 Cardiff Met students and graduates have started businesses - over a third of the total number in Wales - and 167 firms are still actively trading after three years. With a significant rise in the proportion of the UK workforce that are self-employed (ONS, 2017) – which is likely to increase further as a result of COVID-19 – the value of supporting enterprise and entrepreneurship has never been clearer. In a HE context, it is widely recognised that this support needs to combine curricular, co-curricular and extra-curricular support (QAA Enterprise and Entrepreneurship Education, 2018). To support the delivery of this, the RWIF will be used initially to fund an additional 1.0 FTE post in the University’s [Centre for Entrepreneurship](https://www.cardiffmet.ac.uk/business/cse/Pages/Default.aspx) (CfE) from 2020/21. In subsequent years, the level of RWIF investment in support of business growth and skills will increase, including a further 1.0 FTE post in the Centre. This will not only help to ensure that the current targets of the Youth Entrepreneurship Programme are met, but will provide sustainability and support further growth beyond the Welsh Government grant period. In addition to increasing the staff resource, the RWIF will be used to run more activities and events to help develop and enhance the entrepreneurial skills of the students, including:* Networking events and guest speakers;
* Workshops and skills sessions;
* Seed funding for business;
* Bootcamps and 1-to-1 support;
* Upskilling academics to deliver effective enterprise interventions.

 Beyond the formal targets for business start-ups, the RWIF will help achieve Cardiff Met’s aspirations of becoming a truly entrepreneurial university, by:* Developing sector-leading support for social entrepreneurship;
* Increasing inclusivity of entrepreneurship among low participation groups;
* Providing greater support for spinout activity;
* Facilitating and supporting the development of enterprise/entrepreneurship education in the curriculum;
* Providing CPD opportunities for academic staff;
* Facilitating research in the area of enterprise education pedagogy, start-up support and social entrepreneurship.

Cardiff Met’s Strategic Plan 2017/18 - 2022/23 outlines the commitment to ensure that every student can fulfil their potential to make outstanding graduate-level contributions to their own and future generations through sustainable economic growth and social cohesion for our City, Wales and the wider world. A key element to the successful delivery of the Plan is the development and implementation of Cardiff Met ‘EDGE’. This new model will enable all students to develop Ethical, Digital, Global and Entrepreneurial skills, experience, knowledge, confidence and resilience, in addition to their subject specialist knowledge.  The development of entrepreneurial attributes and competencies forms a key part of the Cardiff Met EDGE. The RWIF will allow an investment in an appropriate level of resource to develop entrepreneurial skills, knowledge and experience for all students. The academic portfolio is oriented towards practice-focused and professionally recognised education giving opportunities to embed both Enterprise and Entrepreneurship Education (QAA, 2018) across the curriculum. This is supported by a structured, varied and visible extra-curricular offering giving further opportunities to develop enterprise skills and competencies (Entrecomp, 2017).  Cardiff Met believes that founding an enterprise - be it commercial or social - is a normal graduate outcome and must therefore be afforded the full support of the University. A combination of support from Cardiff Met, the Welsh Government and Santander has facilitated an effective programme of extra-curricular activity.  Cardiff Met’s entrepreneurship provision has come a long way in a relatively short amount of time. The Centre for Entrepreneurship has formed the core visible element of entrepreneurship support since it was founded in 2013; it is now recognised within the institution as an intrinsic part of the student experience and student support offering. It has won recognition both internally (Team of the Year) and externally (Guardian Higher Education Award for Entrepreneurship) for its high-quality provision. There have also been some notable successes amongst the start-ups, including Jenny Evans winning the prestigious 2017 Santander Universities Entrepreneurship Award.  Cardiff Met has an ambitious vision for the future and recognises that we must continue to build on our success to date. Until recently, the focus has primarily been on extra-curricular support services. However, since 2019 – in support of the Cardiff Met EDGE agenda – the Welsh Government’s Youth Entrepreneurship Programme grant has been used to fund a new role of Lecturer in Enterprise and Entrepreneurship Education (0.5 FTE). The post holder is providing leadership and pedagogical support to academics across the University, helping to design, develop and deliver new enterprise and entrepreneurship programmes.  To achieve our ambitions, Cardiff Met recognises that we need to be part of a wider eco-system of partners, working with all of the stakeholder groups engaged with the #BeTheSpark initiative. Through the Youth Entrepreneurship Programme, we have established formal links with local FE and HE institutions, delivering joint entrepreneurship events and sharing resources. Collaboration allows us to share best practice and achieve economies of scale; we plan to continue to work together to support this agenda in the future.  Cardiff Met wishes to foster a spirit of entrepreneurship among its academic staff. With the limited resources available, we have had some success in establishing a small number of high-potential spin-outs in recent years, the most exciting of which is currently valued at £5m-£10m. The RWIF will be used to assist, nurture and support new emerging spin-outs during their early, formative stages, increasing the resources available to help expediate the commercialisation process. Funding will be made available for academics to develop their ideas, gather market intelligence, validate the idea and seek intellectual property protection. Academics will be helped by Research & Innovation Services staff and, where appropriate, linked to other agencies or support programmes e.g. ICURe, Business Wales, and the Development Bank of Wales.Cardiff Metropolitan University is also leading the Design strand on a new HEFCW funded project, working alongside HE and FE partners in the region staff are engaging with industry specialists to identify skills shortages within the design industry in South East Wales. Discussions are taking place with a range of design related professionals from graphic, fashion, textiles and product design industries through to designed objects, architecture and engineering firms around the use of emerging digital technologies in those career paths. The aim of the project is to develop a design network which will build sustainable links between education providers and the design sector in South East Wales with a view to improving learner progression into industry. |
| 4.1 Provide details of your institution’s strategic KPIs for new business growth and skills support. |
| Following the approval of the Strategic Plan 2017/18 – 2022/23, a Research and Innovation Strategy (R&IS) was devised. It is being used to drive the delivery of a variety of performance metrics, three of which are of direct relevance to new business growth and skills support:

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| **KEY PERFORMANCE INDICATOR** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** |
| Spin-outs – cumulative total | 4 | 5 | 6 | 7 | 8 |
| Graduate start-ups – new per year | 100 | 110 | 120 | 130 | 140 |
| Social enterprises – cumulative total | 4 | 5 | 6 | 7 | 8 |

The current annual targets for the planning period are currently under review as a result of the current Coronavirus pandemic. Also, the graduate start-ups target figures above were set based on a number of assumptions that have since been superseded. In consultation and with agreement from the Welsh Government, this target was revised for the Youth Entrepreneurship Programme (YEP), as follows:

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|  | **2019** | **2020** | **2021** | **2022** | **2023** |
| YEP Equip Target - Businesses started | 60 | 66 | 72 |  |  |
| Revised targets for RWIF |  |  | 66 | 70 | 74 |

Following the impacts of the current Coronavirus crisis, a revised figure for 2020/21 is shown above, together with new targets for 2021/22 and 2022/23.  |
| **4.2 How will your strategic approach in this area align with HEFCW’s** [**Research and Innovation: the Vision for Wales**](https://www.hefcw.ac.uk/documents/publications/hefcw_reports_and_statistics/Research%20and%20Innovation%20the%20vision%20for%20Wales%20English.pdf)**? Select the pillars supported:** |
|  Excellence Place Innovation Collaboration  |
| 4.3 How do your strategic ambitions for new business growth and skills support the Vision’s goals, milestones and ambitions? [Max 250 words] |
| We aim to use RWIF not just to increase the number of staff and graduates starting companies and social enterprises in Wales in the short-term, but to help them to operate productively and to prosper in the long-term. Our ambition is to support businesses with high-growth potential, that will: * Provide employment opportunities and enhance the regional economy;
* Create solutions to local problems;
* Collaborate with Welsh universities, broadening the research base;
* Secure R&D funding from outside of Wales;
* Be innovative and globally competitive;
* Help demonstrate the impact of the University, to society in general, and also through REF and other National Measures for Higher Education performance.

In the short-term, this fund will be used to focus on the existing areas of excellence. In the medium to long-term, efforts will be focussed on expanding provision across the University to have a greater impact. It will support pioneering interventions, equipping prospective entrepreneurs with the skills and resources required to succeed. We recognise the benefits of collaborating. We will connect our entrepreneurs with appropriate external resources: space providers, mentors, investors etc. We have good links with facilities including the NatWest Accelerator, UnLtd, Barclays Eagle Lab, Tramshed Tech and Welsh Ice. Using the #BeTheSpark initiative, we will build valuable connections with Big Ideas Wales, entrepreneurs, corporates and risk capital groups. We will continue to collaborate with FE / HE institutions in the region, maximising the benefits of sharing best practice and economies of scale.RWIF actions will help retain [Small Business Charter](https://smallbusinesscharter.org/) status and the [Social Enterprise Mark](https://www.socialenterprisemark.org.uk/), helping us demonstrate our ongoing commitment the region’s society, business community and the environment.  |

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| 1. 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 meeting 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 W20/09HE. Your response should be framed in terms of social and economic prosperity for Wales. [1000 words max] |
| Cardiff Met’s *Working Together: Civic Engagement and Social Responsibility Strategy (2019 – 2023)* is an outward demonstration of Cardiff Met’s values-driven approach. It places Cardiff Met at the very heart of our ‘place’ in Cardiff, open and accessible to all members of our local community. The strategy will be delivered in a political context that emphasises greater engagement with the community through collaboration with internal and external partners and within the context of the Well-being of Future Generations (Wales) Act 2015 (WFGW). With this in mind, the University is committed to informing policy and leading the conversation in accordance with the sustainable development principles contained within the Act, and is a proud member of the Universities Wales’ Civic Mission Network which will provide a coordinated approach to this work across Wales. As a place-based institution we understand that being a civic university is not something we can do in isolation and that we need to work with all key stakeholders in our area. To this end, we will develop and sustain a culture in which staff, students and our community are encouraged to live and share common values and behaviours which align with corporate, national and global social responsibilities. We recognise that social responsibility is consistent with the values of the University and believe that the wellbeing of our students, staff and all of our communities is paramount. With reference to the WFGW Act, our strategy will enable us to: * Establish an environment that creates a sense of belonging;
* Champion creativity, diversity, freedom and innovation that will promote social cohesion and tolerance;
* Enhance health and wellbeing by encouraging positive decision making that will change lives for the better;
* Promote the values of a fairer society by instilling greater confidence and self-esteem;
* Be a positive force for change in our approach to our interaction with schools and colleges and those that teach and inspire;
* Use our research to address the local and global challenges facing our community, Wales and the wider world;
* Support a buoyant and successful society and economy in Cardiff and across Wales through partnership and collaboration.

In practice, the RWIF will help support the delivery of this Strategy through four pillars, summarised below.***Pillar 1: Heart of the community - Fully integrated within our place.*** Our campuses will be inclusive community hubs that are open and accessible to all of our community, delivered through mechanisms including:* Our monthly *Community Days* which bring together the local community, businesses, suppliers, staff, students and visitors to, create a sense of belonging and focus on both the Llandaff and Cyncoed campuses. Taking place once a month on campus, community days were developed from an initial link with a local Farmers’ Market, and have grown into a meaningful community event, with clear branding and messaging to identify the event to key people. Led by the community, the content and structure evolve based on the ideas and feedback from everyone involved. The range of activities on the day have included community litter picks, free bike MOTs provided by a local charity, waste collection awareness from Cardiff Council, Fairtrade University promotions, as well as showcasing active travel /exercise available through local sports clubs, gyms and transport providers;
* Our *Repair Cafés*, which are held in collaboration with Repair Café Wales (a movement of volunteers who repair, restore and mend broken household objects for free). We are the first university in Wales to offer these monthly pop-up events and help reduce waste, learn new skills and bring the community together.

***Pillar 2: Transforming Lives – Providing opportunities to transform lives.***We will develop enterprising, creative and critical thinkers of all ages, at any time of their lives, delivered through mechanisms including:* *Open Campus,* which is our sector leadingcollaborative programme that delivers sport, physical activity, outdoor play, health & wellbeing opportunities to children and young people within the Cardiff City region. Working in partnership with Cardiff City, Open Campus provides opportunities to schools across Cardiff, but in particularly within the Southern Arc of the City to combat deprivation and inequality of access. In 2019, there were over 12000 opportunities for young people to attend the Cyncoed Campus, making a significant improvement to the range of opportunities for children and young people to be active & healthy;
* Working with the Crumlin Navigation Community Trust project to restore eleven Grade II listed buildings at a disused Valleys colliery, university staff are working with Trust volunteers, the Canolfan Yr Afon Pupil Referral Unit, and MP for Torfaen Nick Thomas-Symonds of the All-Party Parliamentary Group on Industrial Heritage (APPG). The intention is to clear the site and then young people in the Canolfan Yr Afon and Ty Gwyn PRUs will be undertaking restoration activities, giving disadvantaged youngsters hands-on construction skills;
* Championing outreach, student led projects to support and empower our community to make a positive impact on their place;
* Developing relevant and, where appropriate, bespoke courses for the local and regional economy based on an identifiable need.

***Pillar 3: Active citizens - Empowering people to influence the decisions that affect their lives.*** We will advocate for principles of environmental, economic, and social sustainability and cohesion to enhance cultural awareness and partnership to allow people to positively shape their lives, delivered through mechanisms including:* Sport Cardiff’s Girls Together campaign, which places a focus on engaging teenage girls who are currently inactive and lack confidence or self-esteem in order to build. Young women are encouraged to participate in workshops that are focused around issues that affect a young person’s wellbeing. They cover topics such as body image, unhealthy and healthy behaviours, media literacy and barriers to participation.
* Providing opportunities for local, national and international interaction with each Global Academy, for example through conducting consumer food safety research focussing on older adults' domestic food handling and storage practices associated with the risk of listeriosis; the cognitive risk factors associated with Listeria monocytogenes among pregnant women; and the attitudes and behaviours of caregivers in the preparation and storage of powdered infant formula;
* Providing staff with support and mentoring to take up external roles support and strengthen organisations and local economies.

***Pillar 4: Growth and prosperity - Generating sustainable and inclusive economic growth through research, innovation and skills to secure a prosperous and thriving economy.*** We will work for a Wales that is prosperous and secure, ambitious and learning, delivered through mechanisms including:* The work of our Zero2Five food centre that, as lead of Food Innovation Wales, has recently launched a toolkit of useful templates and links to support Welsh food and drink manufacturers during the COVID-19 outbreak. Developed in collaboration with the Food & Drink Wales Industry Board, the resource includes over 20 templates which companies can use including observation checklists, visitor and return to work questionnaires, change of use guidance, contingency planning and measures to take when restarting a factory following shutdown;
* Establishing three Global Academies to address challenging global priorities;
* Growing our ambitions to develop entrepreneurs and innovators within our student population, led by our Centre for Entrepreneurship which will provide support for the Enactus Society, collaborate with Wales Co-operative Centre / Social Enterprise Academy and open up the majority of events to the general public;
* A proposal to the Cardiff Capital Region City Deal to address the economic and social damage wrought by the coronavirus pandemic with a focus on economic regeneration and social renewal through skills development.

The Global Academies link directly to the UN Sustainable Development Goals and exist to help address these challenges. With a focus on ensuring social and economic sustainability, the Global Academies also address the world-leading Well-being of Future Generations (Wales) Act 2015. Using our internationally renowned experience in co and human centred design, Cardiff Met’s Global Academy for Human Centred Design will work with the City Region and the 10 Local Authorities within it to design a package of support that aligns with HEFCW’s civic mission themes.The service industry (food, tourism, hospitality, retail) underpins the City Region’s economy and has been most impacted by the coronavirus pandemic. It is also anticipated that the service industry will struggle to recover as the UK moves into recession. Cardiff Met will work with local industry and the Regional Skills Partnership to move the region from a service-led to a science-led economy with high-level skills at its core. We will seek to equip organisations and people throughout the region with the high-level skills needed to adapt to a post-pandemic world, safeguarding and creating jobs and business opportunities through the acquisition of new skills and generation of new ideas. |
| 5.1 Provide details of your institution’s strategic KPIs for civic mission and public engagement. |
| Within the University’s Strategic Plan 2017/18 – 2022/23 are a number of key performance indicators that relate to civic mission and public engagement, shown below.

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| **KEY PERFORMANCE INDICATOR** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** |
| Graduate Employability | 76% | 77% | 78% | 79% | 80% |
| Staff feeling valued | 62% | 65% | 68% | 71% | 75% |
| People and Planet League |  |  |  |  | 1st in Wales |

The current annual targets for the planning period are currently under review as a result of the current Coronavirus pandemic. The aforementioned review of all KPIs will result in additional measures being identified in terms of engagement with the community and these will be included in the 2021/22 update to this strategy. For the current year, the following additional interim KPIs, as taken from the HEBCI (Higher Education Business and Community Interaction) return, will be used to drive activity in this area:

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| **KEY PERFORMANCE INDICATOR** | **2018/19** | **2019/20\*** | **2020/21\*** | **2021/22** | **2022/23** |
| Public lectures attendees | 433  | 455  | 477  | 501  | 526  |
| Exhibitions attendees | 4,713  | 4,949  | 5,196  | 5,456  | 5,728  |
| Other event / activities attendees\*\* | 17,472  | 18,346  | 19,263  | 20,226  | 21,237  |

\*Targets for 2019/20 and 2020/21 are likely to be significantly impacted by Covid-19 restrictions.\*\*e.g. Widening Access, First Campus, CIAT Sessions, Enchanting Technologies, ADP Professional Insights lectures, Design for Real Life, Persuasion live projects, Autism Project event, Fashion Show, Podiatry Clinic, Tech Dem, Dragon Camps, Academies Programme, Children Sport Holiday Activities, FabLab BHF Experience, New Designers Exhibition, Sports Massage, Stress Relief Clinics, Sports Physiotherapy, CRiC, P4C.  |
| **5.2 How will your strategic approach in this area align with HEFCW’s** [**Research and Innovation: the Vision for Wales**](https://www.hefcw.ac.uk/documents/publications/hefcw_reports_and_statistics/Research%20and%20Innovation%20the%20vision%20for%20Wales%20English.pdf)**? Select the pillars supported:** |
|  Excellence Place Innovation Collaboration  |
| 5.3 How do your strategic ambitions for civic mission and public engagement support the Vision’s goals, milestones and ambitions?[Max 250 words] |
| Cardiff Met’s Strategic Plan positions it as a Civic University that is proactive in promotingmutually beneficial engagement between the community, the region and the University. We also seek to look beyond our immediate horizon and establish Cardiff Met as an anchor institution that connects global, regional and local interests to the benefit of all. This clearly articulated strategic purpose is fundamental to our continuing evolution as a Civic University. As a direct consequence of our Global Academies initiative we are seeing the emergence of new groups and collaborations across the University and these, in turn, are increasing the scale and impact of our external engagement. This is of fundamental importance as global challenges are becoming increasingly complex and solutions can only be realised through holistic, collaborative approaches. Whilst, as described above, we seek greater global impact, our Strategy communicates a strong sense of place. Our local communities are increasingly taking advantage of opportunities to utilise our on-campus facilities. The University, through ambitious developments such as our new Cardiff School of Technologies, is forging effective relationships with local enterprises which facilitate the emergence of new opportunities for research, community development and flexible learning. We actively engage in and support a collaborative approach to widening access and supporting equality of opportunity and are committed to the communities we work with. Through collaboration we play a key role in regional agendas including the Reaching WiderProgramme and aligning with national priorities to support raising attainment and ambition.  |

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| Section C: Alignment to policy and priorities1. Wales 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; [*WG's Prosperity for All: economic action plan*](https://gov.wales/prosperity-all-economic-action-plan); [*UK Industrial Strategy*](https://www.gov.uk/government/topical-events/the-uks-industrial-strategy); [*Public Services Boards*](https://gov.wales/public-services-boards); [*UPP Civic University Foundation*](https://upp-foundation.org/civic-university-commission/); [*Youth Entrepreneurship Strategy*](https://businesswales.gov.wales/bigideas/welcome-partners-area/youth-entrepreneurship-strategy); Science for Wales; Regional Economic Frameworks etc.[500 words max] |
| The UK Government’s Industrial Strategy lays out five foundations of productivity. Two of these are: ‘Ideas: The world’s most innovative economy’ and ‘Business environment: The best place to start and grow a business’. It also includes four Grand Challenges. Launching three Global Academies that stimulate interdisciplinarity and innovation together with an underpinning investment in people and funding aligns with both the Industrial Strategy’s Grand Challenges and the Wellbeing of Future Generations (Wales) Act 2015. The same can be said of the ‘Entrepreneurial’ and ‘Ethical’ components of Cardiff Met’s EDGE programme respectively. Tourism and Food are two of the four foundation sectors identified in the WG’s ‘Prosperity for All’ plan. One of the three new Global Academies specialises in Food and Tourism is a recognised R&I strength likely to figure in at least one of the others. WG’s Prosperity for All economic action plan’s ‘Calls to Action’ include calls to ‘support businesses to innovate, introduce new products and services and succeed’; ‘to help our businesses to develop and introduce new products, automate and digitise to remain competitive in the fourth industrial age’ and; ‘to improve our skills base’. These are addressed by e.g. increasing Cardiff Met’s capacity to engage in Knowledge Exchange via the Global Academies, re-introduction of SIPs, a scaled up ‘Get Started’ programme and increased KTP capacity - an area of existing strength as witnessed by a number of recent awards.The three themes of Business Wales’ Youth Entrepreneurship Strategy are: ‘Engaging’, ‘Empowering’ and ‘Equipping’. This plan clearly aligns with all three themes. For example, RWIF funding will allow further investment to develop entrepreneurial skills, and further embed Enterprise and Entrepreneurship Education (QAA, 2018) across the curriculum as detailed in Section 4, above. It also enables the continuation of the Youth Entrepreneurship Programme in partnership with local FE and HE institutions.The essence of the UPP Civic University Commission’s enquiry is how universities can best serve society. As the first Welsh HEI to be awarded the Social Enterprise Mark Cardiff Met already has a strong record in this area and this plan will enable the development of several civic mission roles in addition to those mentioned above. For example, RWIF will provide enhanced funding that will allow the University to support a range of projects and initiatives with societal benefits. Examples of existing work that will be able to request funding and support because of RWIF include: the development of a newly launched spinout that seeks to help late stage dementia patients and their families; a recent project aimed at improving the wellbeing of primary-aged school children; FabLab Cardiff - a public access digital making facility and; the Regeneration Research, Enterprise and Education (RREE) Hub which researches the importance of tourism in regeneration programs throughout South Wales. |

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| 1. Meeting the requirements of the UK Knowledge Exchange Concordat

Institutions in Wales must demonstrate through their RWIF strategies commitment and alignment to the principles of the UK Knowledge Exchange Concordat. A development stage will take place during 2020-21 to implement a Welsh model. For this initial stage we are asking institutions to confirm, through their strategies, that they are aware of the KEC principles which were outlined as part of the initial [*consultation*](https://www.universitiesuk.ac.uk/policy-and-analysis/reports/Pages/knowledge-exchange-concordat-consultation.aspx), and that they are committed to alignment through the Welsh model for engagement. Revised RWIF strategies can be submitted annually as part of the monitoring procedure, and this process will be utilised to demonstrate full KEC commitment following the development year.  [500 words] |
| *NB: KEC principles included for reference but excluded from word count.* Cardiff Met’s established track record of engaging with industry on a wide range of knowledge exchange activities over many years is evidence of alignment with the eight principles of the Knowledge Exchange Concordat, from institutional structure, through associated policies / mechanisms and on to operational mechanisms. Examples of this alignment are shown below against the Concordat’s eight principles: ***1 Mission -*** *Knowledge exchange is a recognised part of the overall institutional strategy and is valued for the social, cultural and economic outcomes it helps us achieve. We have a clear understanding of the institutional role and the purpose of KE, including recognition**of the needs and interests of potential and current partners and beneficiaries, ensuring a**commitment to inclusivity and equality. Clarity of mission is essential for efficient and effective KE. Staff, students and external organisations need to understand the aims and priorities of the institution’s senior leaders and governors in relation to the whole range of KE activities undertaken by the institution.** The University’s Strategic Plan opens with the following statement: ‘Cardiff Metropolitan is a global university rooted in Wales and with a history of practice-focussed and professionally oriented education that dates back to 1865. Our Strategic Plan for 2017/18 to 2022/23 emboldens this commitment to education, research and innovation undertaken in partnership with our students, governments, business and industry and with tangible benefits for individuals, society and the economy. ‘ This demonstrates the importance of these activities from the top down.

***2 Policies and processes –*** *Where appropriate, we have clear policies on the types of KE that we undertake and work with staff, students, collaborators and beneficiaries so that the policies are understood and operationalised. Institutions could provide evidence of a clear set of policies covering those areas of KE central to the institution’s mission and values, and consistent with its charitable status and aims.** The R&I Strategy outlines the broad approach taken to the types of knowledge exchange activity that are undertaken. This is supplemented by more specific policies and processes for various sub-sets of activity.

***3 Engagement -*** *We build effective relationships by having clear routes to access information and expertise in the university, with engagement mechanisms and policies developed to suit the needs of a wide range of beneficiaries and partners working with institutions as publicly funded bodies.* * The University’s Research & Innovation Services team provides a broad range of support services, both to staff internally and external organisations seeking to work with University academics.

***4 Working transparently and ethically -*** *We make sure that our partners and beneficiaries understand the ethical and charitable regulatory environments in which our institution operates, including a commitment to inclusivity and equality, and we take steps to maximise the benefit to them within that context.** Demonstrated through attainment of the [Athena SWAN](https://www.ecu.ac.uk/equality-charters/athena-swan/) charter, which recognises work undertaken to address gender equality broadly, and not just barriers to progression that affect women.
* Achieved first institutional Athena SWAN award in 2016, with success at Bronze level.
* Established a Self-Assessment Team (SAT) to oversee and ensure the implementation of the Athena SWAN principles and action plan at all levels across the institution.

***5 Capacity building -*** *We ensure that our staff and students are developed and trained appropriately to understand and undertake their roles and responsibilities in the delivery of successful KE.** The Research & Innovation Services team, alongside colleagues from our Organisational Development team, provides a range of in-house development opportunities, together with workshops delivered by external specialists and a mentoring scheme.

***6 Recognition and rewards -*** *We recognise and reward the achievements of staff and students who perform high quality KE activities.** New Research and Innovation Development Scheme recently introduced. A key improvement of the new scheme is that it operates by default for all qualifying innovation activity, as opposed to requiring participants to opt-in and seek management approval.
* Vice-Chancellor’s Awards Scheme recognises staff excellence across the institution, including a category for R&I outputs.

***7 Continuous improvement -*** *We proactively strive to share best practice with our peers and have established processes for learning from this.* * Operate two continuous improvement schemes on a rolling basis. The Cardiff Met Leaders’ Exchange brings University leaders together to network, share, learn and innovate. This typically involves 30-40 senior managers meeting monthly to learn from external specialists or tackle institutional issues from a broad perspective.
* The Leader of Organisation programme is a six-month course for a smaller cohort of senior leaders to form as a cohesive team, to further develop leadership capability and lead fast paced change within a modern University.

***8 Evaluating success -*** *We undertake regular institutional and collective monitoring and review of our strengthening KE performance using this concordat and through regional, national or international benchmarks to inform the development and execution of a programme of continuous improvement so that KE becomes more effective.** Our institutional KPIs are reported on throughout the year internally, supplemented by external measures, e.g. the annual HEBCI survey.

Notwithstanding the above, we recognise the need for continuous improvement and welcome the opportunity that the structured approach the KE Concordat will provide, together with the assurances its implementation will give to the organisations we seek to engage with. |

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| 1. Well-being of Future Generations Act 2015

Provide specific information on the RWIF strategy will support the seven goals, and five ways of working in [*the Well-being of Future Generations Act 2015*](https://futuregenerations.wales/about-us/future-generations-act/);[250 words max] |
| Alignment with each of the seven goals and five ways of working are covered individually below.Seven Goals:**A Prosperous Wales:** Upscaling of knowledge exchange work via e.g. KTPs, developing new industry collaborations via e.g. SIP and increasing spinouts / graduate start-ups.**A Resilient Wales:** Supporting more research with potential impact including using natural resources efficiently to make the environment healthier, for example research into producing low-carbon housing built from Welsh resources.**A More Equal Wales:** Extending the reach of research such as Somantics - which promotes self-awareness, confidence and independence for young people with Autistic Spectrum Conditions.  **A Healthier Wales:** The Health & Human Performance Global Academy has a number of key foci that align with this goal, including health, wellbeing and fitness.**A Wales of Cohesive Communities:** Cardiff Met’s Strategic Plan, Priority 1 is to “(establish) a values-driven University that champions creativity, diversity, freedom and innovation through trusted partnerships that generate educational transformation, research with impact, sustainable economic growth, social cohesion, and health and wellbeing.”**A Wales of Vibrant Culture & Thriving Welsh Language:** Relevant research with innovation potential includes the [Welsh Centre for Tourism Research](https://www.cardiffmet.ac.uk/management/research/wctr/Pages/default.aspx) and Arts & Crafts research.  **A Globally Responsible Wales:** As well as the sustainability and social enterprise research mentioned immediately above, we have research with innovation potential in Block Chain and supply chain management.Five ways of working**Long-term:** By using RWIF to invest in human resource to grow the University’s innovation capacity, which in turn will generate income to be reinvested.  **Integration:** The University’s Health & Wellbeing committee is chaired by a PVC. It considers a range of factors, including how our well-being objectives may impact well-being goals and their objectives.**Involvement:** A key element of this plan generally and the Global Academies in particular is to widen the pool of staff involved in innovation. This includes a range of staff with wellbeing interests.**Collaboration:** One of the prime goals of Global Academies is to foster interdisciplinarity, cooperation and collaboration across disciplines, inside and outside the University.**Prevention:** A number of the R&I projects mentioned above involve preventing problems getting worse. For example, the [LAUGH](https://www.laughproject.info/) project seeks to slow the advance of dementia, a disease which is projected to one of the largest challenges to society. |

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| 1. Impact on 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*](https://gov.wales/cymraeg-2050-welsh-language-strategy-action-plan-2019-2020) action plan.[250 words max] |
| RWIF funding will be used to continue Cardiff Met’s drive to provide encouragement and support to those wishing to engage with and through the medium of Welsh, particularly via workstreams associated with the delivery of Themes 2 and 3 of the Welsh Government’s *Cymraeg* 2050 action plan. *Cymraeg* 2050 Action Plan, Theme 2: Increasing the use of Welsh:Cardiff Met will continue to engage strongly with the *Coleg Cymraeg Cenedlaethol* postgraduate research scholarship scheme. By recruiting to new RWIF-funded posts with Welsh Language as a preferred skill, it is anticipated that it will be possible to support further scholarships to add to the nine already captured.*Cymraeg* 2050 Action Plan, Theme 3: Creating favourable conditions – infrastructure and context: The University is committed to the principles of the Welsh Language Act. Job Descriptions and Person Specifications are available in Welsh and web material and email communications to ‘all staff’ are provided bilingually. The University library also supports the study of Welsh language and culture. For example, it houses *The Welsh Collection*: works related to Wales in general, including Welsh Language books and materials related to teaching in Wales.In addition, we will:* Ensure that all messages / promotion of the strategy are bilingual and actively encourage engagement through the medium of Welsh;
* Actively target Welsh speaking communities;
* Encourage the appointment of academic and support staff with Welsh language skills to be able to engage / support Welsh speaking communities / business.
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| Section D: financial assurance1. Use of Research Wales Innovation Funding

How is your RWIF allocation 2020/21 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 table below summarises the intended allocation of the 2020/21 RWIF. Final actual budgets may vary dependent on current needs. In subsequent years, a similar approach will be taken (depending on the actual amounts allocated) to support both new staff appointments (balanced between academic delivery and specialist support services) and non-staff budgets to facilitate interactions between the University and wider business community.  |

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| Section E:Regulatory RequirementsNB: HEFCW may request further information / clarification on any of these areas |
| 1. [Welsh Language Standards (2018)](http://www.hefcw.ac.uk/about_us/bilingualism/bilingualism.aspx)

[Use the drop down menu] | This strategy complies with Welsh Language Standards 2018 |
| 1. Equality Impact Assessment

[Use the drop down menu] | This strategy has been Equality Impact Assessed |
| 1. [Well-being of Future Generations Act (2015)](https://futuregenerations.wales/about-us/future-generations-act/)

[Use the drop down menu] | This strategy will contribute towards the aims of the WFG Act 2015 |
| Signature:Vice Chancellor |  |
| Date | 15/09/2020 |

1. Commonly referred to as the Table of Excellence or Overall Ranking of Institutions, the *Times Higher Education* rankings placed Cardiff Met:

	* 41st overall – a rise from 103rd in 2008;
	* The highest ranking post-1992 sector University;The third ranked University in Wales – behind the ‘research intensive’ Cardiff University and Swansea University. [↑](#footnote-ref-2)