

RESEARCH & INNOVATION STRATEGY

2025-2030



MAE'R DDOGFEN HON AR GAEL YN GYMRAEG AC YN SAESNEG |
THIS DOCUMENT IS AVAILABLE IN WELSH AND ENGLISH

INTRODUCTION AND SCOPE

The University of Wales Trinity Saint David celebrated its bicentenary in 2022, reaffirming a proud tradition of accessible education, research and civic engagement. Today, we face a rapidly changing world shaped by climate emergency, technological disruption, demographic shifts, and widening inequalities. In this context, research and innovation are central to our mission and to Wales' ambition for a prosperous, low-carbon, and inclusive future.

The Research and Innovation Strategy 2030 delivers Priority 4 of the University's Strategic Plan (2025–30) by embedding co-designed, mission-led research within real-world contexts to generate meaningful economic and societal impact. It sets out how UWTSD will leverage its distinctive strengths to build a research ecosystem that is collaborative, interdisciplinary, and impact-focused. By 2030, our approach will consistently prioritise integrated solutions to complex challenges, ensuring that discovery-led research underpins practical applications that deliver tangible benefits for communities, businesses, and the environment.

Through four research and innovation missions, we will address Wales's strategic priorities: safeguarding culture, heritage, the Welsh language, and the natural environment; strengthening design and advanced manufacturing capabilities; fostering learner empowerment through critical inquiry and evidence-informed innovation; and driving health and sustainability through transformative and place-based solutions. These missions will be supported by Research and Innovation Centres that provide critical mass, attract investment, and foster partnerships and co-production across academia, industry, government, schools and civic society.

Across all missions, we view discovery research, applied research, innovation and knowledge exchange as a connected continuum through which ideas move from insight to application and societal benefit.

This strategy is both a commitment and a call to action: to harness knowledge, creativity, and co-production to deliver a healthier, greener, and more prosperous future for all.

BACKGROUND

The Research and Innovation Strategy 2030 is designed to deliver Priority 4 of the University's Strategic Plan (2025–30) by embedding co-designed, mission-led research within real-world contexts to generate economic and societal impact. Through interdisciplinary missions and Research & Innovation Centres, UWTSD connects academic expertise with employer needs, fostering knowledge exchange, innovation, and skills development that strengthen regional economies and lifelong learning. This approach integrates our distinctive disciplinary heritage with applied research and innovation, ensuring outcomes that are academically rigorous, relevant to industry, and beneficial to communities.

Our success will be measured through growth in research income, increased innovation and knowledge exchange income, a high-quality submission to REF 2029, alongside enhanced collaboration with industry and public sector partners and an increase in the number of start-up companies supported.

This strategy is shaped by a dynamic policy and funding landscape at Welsh, UK, and international levels. At its core, it supports the Welsh Government's Innovation Strategy for a stronger,

fairer, greener Wales, the Well-being of Future Generations Act, and the Regional Economic Frameworks, ensuring that research and innovation contribute to a low-carbon, inclusive, and prosperous society through net-zero innovation, health resilience, and a strong emphasis on supporting regional economies. These priorities align with our civic mission and commitment to sustainable development. The strategy reflects Wales' commitment to linguistic and cultural vitality through the Cymraeg 2050 Strategy and the Welsh Language and Education (Wales) Act 2025. These frameworks set ambitious goals for increasing the number of Welsh speakers and embedding the language across education and public life. UWTSD will ensure that research and innovation activities actively support these aims by promoting Welsh-medium research opportunities, advancing scholarship on Welsh language and culture, and integrating linguistic diversity into our approach to inclusive education and societal resilience.

To deliver these priorities, UWTSD will align its strategy with UK-wide research priorities and strengthen its competitiveness for UKRI funding (AHRC, EPSRC, ESRC, Innovate UK). We will leverage innovation and regeneration support, including Knowledge Transfer Partnerships, the Welsh Government's Flexible Innovation Support, and Regional and Local Growth Funds to accelerate collaboration between academia and industry. On the international stage, the UK's association with Horizon Europe opens significant opportunities for collaboration and impact. UWTSD will actively pursue partnerships and consortia that provide access to European and international funding streams, ensuring our research addresses global challenges while delivering tangible benefits for Wales.

The Research Wales Innovation Fund (RWIF) remains a vital enabler of institutional capacity-building, knowledge exchange, and innovation-led growth. Through RWIF, we will strengthen our research infrastructure, nurture talent, and deepen engagement with industry and civic partners. This approach ensures that UWTSD not only responds to policy drivers but also helps shape them: through evidence-based solutions, thought leadership, and a strong culture of innovation.

VISION

UWTSD will focus its research and innovation efforts where we can deliver the greatest impact for Wales and beyond. While continuing to support investigator-led discovery research, our priority is mission-driven activity that addresses complex societal, economic, and environmental challenges.

By 2030, we aim to:

- Deliver impactful research aligned with regional, national and global priorities.
- Foster interdisciplinary collaboration across disciplines and campuses.
- Strengthen strategic partnerships with industry, government, and civic society.
- Promote inclusivity and researcher development for staff and postgraduate students.
- Embed open science and responsible innovation, ensuring ethical and reproducible practice.



RESEARCH & INNOVATION MISSIONS

Our missions will define the areas where UWTSD can make the most significant contribution to a fair, sustainable, and prosperous future. Each mission will be delivered through Research and Innovation Centres that provide critical mass, attract investment, and enable collaboration and co-production across academia, industry, and civic partners:

MISSION 1. SUSTAINING CULTURE, HERITAGE, LANGUAGE, AND THE ENVIRONMENT:

Understand, protect and revitalise culture, heritage and minority languages while advancing climate resilience, sustainable environmental practices and nature-based solutions. Through interdisciplinary research and community engagement, we will champion cultural vitality and ecological stewardship as foundations for inclusive and resilient societies.

MISSION 2. ADVANCING DESIGN AND MANUFACTURING FOR THE FUTURE:

Drive innovation in sustainable, circular, and digitally enabled manufacturing and built environments to strengthen resilience and competitiveness. By integrating advanced technologies with human-centred design, we will shape regenerative industrial systems that deliver environmental and social value. This mission will also address the clean transition and decarbonisation of energy-intensive industries through applied innovation in digitalisation, automation, materials efficiency, and energy-aware design, supporting lower energy demand, cleaner production, and place-based regeneration.

MISSION 3. EMPOWERING LEARNERS THROUGH CRITICAL INQUIRY AND EVIDENCE-LED INNOVATION:

Co-create evidence-based approaches that transform education and enable educators to guide rather than direct. Through research spanning early years to professional contexts, we will cultivate lifelong learning and equip individuals to navigate complexity and shape a just, adaptable and sustainable society.

MISSION 4. INNOVATING FOR A HEALTHIER AND SUSTAINABLE FUTURE:

Improve health and wellbeing through prevention, digital health, and community-driven solutions that address inequalities and promote resilience in changing social and environmental conditions. By combining technological innovation with social and cultural insight, we will enable communities and individuals to thrive in a healthier, fairer future.



WAYS OF WORKING

By 2030 our approach will be consistently guided by the following ways of working. These will underpin all our missions, ensuring that UWTSD's research ecosystem reflects the values of a fair and sustainable Wales to deliver inclusive, ethical, and transformative outcomes.

■ Responsible and Open:

Embedding responsible research and innovation, open science, and equality, diversity, and inclusion across all activities. Our commitment to responsible research will leverage UWTSD's digital capabilities to support innovation and collaboration ensuring secure digital practices and transparent data stewardship.

■ Collaborative and Co-Created:

Our research will be shaped through partnerships with industry, government, communities, Further Education partners (including those within the UWTSD Group), schools, academic institutions and cultural organisations. We will co-design solutions that reflect societal needs and values, ensuring that knowledge creation is participatory and inclusive.

■ Place-Based and Impact-Driven:

Ensuring research benefits local communities while contributing to national and global priorities. Our work will be rooted in the distinctive cultural, economic, and environmental contexts of Wales, ensuring tangible outcomes that strengthen resilience and prosperity.

■ Sustainability-Focused:

Advance green skills, climate literacy, and nature-based solutions to protect biodiversity and strengthen resilience. Our research will actively support the transition to a low-carbon economy and embed sustainability principles in all aspects of design, delivery, and impact.

■ Culturally Informed:

We will harness cultural heritage, Welsh language, and the arts to inspire creative responses to sustainability and equality challenges. This includes promoting inclusive narratives, valuing diverse perspectives, and ensuring that cultural vitality is central to innovation.

■ Committed to the Welsh Language:

We will ensure that research and innovation activities support the Welsh language by promoting Welsh-medium research opportunities and advancing scholarship on Welsh language and culture. This commitment will strengthen linguistic diversity and cultural identity.

■ Supported the Ethical use of Ai and Emerging Technologies:

As artificial intelligence becomes increasingly central to research across all missions, we will adopt a responsible and values-led approach to its use. We will support ethical AI development through appropriate governance, transparency, data stewardship, and alignment with research integrity standards, ensuring that AI-enabled research is safe, trustworthy, and grounded in the principles of responsible innovation. This will be supported through investment in digital capability, partnerships, staff development, and appropriate governance frameworks.



MISSIONS AND OBJECTIVES

The Research and Innovation Strategy is delivered through four mission led priorities that define where UWTSD will focus its research, innovation and knowledge exchange to achieve the greatest impact. Each mission addresses complex societal, cultural, economic and environmental challenges that matter to Wales and beyond, and is supported by a number of clear objectives, organised through defined challenge areas that articulate priorities for delivery, collaboration and investment. Together, these missions provide a coherent framework for interdisciplinary working, guiding the development of Research & Innovation Centres and ensuring that activity is aligned to institutional priorities, external funding opportunities and demonstrable impact.

MISSION 1: SUSTAINING CULTURE, HERITAGE, LANGUAGE AND THE ENVIRONMENT

This mission will strengthen inclusive, equitable and resilient societies by advancing research in culture, heritage, minority languages, religion, the arts and the environment, recognising their combined role in shaping social cohesion, ethical values and responses to environmental and technological change.

OBJECTIVES:

Our objectives in Mission 1 will deepen public understanding and engagement with history, heritage, religion, language and the arts, fostering critical reflection, shared memory, linguistic justice and cultural empathy across communities and generations. Through interdisciplinary research and co-production, we will strengthen the resilience of tangible and intangible cultural heritage to climate and environmental change, advancing 'One Health' approaches that link cultural, social and ecolog-

ical wellbeing. We will support the revitalising of minority and endangered languages through research, documentation and creative practice: advocating for sustainable language rights in education and public life while exploring the role of multilingualism in shaping identity, inclusion and cultural continuity. We will advance research into religion, spirituality and belief systems as forces shaping ethical values and social cohesion, and harness culture, heritage and the arts to support peacebuilding, reconciliation and dialogue in divided and unequal contexts. We will also examine the ethical, philosophical and societal implications of emerging artificial intelligence technologies in relation to culture, religion, heritage, language, the arts and the environment.



CHALLENGE AREAS INCLUDE:

■ Resilient Cultural Heritage in a Change Climate.

We will develop climate adaptation strategies for tangible and intangible heritage and integrate traditional and local knowledge into environmental policy and action.

■ Religion, Spirituality and Interfaith Understanding in a Changing World.

We will explore the evolving role of religion, spirituality, and interfaith relations in shaping cultural identity, social cohesion, and historical consciousness. This includes examining religious authority, theological traditions, and spiritual practices across diverse contexts, with particular attention to Islamic studies, comparative theology, and the role of religion in public life.

■ Culture, Heritage and the Arts for Peacebuilding and Social Cohesion.

We will harness the power of the arts, education, culture, and heritage to prevent conflict, support reconciliation, and promote inclusive narratives, creative expression, and intercultural dialogue in unequal, divided or post-conflict societies.

■ Minority Languages and Linguistic Justice.

We will revitalise and transmit endangered languages, advocate for language rights in education and public life, explore the role of multilingualism in shaping identity, and preserve the cultural heritage embedded in minority languages through research, documentation, and creative practice.

■ Understanding and Fostering Engagement with History, Heritage, and the Arts.

We will enhance historical literacy, promote inclusive storytelling, strengthen public participation in heritage and the arts, and support dialogue to deepen cultural understanding, tolerance and empathy.

■ One Health, Biodiversity and Nature-Based Solutions.

We will champion interdisciplinary approaches that recognise the interconnected health of humans, animals, and ecosystems, addressing emerging risks and promoting resilience. This challenge area integrates the study of culture, history, philosophy and ecological knowledge to strengthen environmental stewardship, support sustainable livelihoods, and safeguard the well-being of communities and the natural systems they depend on.



CHALLENGE	FIVE YEAR SMART OUTCOME
Resilient Cultural Heritage in a Changing Climate	Within five years, the University and its partners will have developed and applied practical adaptation approaches for cultural heritage at risk from climate and environmental change, evidenced through demonstrator projects, practitioner guidance and contributions to heritage management practice and policy.
Religion, Spirituality and Interfaith Understanding in a Changing World	Over five years, programmes of inquiry and engagement will have generated new insight into religion and spirituality in contemporary society, supporting interfaith dialogue initiatives, informing public debate, and contributing to community-based activities that promote inclusion and mutual understanding.
Culture, Heritage and the Arts for Peacebuilding and Social Cohesion	By the end of the strategy period, collaborative arts, culture and heritage initiatives will have been delivered with communities and partners in areas of division or transition, evidencing their role in dialogue, reconciliation and community cohesion through participation, outputs and partner adoption.
Minority Languages and Linguistic Justice	Within five years, targeted initiatives will have supported the revitalisation, visibility and use of minority and endangered languages, demonstrated through educational activity, community partnerships, resource development, and contributions to linguistic rights and policy discussions.
Understanding and Fostering Engagement with History, Heritage, and the Arts	By the conclusion of the strategy, programmes and partnerships will have expanded public engagement with history, heritage and the arts, evidenced through increased participation, co-created activity, accessible resources, and sustained collaboration with cultural and community organisations.
One Health, Biodiversity and Nature Based Solutions	Across the strategy period, applied interdisciplinary initiatives will have advanced One Health and nature-based approaches, demonstrated through pilot projects, cross-sector partnerships, practice-based outputs, and contributions to environmental management, biodiversity enhancement and climate resilience at local and regional levels.

MISSION 2: ADVANCING DESIGN AND MANUFACTURING FOR THE FUTURE

This mission will drive the transformation of industry and the built environment through innovation that delivers productivity, resilience and net-zero growth, aligned with national priorities and global market opportunities.

OBJECTIVES:

Our objectives in Mission 2 will accelerate the development, demonstration and adoption of sustainable, circular and digitally enabled manufacturing and construction solutions. Through interdisciplinary research, deep collaboration with industry, and skills development, we will work to translate advances in intelligent systems, advanced materials and regenerative design into scalable sustainable technologies, business models and practices that strengthen competitiveness, sustainability, supply-chain resilience, and deliver measurable economic, social and environmental impact.

CHALLENGE AREAS INCLUDE:

■ Sustainable & Circular Manufacturing.

We will lead the development of next-generation manufacturing systems that embed circular economy principles, prioritising resource efficiency, waste minimisation, and closed-loop supply chains. Research will explore innovative business models, lifecycle analysis, and remanufacturing strategies to reduce environmental impact while maintaining competitiveness.

■ Digital & Intelligent Systems.

We will harness AI, robotics, and data-driven technologies to create smart, adaptive, and resilient manufacturing environments. This includes predictive maintenance, real-time decision-making, and cyber-physical systems that enhance productivity, resilience, and sustainability.

■ Human-Centred Design & Innovation.

We will embed inclusive, ethical, and user-driven approaches into design and innovation to ensure technologies meet societal needs and values. Research will address user experiences, accessibility, and co-design methodologies that empower diverse communities and workforce participation.

■ Resilient & Regenerative Industrial Systems.

Our work will help shape industrial systems that are resilient to disruption, regenerative in their environmental impact, and responsive to global supply chain challenges. This involves integrating renewable energy solutions, advanced automation, and intelligent control systems, alongside regenerative design principles that optimise resource use and minimise waste through engineering and digital technologies.

■ Advanced Materials & Future Manufacturing Platforms.

We will explore next-generation materials and scalable, sustainable manufacturing platforms to enable rapid innovation and high-performance production.

■ Sustainable Buildings & Neighbourhoods.

We will shape energy-efficient, climate-resilient built environments through interdisciplinary research combining architecture, engineering, and social sciences. Focus areas include low-carbon construction methods, digital twins for building performance, and design strategies that promote wellbeing and community cohesion.

CHALLENGE AREA	FIVE YEAR SMART OUTCOME
Sustainable & Circular Manufacturing	Within five years, applied innovation activity with industry will have developed and demonstrated circular and resource-efficient manufacturing approaches, evidenced through pilot projects, industrial adoption, practitioner guidance and contributions to sustainable production practice.
Digital & Intelligent Systems	Across the strategy period, collaborative initiatives will have advanced the application of digital, data-driven and automated systems in manufacturing, demonstrated through deployed demonstrators, industry partnerships, workforce upskilling and measurable improvements in decision-making, productivity and adaptability.
Human-Centred Design & Innovation	Over five years, design and manufacturing programmes will have embedded inclusive, ethical and user-centred approaches, evidenced through co-design activity, interdisciplinary collaboration, and the development of technologies and services shaped by diverse user and workforce needs.
Resilient & Regenerative Industrial Systems	By the end of the strategy period, partnerships with industry and public bodies will have generated and tested approaches that strengthen industrial resilience and regenerative practice, demonstrated through place-based projects, supply-chain engagement and practical models supporting environmental and social sustainability.
Advanced Materials & Future Manufacturing Platforms	Within five years, targeted programmes will have supported the development, testing and application of advanced materials and emerging manufacturing platforms, evidenced through demonstrators, industry collaboration, capability development and accelerated pathways from concept to application.
Sustainable Buildings & Neighbourhoods	Across the mission, interdisciplinary initiatives will have informed the design and development of energy-efficient, inclusive and climate-responsive buildings and neighbourhoods, evidenced through demonstrator projects, practitioner engagement, policy contributions and community-focused pilots.

MISSION 3: EMPOWERING LEARNERS THROUGH CRITICAL INQUIRY AND EVIDENCE-LED INNOVATION

This mission seeks to transform education by deepening understanding of how learners, from early years through to adult and professional contexts, develop intellectual autonomy, critical judgment and the capacity to solve complex problems in conditions of uncertainty.

OBJECTIVES:

Our objectives in Mission 3 focus on advancing inquiry-led education through action research and reflective practice, treating curriculum and pedagogy as hypotheses to be tested rather than fixed products. Through co-creation with educators, learners and partners, this work will generate robust evidence to improve learner outcomes, professional practice and system effectiveness, empowering educators to facilitate learning and enabling learners to actively shape a just, democratic and prosperous society in Wales and beyond.

POLICY INFLUENCE:

The University's Centres for Education and for Childhood, Youth and Education have a strong and established track record of informing Welsh Government policy development across a range of areas within the broader field of education, with particular focus on pedagogy, curriculum development and Additional Learning Needs (ALN). The Centre for Educational Policy, Research and Analysis has played an important role in examining key aspects of the new Curriculum for Wales through projects such as Camau I & II, Design Partnerships and the National Professional Enquiry Project (NPEP). In the sphere of youth work, and in collaboration with the Youth Engagement Branch of the Tertiary Education Directorate, academic work at UWTSD has also contributed to the development of the emerging legislative framework for youth work in Wales, including the review of funding for youth work announced on 3 February 2025.

CHALLENGE AREAS:

■ Inclusive Curriculum Making & Equity.

We will investigate how curriculum design can dismantle barriers for disadvantaged and marginalised communities. Our research will explore how place-based and learner-centred approaches promote agency and equity. Moving beyond narrow measures of attainment, we will design flexible, non-linear progression pathways that value diverse forms of progress and better support learners with Additional Learning Needs.

■ Pedagogies of Inquiry and Professional Agency.

We will examine the role of teachers as researchers and curriculum makers, exploring how partnerships and complementary expertise enable educators to treat pedagogy as a hypothesis to be tested. Our work will advance professional learning beyond technical training toward collaborative, evidence-informed practices that empower educators to design responsive learning environments.

■ Digital Agency And Critical Literacy.

We will research how digital innovation can foster critical inquiry and freedom. Our focus includes ethical AI and digital competence, challenging the prevailing 'culture of data' by developing tools that support authentic, learner-driven assessment and enable individuals to demonstrate progress through meaningful narratives.

■ Continuity Of Learning and Autonomy.

We will investigate how intellectual autonomy and independent judgment can be sustained across the full continuum of learning from early years to higher education, vocational pathways, and adult learning.

■ Education For Democratic Citizenship And Resilience.

We will explore education's role in promoting ethical, informed citizens capable of navigating complex global challenges. Our research will examine how inquiry-based learning builds resilience and critical thinking for democratic participation and climate justice, and how education supports mental health and wellbeing by valuing the learner's voice and shifting the focus from performance to purpose.

CHALLENGE AREA	FIVE YEAR SMART OUTCOME
Inclusive Curriculum Making and Equity	Within five years, inclusive curriculum approaches will have been developed, tested and embedded across programmes, evidenced through redesigned learning models, support for learners with Additional Learning Needs, partnership with under-represented communities, and demonstrable reductions in barriers to participation and progression.
Pedagogies of Inquiry and Professional Agency	Across the strategy period, educator-led inquiry and collaborative practice will have been strengthened, evidenced through practitioner innovation projects, communities of practice, and the adoption of responsive teaching approaches that treat pedagogy as iterative and evidence-informed.
Digital Agency and Critical Literacy	By the end of the strategy period, initiatives will have supported learners and educators to engage critically and ethically with digital technologies and AI, demonstrated through new assessment approaches, digital literacy frameworks, and learner capability to evidence and articulate their own progress beyond conventional metrics.
Continuity of Learning and Autonomy	Over five years, models supporting lifelong and self-directed learning will have been developed and applied, evidenced through cross-phase partnerships, flexible learning pathways, and programmes that strengthen learner autonomy and transitions into further study, employment and professional development.
Education for Democratic Citizenship and Resilience	By the end of the mission, education practice and policy will increasingly prioritise purpose over performance, equipping learners with critical inquiry skills that support democratic participation, climate justice and societal resilience.

MISSION 4. INNOVATING FOR A HEALTHIER AND SUSTAINABLE FUTURE

This mission will drive innovation to support healthier, longer and more secure lives through integrated approaches that address the interconnected challenges of health systems, technologies, business models and innovation management.

OBJECTIVES:

Our objectives in Mission 4 will advance interdisciplinary research and innovation across engineering, data and social sciences, business and management, and the arts and humanities. Through collaboration with health systems, communities, industry and policymakers, we will develop and scale solutions that improve prevention, care and wellbeing, address health inequalities, support regional regeneration, and enable sustainable, ethical and resilient health and care ecosystems.

CHALLENGE AREAS:

■ Digital Health & Artificial Intelligence:

Harnessing predictive analytics, remote monitoring, and decision-support tools to transform prevention, diagnosis, and personalised care with scalable, ethical, and interoperable solutions that strengthen NHS capacity and empower individuals.

■ Design & the Built Environment:

Creating inclusive housing, neighbourhoods, and community spaces that promote physical activity, social connection, and mental health, - combining engineering and design with social sciences to deliver sustainable, health-enabling infrastructure.

■ Behavioural & Social Sciences:

Addressing health inequalities and driving adoption of innovations through behavioural insights, public engagement strategies, and interventions that support healthier lifestyles, while understanding cultural and economic barriers to change.

■ Arts & Humanities:

Using creative approaches to transform health communication and engagement, illuminate cultural determinants of wellbeing, and co-create solutions with communities, strengthening the human dimension of health innovation.

■ Data Science & Systems Thinking:

Applying advanced modelling, informatics, and predictive tools to optimise planning and resource allocation, and using systems thinking to guide integrated care approaches that embed innovations across organisational boundaries.

■ Physical Literacy & Movement:

Building lifelong habits of physical activity from early childhood through structured play and movement, enhancing health, cognitive development, and social wellbeing by connecting education and behavioural change to support a preventative health agenda.

■ Ethical & Sustainable Business Leadership:

Creating innovative business models and leadership practices that drive inclusive economic growth while prioritising social responsibility, health and regional regeneration. This includes innovation management and embedding resilience, transparency and ethics into organisational strategies, enabling businesses to deliver long-term value for people, health, and prosperity.



CHALLENGE AREA	FIVE YEAR SMART OUTCOME
Digital Health & Artificial Intelligence	Within five years, collaborative initiatives with health and care partners will have developed, tested and supported the adoption of ethical, interoperable digital and AI-enabled tools, evidenced through demonstrator deployments, workforce capability development and contributions to prevention, diagnosis and personalised care pathways.
Design & the Built Environment	Across the strategy period, interdisciplinary programmes will have applied inclusive, health-enabling design approaches to housing, neighbourhood and community contexts, evidenced through demonstrator projects, practitioner engagement and contributions to planning, design and public health practice.
Behavioural & Social Sciences	Over five years, applied behavioural and social science initiatives will have informed interventions that support healthier lifestyles and equitable uptake of innovation, demonstrated through community-based programmes, partner collaboration and practical implementation models.
Arts & Humanities	By the end of the mission, creative and culturally informed approaches will have been applied to health and wellbeing challenges, evidenced through co-created programmes, public engagement activity and contributions to health communication, trust and patient or community experience.
Data Science & Systems Thinking	Within five years, integrated data and systems-based approaches will have been developed and applied with partners, evidenced through pilot learning systems, decision-support tools, cross-sector data collaboration and improved understanding of resource use and service effectiveness.
Physical Literacy & Movement	Across the strategy period, initiatives promoting physical literacy and movement will have been developed with education, community and health partners, evidenced through programme delivery, practitioner resources and participation supporting lifelong engagement in physical activity and wellbeing.
Ethical & Sustainable Business Leadership	Over five years, programmes with industry and public-sector partners will have supported the adoption of ethical, transparent and sustainable leadership and innovation practices, evidenced through organisational engagement, capability development and place-based initiatives contributing to inclusive growth and regional wellbeing.

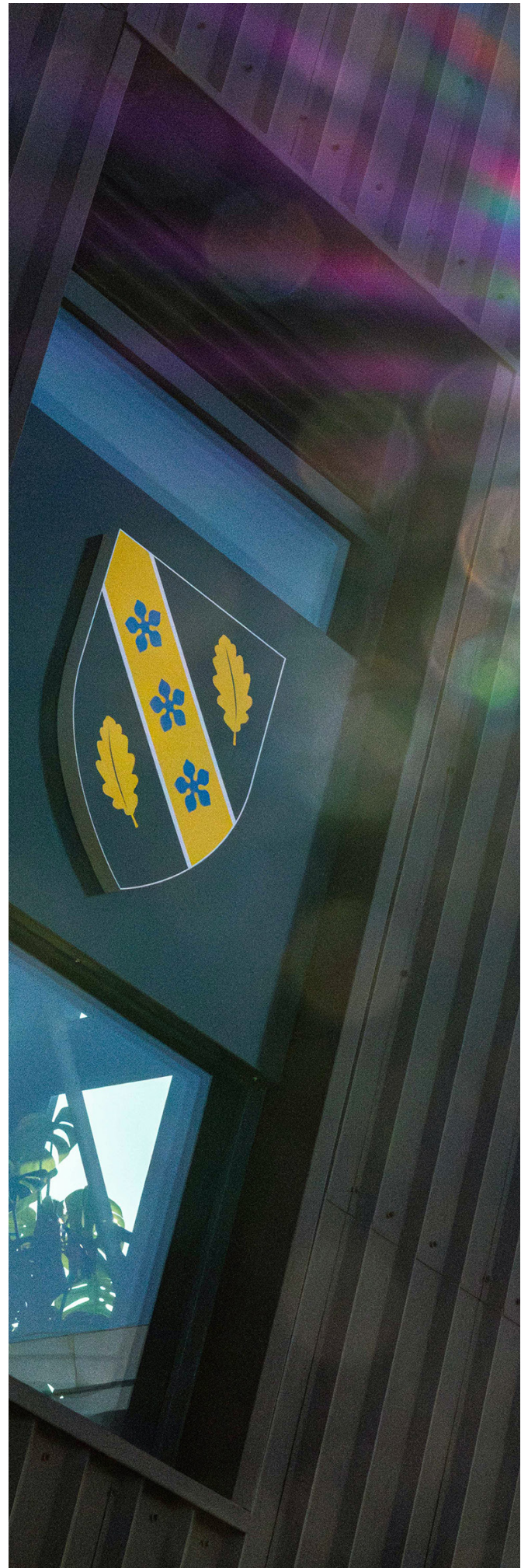
CENTRES, ENABLERS & PERFORMANCE

RESEARCH & INNOVATION CENTRES

To achieve our ambitions, UWTSD will restructure its research and innovation activities to enhance quality, scale, reputation, and impact. The most transformative solutions emerge at the intersection of disciplines, so we will foster an environment that promotes collaboration and creates critical mass in fewer, mission-driven centres. These centres will bring together existing strengths into a more focused, mission-aligned structure that supports interdisciplinary delivery, collaboration, and critical mass.

These centres will be the primary mechanism for advancing UWTSD's research agenda. By consolidating existing strengths and focusing on institutional priorities they will:

- Provide strategic leadership aligned with the University's mission
- Deliver high-impact research benefiting Wales, the UK, and globally
- Enable interdisciplinary collaboration to address complex challenges
- Build a sustainable research ecosystem with critical mass and infrastructure
- Strengthen national and international partnerships for excellence and knowledge exchange
- Compete effectively for funding at all levels
- Embed inclusivity and professional development for staff and postgraduate researchers



5-Year Outcomes & Target Frameworks

STRATEGIC OUTCOME AREA	FIVE YEAR OUTCOMES / SMART TARGETS
Structure, Focus & Leadership	By the end of Year 1, UWTSD will have established a streamlined portfolio of missiondriven Research & Innovation Centres with clear leadership, governance and alignment to institutional priorities. By Year 5, these Centres will be the primary mechanism for delivering the University's research and innovation strategy.
Research Quality, Scale & Reputation	Across the strategy period, Centres will grow the quality, scale and real-world application of their work, evidenced through industry collaboration, innovation delivery, practice-based outputs and external engagement. By the end of Year 5, this will enhance UWTSD's standing as a partner of choice for applied research, industry engagement and innovation.
Interdisciplinary Collaboration & Critical Mass	Within four years, each Centre will have built sustainable critical mass around defined mission aligned themes, bringing together researchers from multiple disciplines. Interdisciplinary collaboration will be embedded as standard practice in addressing complex societal, cultural, environmental and economic challenges. aligned themes, bringing together researchers from multiple disciplines. Interdisciplinary collaboration will be embedded as standard practice in addressing complex societal, cultural, environmental and economic challenges.
Funding & Financial Sustainability	Across the five-year period, Research & Innovation Centres will significantly enhance UWTSD's competitiveness for external research and innovation funding across UKRI, Innovate UK, public, charitable and international sources. By Year 5, Centres will demonstrate improved financial sustainability through diversified and active funding pipelines.
Partnerships & Knowledge Exchange	Within the strategy period, Centres will establish and sustain strong national and international partnerships with industry, public bodies, cultural organisations, communities and global research institutions. By the end of Year 5, Centres will evidence meaningful knowledge exchange and societal impact through policy influence, practice change or innovation adoption.
Infrastructure & Research Ecosystem	Over five years, Centres will contribute to a more coherent and sustainable research ecosystem, including shared infrastructure, platforms and professional support. By the end of the strategy, researchers will experience improved access to facilities, data, expertise and collaborative environments.
People, Inclusivity & Researcher Development	Across the strategy period, Centres will embed inclusive research cultures that support equality, diversity, wellbeing and career progression. By Year 5, Centres will demonstrate strengthened development pathways, mentoring and skills support for staff and postgraduate researchers.

RESEARCH AND INNOVATION ENABLERS

To enhance professional autonomy and ensure continuous learning, we will prioritise investments that cultivate a culture where teaching and research complement and strengthen each other. In a teaching-led university, transformative innovation emerges when educators engage as active researchers, leading inquiry from within their practice. By nurturing this talent pipeline, we will build capacity for rigorous, practice-based research that informs and enhances teaching, learning, and professional practice. Our commitment is to create structures, resources, and partnerships that empower staff to integrate research into teaching, embedding knowledge generation and exchange throughout the learner journey. This approach will improve educational outcomes and position the University as a catalyst for innovation and employability across sectors, reflected in growth in research income, increased grant success, and high-quality outputs aligned with REF standards.

Delivering high-quality, mission-led research depends on secure, modern, and inter-operable digital systems. UWTSD will strengthen its digital research environment through data platforms, collaboration tools, and research information systems that support open science, ethical practice, and efficient knowledge sharing. Working with Digital Services and other professional services, we will enhance digital and data skills across our research community, ensuring staff and postgraduate researchers thrive in a technology-enabled landscape. These efforts will underpin improvements in research performance and external collaborations, contributing

to increased knowledge exchange income and industry partnerships.

Transformative innovation emerges when educators engage as active researchers, leading inquiry from within their practice.

Our estate will play a vital role in enabling research and innovation. Space planning and infrastructure development will reflect research needs, including facilities for specialist activity and collaborative work. Estates planning will align with sustainability principles and the Well-being of Future Generations goals, supporting efficient resource use and reducing carbon impact. Where possible, campuses will provide environments that encourage collaboration and engagement, enabling research centres to operate effectively and connect with partners. This will support growth in CPD and lifelong learning activity, ensuring our campuses serve as hubs for innovation and skills development. Applied research and knowledge exchange will also provide pathways for learners to develop the skills, experience and confidence to progress into innovation-focused roles across industry, the public sector and civic organisations.

PERFORMANCE AND IMPACT

Success will also be reflected in societal impact, regional development, and the progression of learners into research, innovation and professional practice roles.

5-Year Outcomes & Target Frameworks

ENABLER AREA	FIVE YEAR OUTCOMES / TARGETS
Integration of Research, Teaching and Professional Practice	By the end of the strategy period, research and teaching will be more closely integrated, with educators increasingly engaging in inquiry that informs curriculum, pedagogy and professional practice.
Practice-Based Research Capacity and Talent Pipeline	Over five years, capacity for practicebased research will be strengthened, supporting clearer pathways for staff to engage in research and innovation activity.
Research Culture, Autonomy and Professional Development	Across the strategy period, staff and postgraduate researchers will experience a more supportive, inclusive and enabling research culture.
Digital Research Environment and Capability	By the end of Year 5, the digital research environment will be more coherent and effective, supporting collaboration, ethical practice and knowledge sharing.
Digital and Data Skills	Within four years, digital and data capability across the research community will have improved, supporting confidence in research, innovation and knowledge exchange.
Estates, Infrastructure and Sustainability	Over the strategy period, estates and infrastructure will increasingly support research and innovation needs, collaboration and sustainability ambitions.
Knowledge Exchange, CPD and Lifelong Learning	By the end of the strategy, campuses will more effectively support applied research, CPD and lifelong learning activity with external partners.
Learner Progression and Employability	Across five years, research and knowledgeexchange activity will support clearer progression pathways for learners into professional, research and innovation roles.
Performance, Impact and Reputation	By the conclusion of the strategy, improved research performance and societal impact will evidence the effectiveness of research and innovation enablers.