

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

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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]

Wrexham Glyndwr University [WGU] has four strategic domains:

- Teaching which inspires
- Research that transforms
- Engagement that enables
- Structure that sustains.

Within each area the university will be creative in its approach to developing and achieving more. The university has ambitions for each strategic area including the achievement of Research Degree Awarding Powers and the recognition of a national award such as Enterprise University of the Year by 2025.

The strategic domains which RWIF funding aligns to are *Research that transforms* and *Engagement that enables*. Both align to wider Welsh and UK research and innovation policies;

- Research and Innovation: The Vision For Wales
- UK Government Industrial Strategy
- Prosperity for All: Economic Action Plan
- Wellbeing of Future Generations Act.

We will ensure that “our research base will support innovation that boosts productivity in Welsh businesses, (Research and Innovation: The Vision for Wales) and maximise our location, near to Deeside and Wrexham Industrial estates and will step up support for SMEs in North Wales to complement our strong relationships with major industrial players in the region.

Research That Transforms:

Key aim

Transform and enrich the knowledge base and for it to be applied by partners in supporting regional priorities and global concerns through developing research capacity and performance that makes a positive impact economical, socially and culturally.

Engagement That Enables

Key aim:

Work collaboratively so that our staff, students, teaching and research enrich the region and enable the growth of its people, community's economy, culture and of the University itself.

The University's Enterprise strategy aligns to the University's Vision and strategic domains, setting out how the university will work in partnership with local, regional and international employers and civic partners to support innovation and economic growth.

Key areas the university will target are:

- Increasing entrepreneurial skills by enhancing student/graduate business start-up support
- Creating, developing and sustaining academic excellence, knowledge transfer expertise and activities
- Enhancing regional CPD
- Developing place-based innovation and ensuring commercial readiness
- Strengthening Civic Mission activities

2. 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]

Staff Resource

Building on existing team expertise ICDF will increase staff resource by:

- Introduction of Innovation Manager to drive KT and Innovation activities
- Introduction of Bilingual Comms Officer to ensure wider communication to industry and the community on initiatives, projects and services, while also reinforcing our commitment to the Welsh language. This role is even more important during current times when the use of social media and online communication is key to connecting with external partners
- An increase in support for student and graduate start-ups through increasing existing part-time Entrepreneurship Coordinator.
- Introduction of Impact Case Officer to collate and publicise Research and Innovation work
- Creation of Administration post to support the new processes required to underpin the new and additional activities and initiatives

Re-launch of KT hub vouchers

We will build on the NWKTH voucher project, testing a new voucher scheme to provide an improved pathway to SMART and KTP awards, further academic consultancy and more FE collaboration.

[*<https://www.glyndwr.ac.uk/en/Business/NorthWalesKnowledgeTransferHubs/>]

Entrepreneurship start-up support

The ICDF will provide extra resource to the new Enterprise Lounge infrastructure and improve support services.

Developing CPD

WGU will develop a suite of enterprise-related, flexible CPD courses. ICDF will enable the development of innovative courses to allow businesses to effectively grow and develop their staff in the post-Covid environment.

Commercial readiness

WGU aspires to provide more services, facilities and technical spaces in support of regional economic growth. ICDF will allow for place-based research into industry need and development of facilities which will allow industry-led small-scale projects, testing, and feasibility studies to take place

Civic Mission

ICDF will support key projects such as the creation of the first Children’s University in Wales, Trauma Informed and Adverse Childhood Experiences(TrACE) University and Communities partnership project, student-led community innovation projects and support further development of the North Wales Public Service Lab.

Section B: Specific content

3. Commercialisation / income generating activity

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

WGU will increase Enterprise and KT related activities within 3 years by developing internal resource and building external relationships. WGU has strong links with industry and good evidence of enhancing students’ employability and entrepreneurship skills. WGU is increasingly recognised for its Research, Enterprise and Innovation, with pockets of expertise. The injection of funding will boost our performance, allowing the university to fully support local and regional businesses to grow and stimulate the economy.

WGU is geographically well placed on the Wales and England border, close to two large Industrial Estates, near to the A55 and M56 corridors. The local economy is diverse however a large number of employers fall into Advanced Materials and Manufacturing industries, with pockets of ICT, Tech and Creative Industries.

Expertise Enterprise Hubs (EE Hubs) –A framework of 5 Hubs will be established providing clustered pools of academic expertise and resource, directly relevant to both WGU expertise and place-based industrial needs.

Each Hub -Creative, Communities, Business, Health and STEM -will have an academic lead and a programme of CPD events including IP, commercialisation, entrepreneurship, training on specialist equipment, commercial applications and will provide opportunities for staff, students and industry to work together.

Hubs are part of the longer-term goals for The Vision For Wales. As a university in North Wales we know our strengths and expertise and where those are needed. A framework to deliver targeted development to staff, students and industry, designed to address both specific industry/sector challenges and common inhibiting factors, will be central to our own Hub strategy.

The development of internal research capability and academic excellence is a crucial strategic aim for WGU to achieve RDAP, which in turn builds reputation and opportunity to meet the strategic objectives of wider Wales and UK policy. Utilising RWIF funding to establish the Hubs will help academics realise the commercialisation opportunities of their expertise and enable the University to serve industry and the wider community.

Enterprise activity will radiate from the EE Hubs, feeding regional economies with start-ups, commercial research and enterprise activity and bolster supply-chains regionally and nationally, aligning with the WGU NWGD project,

which is aimed at creating a world-class innovation and R&D facility, with support matched to high-value, high-potential advanced manufacturing regional clusters across North Wales.

WGU will introduce a Ladder of Innovation to build resource and experience in industry collaboration. The creation of RWIF-funded KT Vouchers and a mini-KTP programme will provide the foundation:

CLIMB THE LADDER OF INNOVATION
Grow your business and stay competitive

Start your journey
enterprise@glyndwr.ac.uk

The graphic features a blue background with a white ladder-like structure of icons. From bottom-left to top-right, the icons are: a document with a checkmark labeled 'KT VOUCHERS', a bar chart labeled 'MINI KTP', two hands shaking labeled 'SMART', and a lightbulb labeled 'KTP'. At the bottom right, the logos for 'PRIFYSGOL Glyndŵr Wrecsam' and 'Wrexham glyndŵr UNIVERSITY' are displayed.

Commercial readiness in response to “Research & Innovation: The Vision for Wales, May 2019”:

1. Facilities and Equipment

WGU responds rapidly to regional industry needs, including post-Covid challenges requiring innovation, new ways of working, technologies and applications. To expand place-based research and innovation we need updated facilities to support companies seeking to innovate and develop. RWIF will allow us to review and update these in line with regional industry need, linked with university expertise, to form part of the Expertise Enterprise Hub framework. This funding will complement other capex initiatives including the University’s Campus 2025 and NWGD projects. We will challenge the application of innovation to achieve wider/greater impact, challenging traditional methods and concepts to see broader cross-collaboration between industry sectors and university expertise.

2. Ladder of Innovation

Building on the success of the North Wales Knowledge Transfer Voucher project, WGU will extend the voucher scheme utilising ICDF/RWIF funds. The programme will be enhanced by offering more vouchers for longer projects - up to 5 days instead of 3 – for companies to access WGU academic expertise. We will deliver 30 voucher interventions to August 2021 to companies seeking to innovate, reposition, or restructure -focussing on SME, micro and start-up businesses.

A mini-KTP will create the opportunity for businesses to take on graduates to undertake strategic projects with the potential to lead to a SMART and/or KTP thus creating a KT pathway for businesses. KT programmes will continue to collaborate with FE to maximise benefit.

3. Subsidised PhDs for industry

. Utilising RWIF funding and streamed through the EE Hubs, WGU will support industry in employing PhD students - This initiative will complement projects such as KESS (<http://kess2.ac.uk/>) by offering options to those not eligible. This will benefit WGU through increased research capabilities and the wider benefit to Wales will be more efficiencies, routes to market, expansion and potential job creation.

4. Funding and Project Development Capacity

Maintaining and building project development and bid writing resource and expertise is key to underpin increasing income generation and university-industry collaboration. As academics develop their research and expertise there will be greater need for support to meet increased demand.

5. Commercial CPD Development

We will create a flexible suite of industry-relevant courses - driven by feedback and consultation - into the requirements of local and regional sectors. Particular focus will be given to the post-Covid environment, supporting businesses with their CPD priorities in this evolving environment. WGU will investigate need and review our course offer and delivery to increase availability by diversifying our online programmes and interactive onsite campus taught courses. Sector specific courses will be produced and standalone programmes will be offered, in parallel with a collection of pathway courses. These will channel into wider professional development and advanced skills learning opportunities.

WGU will collaborate with sectors to create courses aiding sector specific growth, co-operating with industry partners to support economic acceleration by defining priority areas. For example; tailoring courses to the tourism sector in ways to change, diversify and grow post-Covid, utilising our expertise in dementia-friendly tourism in line with North Wales becoming a dementia-friendly tourism destination.

We will analyse collaborative industry innovation projects to determine skills gaps as a result of new working procedures or manufacturing methods. Where academic expertise identifies a need, it will drive a requirement for advanced training. RWIF will enable data from such projects to be collated to develop applicable courses, which can be targeted to wider industry, sharing innovation through proactive CPD for businesses.

CPD development will impact the University's capability to service regional need, increasing commercial income and CPD learner days to feed into HEBCIS.

3.1 Provide details of your institution's strategic KPIs for commercialisation and income generating activity:

The table below outlines the targets set within WGU's existing Enterprise Strategy - with achievements against target added.

KPI	Baseline	Target				
		17/18	18/19	19/20	20/21	21/22
KPI 1: Student placements § (days /FTE) Target	[unknown]			Increase by 10% on previous year	Increase by 10% on previous year	Increase by 10% on previous year
KPI 1: Student placements § (days /FTE) Actual		-	7.49	10.43 [Provisional]		
KPI 2: Enterprise income*, including enterprise courses and research consultancy. (£k) Target	962 [15/16]	1058	1164	1280	1408	1549
KPI 2: Enterprise income*, including enterprise courses		1542	1551	1621		

HEFCW circular W20/09HE: Annex B

and research consultancy. (£k) Actual		(46% above target)	(33% above target)	(27% above target) [Provisional]		
KPI 3: Knowledge transfer income‡ (£k) Target	0 [16/17]	50	60	70	80	90
KPI 3: Knowledge transfer income‡ (£k) Actual		-	-	99	364 [Secured to date]	
KPI 4: New venture creation including student/graduate start-ups, and Spin Outs (#) Target	25 [15/16]	28	30	33	37	40
KPI 4: New venture creation (#)including student/graduate start-ups, and Spin Outs Actual		21	26	33 [Provisional]		

*Enterprise income the HEBCIS definition

‡KT income is applied research, KTP, SMART and KT activity income

In addition to the targets set within the WGU Enterprise strategy highlighted shown above, we will be revisiting these targets and with the support of RWIF the university will aim to achieve the following:

15% increase in Enterprise Income year on year instead of 10%

2 KTP and/or SMART partnerships in 20/21

3 KTP and/or SMART partnerships in 21/23 and 22/23

Minimum of 30 KT Vouchers to be utilised per year

2 Mini KTP per year

1 Spin-out in 20/21

2 Spin-outs in 21/22 and 22/23

These targets will be reviewed annually and will be increased with enhanced funding in subsequent years.

3.2 How will your strategic approach in this area align with HEFCW's [Research and Innovation: the Vision for Wales](#)? 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]

Wrexham Glyndwr University's ambitions support the Vision's goals, milestones, and ambitions by **increasing capacity in key areas**.

Key areas will directly impact the University's capability to improve its KT and innovation performance, increase HE and FE industrial collaborations, and allow for the development of sustainable services projects and relationships with industry and other key stakeholders.

In addition, the WGU ambitions allow the University to provide a more supportive research and innovation environment internally which will allow for the growth of and knowledge transfer into industry for the wider economic benefit. Specifically, our strategic ambitions will support The Vision meeting the following points;

SHORT TERM GOALS:

- Strengthen engagement with UKRI – ensuring Wales’ voice is heard and increasing sector’s competitive success in securing funding (*Bid writing resource*)
- honing, clustering, focusing on strengths and regional advantages, and conversion of this focused expertise into commercial results (*Enterprise and academic consultation with industry*)

MEDIUM TERM MILESTONES:

- Building reputation and excellence for REF2021 (*academic development and support, backfill*)
- Increasing HE-FE industrial collaborations (*use of KT vouchers*)
- increased horizon scanning and commercial bidding (*Increased bid writing resource*)
- a well-designed and interconnected supportive research and enterprise environment (*through the Hubs*)

LONGER TERM AMBITIONS:

- Putting Wales on the map (*increased recognition as a source of expertise*)
- emerging clusters of tangible expertise and evidence of commercial success through partnerships and collaboration, will lead to strengthened participation in research programmes in Wales, UK and international, focussed on our established areas of expertise.

4. New business growth and skills support

Outline the support you intend to provide for new start-ups, spin-offs, and meeting the targets of schemes such as the WG’s Youth Entrepreneurship Programme. Provide information on where RWIF will add value to existing activities, and where it allows you to invest in further growth. 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]

As part of the Enterprise Strategy, WGU is committed to supporting student and graduate entrepreneurial and social enterprise development by;

- Promotion of extracurricular entrepreneurship activity
- Further embedding entrepreneurship in the curriculum
- Increasing incubator activity by promotion and support to student body
- Improving quality of Enterprise Lounge space
- Encouraging ongoing student start-up support
- Supporting student social enterprise activity
- Encouraging volunteering activity

WGU provides a comprehensive range of activities, initiatives and support to students at each stage of their start-up journey. WGU works collaboratively with Welsh Government, Big Ideas Wales, initiatives such as the local Enterprise Hub and FE colleges to ensure students have access to as much support as they require.

WGU has started its journey towards embedding an entrepreneurial ecosystem within its culture. Our current strategic plan supports enterprise and entrepreneurship and the University structure has been updated, by the

development of a centralised Enterprise function, led by a PVC, to reflect the institution's strategic emphasis on entrepreneurship and enterprise throughout its activity.

Strategic commitment and vision for Youth Entrepreneurship Scheme (YES) Funding for 2019-2021:

- For every young person to understand entrepreneurship and to be aware of the resources and activities in place to support them to build confidence and enable them to progress with their entrepreneurial journey
- To build stronger collaborations and strategic partnerships with organisations such as Coleg Cambria, Big Ideas Wales, Be the Spark, Business Wales and Wrexham Enterprise Hub, to ensure the highest quality support and service to young people
- To push the entrepreneurial agenda, increasing our targets for individuals supported and businesses started each year

WGU works strongly with the framework given within the Youth Entrepreneurship programme, aiming for targets in the three key areas of Engage, Empower and Equip.

Engage

RWIF funding will enhance the existing capacity of the WGU to engage students on the entrepreneurship journey. Clear information given to students at induction phase regarding the entrepreneurial journey can be expanded to include EE Hub access to experience an evolving enterprise, innovation and research environment, working alongside academics and industry.

RWIF funded Hub activities will run in addition to and in collaboration with Youth Entrepreneurship activities.

Empower

The student journey continues with our Empower activity, which develops skills, contacts, knowledge and understanding, and provides opportunities to test the waters of an enterprising future in a safe and supportive community. RWIF funding will enhance commercial and enterprise portfolios within Hubs, so students can receive enhanced, targeted support from academics to develop and test ideas, with access to improved facilities and equipment.

Equip

Designed for students with clear intent to start-up a business and support new business development, the RWIF funding will complement Equip activities, as start-ups will be positioned within the Hub framework to develop new networks with academia and industry and gain further sector specific enterprise knowledge.

Through the creation of our Expertise Enterprise Hubs, RWIF will fully support our work in the YES programme and will allow us to enhance our delivery for the benefit of our students and graduates. It is noted that YES funding currently ends in December 2021, which, if not extended or started again, would impact WGUs capabilities to continue with the high aspirations which could be achieved with combined YES and RWIF funding.

Additional staffing support

Extra resource RWIF funding will allow the Enterprise team more staff resource to support students and graduates. In particular the Bilingual Comms Officer will work across the whole Enterprise team supporting them to promote and engage with students and industry. The establishment of Hubs for clustering enterprise activity will facilitate and promote access to sector specific commercialisation and innovation support, nurture a culture

of enterprise and bring industry closer to academics and students. Funding will be used to support academic commercial research support and enterprise activities.

EE Hubs will feed regional economies with start-ups and innovative commercial collaboration opportunities and will align with the strategic aims of the North Wales Growth Deal Advance Manufacturing Programmes. They will deliver training and development activities focusing on areas such as setting up a social enterprise, entrepreneurship, commercialisation and IP.

FE/HE collaboration

The University will undertake a structured approach to increasing FE/HE collaboration, showcasing joint enterprise activity and innovation for growth.

Improving our Enhancing Entrepreneurship Awards

Our Enhancing Entrepreneurship Awards were launched in 2019 to showcase local and regional SMEs, graduate and student start-ups. Designed to celebrate and promote successful start-ups, the event was a great success. The University will build on this success and scale up the event to include opportunity to network, build contacts and gain more promotion for the businesses taking part. We anticipate this will become an important part of the Enterprise environment in North Wales and will attract sponsorship in the future.

Maximising opportunity

The University works in partnership with other funder initiatives to maximise opportunities for student/graduate start-ups. The creation of the five Expertise Enterprise Hubs will allow us to focus our programme development in specific areas of expertise and will provide valuable incubation support for new start-ups in sector-specific areas in conjunction with industry, FE and other organisations.

Online support development

In light of Covid and the need for a rapid increase in support, we have already significantly increased our online support for students and graduates, including our course portfolio to support students’ enterprise development, and have an action plan for further development of online support, resources and delivery.

Post start-up support

We currently offer incubation space which will be expanded, refurbished and upgraded. Students and graduates have access to Welsh Government business advisors and local enterprise hubs, but RWIF money will allow us to create student and graduate networking events through the EE Hubs and their networks.

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

From the WGU Enterprise Strategy:

KPI	Baseline	Target			
		18/19	19/20	20/21	21/22
KPI 4: New venture creation including student/graduate start-ups, and Spin Outs (#)	25 [15/16]	30	33	37	40

Targets within the YES project

	2019	2020	2021
Engage – Number of students/graduates engaged with	4490	4600	4800

Empower – Number of students/graduates attending events/workshops and taking active steps to learn more	435	485	500
Equip (ideas) Number of students/graduates at the stage where they are exploring ideas	50	60	65
Equip (pre-start) Number of students/graduates testing the market, researching to start	30	32	35
Equip (started) Number of businesses started	30	32	35

In addition to the targets set above, the RWIF funding will enable the university is to achieve the following each year:

- 5 Social Enterprises supported in addition to the numbers above
- 10% growth in the numbers of start-ups still in business after 1 year and 3 years.
- 15 students per year undertaking the online entrepreneurship skills module
- 10% growth in the number of students engaging online
- 1 Spin-Out- 20/21
- 2 Spin-Outs – 21/22 and in 22/23

4.2 How will your strategic approach in this area align with HEFCW’s [Research and Innovation: the Vision for Wales](#)? Select the pillars supported:

- X Excellence
- X Place
- X Innovation
- X 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]

WGU’s strategy encourages and supports students and graduates to create businesses to contribute to the local and regional economy. Our strategy focuses on developing wider entrepreneurial skills for those wanting to be self-employed *and* in employed positions. This will ensure companies are able to employ staff who are skilled in innovative thinking and approaches and are open to research and development.

SHORT TERM GOALS:

- Providing multiple pathways for students to develop entrepreneurial skills
- Creating stronger research environments within the EE Hubs
- Supporting and encouraging new ways of working, engaging students, academics to problem solve together
- Collaborative and co-created solutions
- Strengthening existing partnerships and relationships
- Actively promoting cross-sectoral innovation and problem solving

MEDIUM TERM MILESTONES:

- Distinctive regional strength and expertise – place-based innovation and entrepreneurship
- Increased researcher mobility – through EE Hubs, engaging students early on in their academic journey, to get involved with and see the benefits of engaging in research
- Civic mission and community engagement

LONGER TERM AMBITIONS:

- Raise Wales’ profile – leader in innovation and entrepreneurship, increasing the number of Welsh start-ups, created from an organic journey through FE/HE and with a comfortable and natural relationship with innovation and entrepreneurship utilising skills and experiences that students have developed throughout their HE journeys
- Strengthening Welsh KTE and research base – more students and businesses experiencing KT
- International growth potential – setting the bar higher, naturalising and normalising innovation, commercialisation and entrepreneurship amongst students and staff, creating a more commercially innovative generation of graduates and academics.

5. Civic Mission and Public Engagement

Outline how RWIF will support continued or new activity across your communities. Place-based civic mission is broad, incorporating a vast range of activities including support within the community to meet the skills needs of industry, HE-FE partnerships in skills, innovation and engagement, public engagement through research, and 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]

Wrexham Glyndwr University's civic mission builds on the success of engagement and action across North Wales (funded by HEFCW), which enabled us to (i) understand our vital role in the context of regional and local priorities; gain valuable insights and build trusting relationships with stakeholders and communities across the Region; and (ii) collaboratively identify local challenges and priorities for action—and their systemic roots. Our civic mission focuses on a critical priority for North Wales: Ending social inequality by 2030, however the challenge is complex. The evidence set out in the 'Is Wales Fairer?' report (2018) and the Future Generations Report (2020) concludes there is still much more to do.

We have developed a new framework (see diagram below) to engage in conversations, enabling and supporting collective action to tackle social inequality. Our mission is focused across three priority areas, these will form the centrepiece of our new institutional Civic Mission strategy, anticipated to be approved in autumn 2020:

- Priority 1: Community resilience;
- Priority 2: Keeping well;
- Priority 3: Leadership, governance and whole system working.

This new strategy is being co-created in partnership with regional leaders, professionals and communities

The RWIF funding will enable us to deliver impactful, collaborative projects under each priority area which will drive social and economic prosperity across the Region and create reciprocal benefits. This work will form the basis of our Civic Mission Partnership Agreement—a document which will set out a clear, responsive, and

regionally relevant approach to supporting the economic, social, environmental and cultural well-being of present and future generations in Wrexham and North Wales

Our civic mission and our values are the key thread to achieving the University's vision 2025. Our role as Deputy Chair of the newly established Civic Mission Network for Wales, is testament to our commitment to work with the HEI sector to share best practice and link with the UK Civic University Network and the National Coordinating Centre for Public Engagement. .

Priority 1: Community Resilience

Children's University- the University will create a regional Children's University to support extra-curricular learning and engaging children and parents in learning. The Children's University project is a partnership with the Wrexham Public Service Board (PSB's) <https://www.wrexhampsb.org/> from the lifelong learning group with lead partners WCBC and Coleg Cambria, it will support schools and work in partnership to increase aspirations and support 2022 Wales Curriculum and will;

- Engage young people in extra-curricular learning
- Support adult learning to address regional skills gaps

An ICDF-funded Project Manager will be employed to manage the regional project, with administrative support from Coleg Cambria, building a consortium approach with wider stakeholders across the region including the regional skills plan (<http://regionalskillsandemploymentplan.co.uk/#p=1>) and PSBs. RWIF funding will be used to establish a Children's University and develop a robust business plan and model for delivery in subsequent years.

Community Conversations in partnership - working in partnership with local authorities and third sector organisations in three communities in North East Wales (funded by the Regional Partnership Board's Transformation Fund <https://www.northwalescollaborative.wales/regional-partnership-board/>). Focused on the Healthier Wales aims to improve health outcomes across communities by understanding challenges and creating solutions together. RWIF funding will be used to engage communities and professionals working with the communities with systems leadership and public narratives. These activities align with the PSB's community resilience priorities. Case studies and reflective evaluations will capture outcomes.

Priority 2: Keeping well

Social Prescribing Community of Practice (CoP) – Using RWIF funding to fund events in partnership with BCUHB and the 2025 Movement <https://2025movement.org/>, building on the successful community of practice for Social Prescribing that we lead with BCUHB as part of the 2025 social movement to tackle avoidable health inequalities. Three CoP events will be held in 2020/21 around key themes decided by the community including impact, research, funding and learning/education. Practitioners and community members across North Wales will have the opportunity to learn, develop and explore national/regional wellness systems and place-based skills needs. Events will also include COVID 19 impact; tackling loneliness, isolation, supporting mental health and keeping well.

Trauma Informed and Adverse Childhood Experience ACE's (TrACE) University and Communities partnership project – In partnership with the National ACE's Hub and 2025 Social Movement we are the first HE pilot to work towards becoming a TrACE University, working with partners we will capture and share the learning across the sector and wider

https://issuu.com/acesupporthub/docs/briefing_paper_ace_hub_-_trauma_informed_approach_

As a partnership more broadly will work across the region exploring and testing a TrACE approach in communities working towards the ambition to become a Trauma Informed Society. Funding will support research capacity and project support alongside the National ACE's Hub.

Place-based student-led innovation projects – RWIF funding will support a programme of community projects to develop community resilience, supported by academics and students, building on a successful model working with partners AVOW (<https://avow.org/>) and FLVC (<https://www.flvc.org.uk/en/>). expanding the successful volunteering programme working directly with community projects in partnership with the Students' Union. Students will gain experience in volunteering and tackling/addressing and understanding societal issues and challenges.

Priority 3: Leadership, governance and system leadership

The RWIF-fund will establish a North Wales Public Service Lab consisting of a physical space in St Asaph (the 'Gofod'/Space) and intellectual space to work together across sectors and communities building research programmes, exploring collaborations and specific project funding to work with partners and communities, including working with 2025 Movement (<https://2025movement.org/>), becoming the first trauma informed university and community partnering with National ACE's Hub (<https://www.aceawarewales.com/>), building healthier communities and supporting the regional recovery group with the regional PSB's. The Lab will develop a programme of events around key themes in collaboration with partners to share learning and explore problems engaging communities in research and practical solutions. The Lab will meet regional and national strategic priorities by establishing collaborations and partnership with Wales Centre for Public Policy to support public services' focus of research across the Region and growing a community of regional leaders to achieve transformational change.

Our collaborative approach will also respond to the economic and social challenges that will result from Covid-19.

Civic Mission Framework for Wrexham Glyndwr University 2020-  

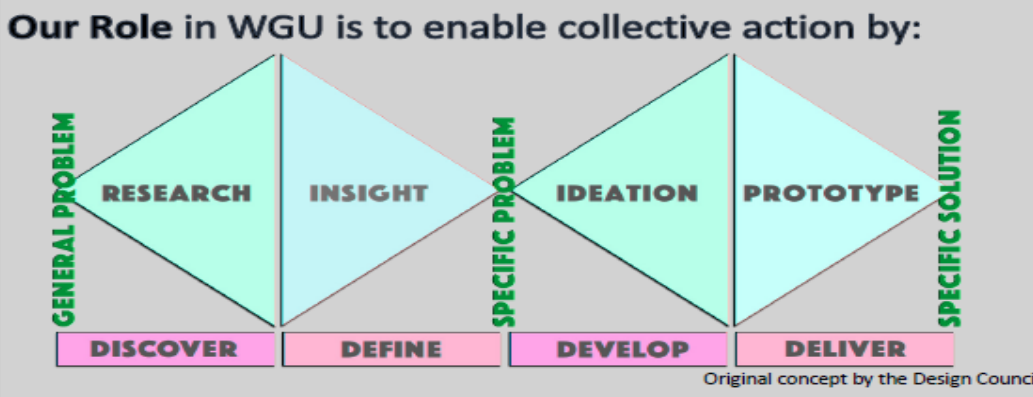
COMMITMENT & FOCUS

Our mission is to help you:
End social inequality across North Wales by 2030.

Our aim is to be useful to you in this work by working with, and for, you innovating, co-creating, testing and delivering new approaches to:

1. Community resilience
2. Keeping well
3. Leadership, Governance and whole system working

CAPACITY & ENABLE



To enable and deliver for this collective mission we would in partnership establish a 'North Wales Public Service lab *Learn together- Lead together*

OUTCOME



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

The University is currently in the process of shaping the new civic mission strategy co created with our partners and communities. The new civic mission will be launched in Autumn 2020 and will be subject to approval.

We have mapped the strategic KPI’s across to contribution against the 7 well being goals and the 46 national indicators <https://gov.wales/well-being-wales-national-indicators>

HEFCW circular W20/09HE: Annex B

Civic Mission & Engagement Objectives	How can we measure this?	Strategic Performance Indicator (s)	Contribution to the Well being for Wales: 46 national indicators
Co created Civic Mission- to end social inequality by 2030.	Collective agreement to work together- on collective societal challenges	<ul style="list-style-type: none"> • Civic Mission Partnership Agreement (UPP Civic University Commission pledge) 	46
Community Resilience- Listen and engage with communities	<p>Establish a regional Children’s University</p> <p>Partnership working in 3 communities– identify community challenges and co create solutions</p>	<ul style="list-style-type: none"> • Number of schools and pupils involved (Children’s University platform) + 3 in pilot increase to over 20 in Y2 • Number of hours young people engaged - Benchmark in pilot year • Feedback from young people at graduation- benchmark in pilot year • 3 Community led projects/ case studies • 1 Research paper 	05 06 08 22 35 38 23
Keeping Well- supporting people, communities and organisations to be and keep well	<p>Support and enable Social Prescribing model implementation</p> <p>Trauma Informed University and Communities in partnership with the National ACE’s Hub and 2025 Movement</p> <p>Place based student led innovation projects in partnership with public and third sector partners</p>	<ul style="list-style-type: none"> • 3 Community of Practice events held in 2020/21 and each year thereafter across North Wales with 300 practitioners • 3 projects engaged across North Wales- case studies • Case study/lessons learnt report to becoming a trauma informed University • 1 conference to share learning across sectors linked to civic mission network in Wales and UK. • Establish partnership and engage, test and develop Trauma Informed communities’ project. • 100 days of student and staff active volunteering days in communities 	03 29 28

HEFCW circular W20/09HE: Annex B

<p>Leadership, Governance and whole systems working – enable and providing a safe space and expertise to enable collective action. Testing and delivering sharing learning to tackle social inequality</p>	<p>Establish the North Wales Public Service Lab</p>	<ul style="list-style-type: none"> • 1 collaborative research/ partnerships/agreements • 10 Programme of events for community of leaders- based around civicmission • 5 placed based/problem based projects engaged with the Lab team • 4 academic teams engaged in research with community projects • 2 Strategic case study of Civic mission 	<p>18</p> <p>24</p> <p>27</p> <p>30</p> <p>34</p>
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5.2 How will your strategic approach in this area align with HEFCW's [Research and Innovation: the Vision for Wales](#)? Select the pillars supported:

- X Excellence
- X Place
- X Innovation
- X 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]

Our strategic ambitions and approach recognise and support the Vision's Four Pillars: Excellence, Place, Innovation and Collaboration. We have explicitly developed a collaborative, place-based strategy and action plan that will provide a foundation for innovation and research excellence as well as addressing systemic challenges that limit economic and social well-being. Our goal is to develop a high-quality research evidence base, which will drive innovation across sectors and engage new and existing partners in a movement to tackle increase social and economic prosperity across North Wales.

Our priority areas and the projects that underpin them, foster collaborations with FE and PHBs and align with economic drivers identified in the Regional Skills Plan. They support schools' transition to the Curriculum for Wales 2022 and the Four Purposes for student learning. We are focused on developing a thriving, community of challenge and curiosity with the North Wales Public Service Lab. Testing new ways of working across sectors to meet different social and economic challenges. This will build our capacity for research and applied research in partnership with Public Service Boards (PSB) and public and third sector partners. The Lab approach also supports and creates opportunities to boost innovation with new models of research, insight, development and delivery. Engaging all partners in this open way will build capacity and commitment to collaborate. It will also enable us to leverage funding and develop expertise across place-based priority areas, such as social inequality and health inequality and drive innovation across sectors.

Section C: Alignment to policy and priorities

6. 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](#); [UK Industrial Strategy](#); [Public Services Boards](#); [UPP Civic University Foundation](#); [Youth Entrepreneurship Strategy](#); [Science for Wales](#); [Regional Economic Frameworks](#) etc.

[500 words max]

Our Enterprise and Innovation and Civic Mission strands of the RWIF will directly respond to and align with a number of key regional and national strategies established with the proposed North Wales Public Service Lab that will provide a theoretical and physical space for leaders to explore challenges and work together on effective solutions.

WALES AND UK POLICY	How WGU RWIF strategy aligns
WG Prosperity for All; An Economic Action Plan	<p>Driving prosperity and sustainable growth by looking at place-based clusters, providing structured EE Hub support and equipping everyone with the right skills for a changing world.</p> <p>The proposed projects for civic mission in the RWIF align directly the Welsh Government plan especially working in different ways alongside PSB's with a focus on delivering outcomes that progress around the 7 well-being goals with the North Wales Public Service Lab. Our unique approach to co-creating our civic mission across society in our region means that we can listen and work with all partners and communities to ensure we work on the collectively challenges. Our mission to tackle social inequality focused on key priority and underpinning projects can help achieve significant new ways of working with Children's University supporting the early years and TrACE projects. Our work with the Health board and the community resilience project will provide a focus on health well-being and keeping well</p>
North Wales Growth Deal	Using RWIF investment to develop EE Hubs complements regional advanced manufacturing priorities to develop high value manufacturing clusters, in particular supporting SME businesses.
Research & Innovation: The Vision for Wales, May 2019	RWIF funding will aim to boost productivity in Welsh businesses by providing tailored support, research and innovation, driving economic prosperity and enhancing the global perspective of the Welsh research base.
UK Industrial Strategy	The aim of the Industrial Strategy is to boost productivity by backing businesses to create good jobs and increase the earning power of people throughout the UK with investment in skills, industries and infrastructure. Our strategy is to create innovative and entrepreneurial employees and an accessible research and innovation Hub that business can access and which is aligned to regional sector clusters
Public Service Boards	(Flintshire/Wrexham and Regionally) - As an active member of the PSB in Flintshire and Wrexham the proposed projects and priorities in the RWIF all align with the wellbeing plans of both PSB's (2018-23). As part of our civic mission work and the establishment of a North Wales Public Service Lab we are facilitating and enabling a joint session between both PSB's to support learning through COVID 19 building community resilience across the sub region. The Children's University project has been developed in partnership with the Wrexham PSB Lifelong learning subgroup in partnership with Wrexham CBC, Coleg Cambria, University of the Third Age and AVOW (third sector).

HEFCW circular W20/09HE: Annex B

Regional skills plan and North Wales Growth Bid	A focus for the Children’s University is the establishment of a Children’s University consortium with the Economic Ambition Board and the regional skills plan, a plan for the project is to develop a programme of short courses to introduce parents to education and align these short courses to the key sectors of Energy and Environment, Advanced Manufacturing and Materials and Construction and the growth sectors. This can help engage parents of children in education and support skills development and post-Covid 19 and the economic and social recovery.
UPP Civic University Foundation	We are committed to developing a civic university agreement which is a key focus of the Foundation. To achieve this, we are delivering a co-created civic mission with leaders and communities across all sections in society and this will be developed into a civic university/partnership agreement that is shaped together with a focus on projects that can help us to deliver. As a University we are also part of the newly established Civic University Network hosted by Sheffield Hallam University and the Civic mission Network Wales hosted by Universities Wales. We have also pledged to the principles of public engagement set out by the National Co-ordinating Centre for Public Engagement (NCCPE).
Youth Entrepreneurship Strategy	Equipping students (and staff) with entrepreneurial skills, attitudes and experience through working in EE Hubs, raising aspirations and providing a culture of entrepreneurship and innovation within the university
Healthier Wales – Together for Mental Health Strategy and the Regional Partnership Board	‘Together for Mental Health Strategy’ in North Wales and the Quadruple Aims of a ‘Healthier Wales’ are a core part of the proposed community resilience projects. We have secured transformation fund as a key member of the East area Local Implementation with a number of third and public sector partners to test and explore the development of new, innovative initiatives, informing an evidence base for change across Wales. We are working with 3 communities to explore the challenges and develop solutions to change with, the RWIF funding will enhance these and TrACE projects to maximise the impact of public sector funding, ensuring better health and wellbeing outcomes for people living in areas of deprivation and inequality, which will support social and economic prosperity.

7. 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](#), 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]

The Knowledge Exchange Concordat Principles

WGU supports the eight guiding principles outlined below and our Strategy ensures that these principles will be met:

Principle 1. Mission: Knowledge exchange is a recognised part of the overall university strategy. We have a clear understanding of the institutional role and the purpose of KE and whom the intended beneficiaries are.

Principle 2. Policies: We have clear policies on all the types of KE that we undertake and we ensure they are understood by staff, students, collaborators and beneficiaries.

Principle 3. Engagement: We have clear access points, engagement mechanisms and policies developed to suit the needs of a wide range of beneficiaries working with institutions as publicly funded bodies.

Principle 4. Working effectively: We make sure that our partners and beneficiaries understand the ethical and charitable regulatory environments in which our institution operates and we take steps to maximise the benefit to them within that context.

Principle 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.

Principle 6. Recognition and rewards: We recognise the achievements of our staff and students who perform high-quality KE activities.

Principle 7. Continuous improvement: We proactively strive to share best practice with our peers and have established processes for learning from this.

Principle 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

The Concordat consultation sought comments on the following:

- *help universities and their staff and students enhance clarity of mission* – the strategy clearly highlights WGU's commitment to supporting students and academics to be entrepreneurial in spirit, experts in their area of work, committed and able to share knowledge in support of the region.
- *support their development* – the Strategy outlines our plan to increase resource to support the development of academics in their research, teaching and consultant activity and its Entrepreneurship Programme to develop the entrepreneurs of the future.
- *give partners an accurate representation of the approaches and strengths of individual universities* – WGU will increase its research profile and develop specific areas of expertise to include Social Inclusion, Electric fan propulsion, Health and Social Care, Social Prescribing etc.
- *provide clear indicators of their approaches to developing and improving performance* - WGU has outlined its targets and ambitions which will be scrutinised through tracking KPIs in Performance Development Reviews etc.
- *give governing bodies and government broad confidence in the activity that is taking place in universities* – WGU is committed to working with government, quality assurance and funding bodies to provide world class higher education provision, building on its strengths and identifying areas for improvement. We are working on RDAP and REF submissions to improve our University status.

8. 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](#);

[250 words max]

HEFCW circular W20/09HE: Annex B

The Civic mission strand of the RWIF's main focus and outcome is to achieve progress and innovation against the 7 well-being goals and aligning this with the 17 SDG's, working with partners in collaboration. The ground breaking legislation will be the framework that we use to work alongside partners and communities as part of the cultural change and focus on embracing new ways of working and providing clear evidence and research that frames the right questions alongside partners to that research is innovative and applied to improve lives and economic prosperity.

The seven National Well-being Goals within the Act are at the core of the civic mission focus – a prosperous, resilient, more equal, healthier and globally responsible Wales, and a Wales of cohesive communities, with a vibrant culture and a thriving Welsh language. In particular the Community resilience projects will build and support community resilience and help us respond to the challenges communities face in partnership with all partners in public and third services, support keeping well and focus on social prescribing will support a drive towards a National Wellness system set out in the recently published first Future Generations Report.

As a member of the PSB's in Wrexham and Flintshire and supporting the Regional Recovery Co-ordination Group will be a key focus of the North Wales Public Service Lab. This will be a place for the regional PSB officers and leader to come together with our support from research and enablement we can explore the realms of possibility to recover and develop new possibility of working together and improving the lives and prosperity of people and communities in North Wales with a focus on community resilience.

7 Wellbeing Objectives	How we meet the Welsh Government objectives	5 ways of working
A Prosperous Wales	Providing students with skills to solve problems, to develop within a culture of innovation and enterprise	Preventative
A Resilient Wales	Building a more resilient workforce of the future by learning in an environment that encourages problem solving and innovation	Long Term
A Healthier Wales	Giving students access to a fully functioning research and innovation framework, preparing them for future working in industry, raising aspirations and improving student outcomes	Integrated
A More Equal Wales	Giving every student the opportunity to engage with EE Hub activities as well as businesses and local communities.	Collaborative
A Wales of Cohesive Communities	Through civic engagement and working collaboratively with our local communities	Involved
A Globally Responsible Wales	Working towards creating more sustainable solutions through innovation	
A Wales of Vibrant Culture and Welsh Language	Supporting the Welsh language strategy and providing opportunities to learn and work in Welsh	

9. 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](#) action plan. [250 words max]

Theme 1: Increasing the number of Welsh speakers

Staff and students are offered Welsh Language classes while at the University and we have a Welsh Use Strategy to increase the number of people employed by the university who can speak Welsh.

Theme 2: Increasing the use of Welsh

Although WGU is based on the borders with England and is primarily an English-speaking region we will ensure that we promote the use of Welsh wherever appropriate. We will stress the importance of Welsh Language regulations in business, its importance to future potential customers and service users and how to budget for translation costs. We will provide resources bi-lingually and offer a Welsh speaking service through our Bilingual Communications Officer role.

Theme 3: Creating favourable conditions – infrastructure and context

The creation of a new Bilingual Communications Officer post will ensure that RWIF investment is directly improving and enhancing Welsh language support at WGU. The lessons learned at this stage of students' development will provide a solid basis for creating favourable conditions in their future places of work and help them understand the importance of the Welsh Language in a work/industry context.

Section D: financial assurance

10. 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]

Please see table below for details of our RWIF allocation and how it will achieve the aims set out in the strategy set out in section B.

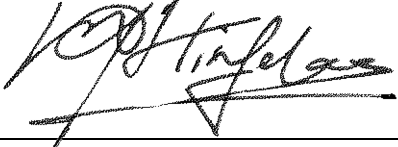
See Table 1 attached.

Section E:

Regulatory Requirements

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

HEFCW circular W20/09HE: Annex B

<p>i) Welsh Language Standards (2018) <i>[Use the drop down menu]</i></p>	<p>This strategy complies with Welsh Language Standards 2018</p>
<p>ii) Equality Impact Assessment <i>[Use the drop down menu]</i></p>	<p>This strategy has been Equality Impact Assessed</p>
<p>iii) Well-being of Future Generations Act (2015) <i>[Use the drop down menu]</i></p>	<p>This strategy will contribute towards the aims of the WFG Act 2015</p>
<p>Signature: Vice Chancellor</p>	
<p>Date</p>	<p>30/06/2020</p>