



PWYLLGOR DIGIDOL, DATA AC ARLOESI
DIGITAL, DATA AND INNOVATION COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	21 July 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Research and Innovation Strategic Plan (2025-2030) Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Mr Mark Henwood, Executive Medical Director
SWYDDOG ADRODD: REPORTING OFFICER:	Dr Leighton Phillips, Director of Research, Innovation and Value

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

The Digital, Data, and Innovation Committee (DDIC) is asked to note and receive assurance from the work being undertaken to deliver actions arising from Hywel Dda University Health Board's (HDdUHB) Research and Innovation Strategic Plan (2025-2030).

Cefndir / Background

HDdUHB's new Research and Innovation Strategic Plan (2025-2030) was launched in October 2025. It provides a strong basis for achieving the vision to deliver high-quality and impactful research and innovation, improving services and health outcomes for our communities, patients, and staff. The Strategic Plan sets out three high level aims:

- Improving access to high-quality research and innovation that improves services, health and wellbeing.
- Creating an environment and culture that develops and enables competent and empowered researchers and innovators to flourish.
- Developing and sustaining partnerships that maximise and accelerate research and innovation access and impact.

The Strategic Plan has been translated into clear and measurable actions, which are owned by team members from across the Department of Research, Innovation and Value. This report provides an update against an action plan developed to support the delivery of an annual plan for 2025/26. As the Strategic Plan was only launched in October 2026, this reflects approximately six months of delivery activity.

Asesiad / Assessment

The Director of Research, Innovation and Value met with the Heads of Division for Research and Innovation to agree progress against the 2025/26 financial year, and planned implementation actions for the 2026/27 financial year. Progress updates against these actions are attached for information in Appendix 1.

There were 38 implementation actions in 2025/26, with the same number of refined actions identified for 2026/27.

The overall assessment for 2025/26 is summarised in the following table.

Status 2025/2026	Number	Narrative
Complete (Green)	16	While the actions for 2025/26 are complete, this is not to suggest that no further action will be taken. For example, while significant action was taken to support more commercial research, this is an ongoing endeavour, and further action will be taken in 2026/27. To note the progress and the supplementary action that the Department will take during this financial year.
In-progress (Amber)	19	These are actions where reasonable progress has been made however, the full intent of the action has not been realised. In such circumstances, the adjacent column for 2026/27 actions sets out what more will be done to accelerate activity in the given area.
Delayed/Discontinued (Red)	3	While no progress has been made against one action, it remains relevant and will be prioritised for progression during this financial year. Two actions will be discontinued, as they are no longer required.

In summary, progress has been made in respect of >90% of the actions identified. While approximately half of these actions require further work to achieve full delivery, this has been reflected in the 2026/27 work plan, with clear actions and priorities identified. A further progress update will be provided to DDIC in early 2027.

The Research and Innovation Sub Committee received assurance from the update at their meeting on 8 June 2026.

Argymhelliad / Recommendation

The Committee is asked to **RECEIVE ASSURANCE** from:

- The work undertaken to deliver the Strategic Plan in 2025/26; and
- The work planned for 2026/27, including the actions that will be discontinued.

Amcanion: (rhaid cwblhau)
Objectives: (must be completed)

Cyfeirnod Cylch Gorchwyl y Pwyllgor: Committee ToR Reference:	2.1.4 That the organisation is discharging its functions and meeting its responsibilities with regards to research and innovation activity carried out within the organisation.
Cyfeirnod Cofrestr Risg Datix, Teitl a Sgôr Risg Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	4. Learning, improvement and research
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Nodau Cynllunio 2026/27 Planning Goals 2026/27	All Planning Goals Apply
Hypergyswllt i Amcanion Llesiant HDdUHB 2026 Hyperlink to HDdUHB Well-being Objectives 2026	9. All HDdUHB Well-being Objectives apply
Model Cymdeithasol ar gyfer Iechyd a Llesiant : (wedi'i gwblhau ar gyfer newid strategol a/neu newidiadau sylweddol i wasanaethau) A Social Model for Health and Wellbeing : (<i>complete for strategic change and/or significant service changes</i>)	7. All Apply

Gwybodaeth Ychwanegol:
Further Information:

Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termiau: Glossary of Terms:	Detailed within the main report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Digidol, Data ac Arloesi Parties / Committees consulted prior to Digital, Data and Innovation Committee:	R&ISC – 8 June 2026

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Not Applicable
Tegwch Iechyd: Health Equity:	Not Applicable
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable

Appendix 1 - Research and Innovation Strategic Plan Implementation Actions for 2025/26

Strategic Aim 1: Improve access to high-quality research and innovation that improves services, health and wellbeing

	Actions as contained within the Strategic Plan	Specific Implementation Actions (25-26)	Deadline	Progress against 'in year' action 25/26	Refined Implementation Action/Different Action for 2026/27, including quarterly targets.	Progress against 'in year' action 26/27
Objective - Harness opportunities and investment associated with national initiatives and developments where they align to the strategic plan						
1.1	Increase the number and type of commercial research studies supported.	Targeted action in three areas: 1.Respiratory (Deliver first year of funded proposal) 2.Metabolic medicine (Key appointments made and first six months of delivery) 3.Oncology (report developed and approved)	31 March 2026	Complete	Updated targeted action in three areas: - Respiratory. Deliver year two of VPAG proposal, including catching up on performance from year one. (By Quarter (Q) 4) - Metabolic. Refine plans based on lessons from year one and determine whether sustainability is possible. (By Q4)	

		Separate plans are being developed or implemented for each of these. In addition, we are continuing to support commercial research through delivery teams at each of our hospital sites.			- Oncology. Secure financial commitment to programme team and implement first year actions from report. (By Q2)	
1.2	Work with national research centres to sustain Health and Care Research Wales Faculty awards – connecting to national leads and networks.	To support three people a year to apply for awards through the HCRW faculty scheme, aligned to current or planned research groups and sustainability plans.	31 October 2026 (Progress Review)	Complete	Secure an additional three candidates/applicants, through new researcher development manager. Consider alignment to proposed research groups. (By Q4)	
1.3	Collaborate with National Strategic Clinical Networks on innovation programmes, to improve	To deliver the following through the TriTech Institute: Phase 3 of the Amgen project, working with the new Cardiovascular Disease (CVD) industry group.	CVD: March 2026	Complete - A new CVD prevention pathway has been collaboratively developed with colleagues in	Tritech to provide facilitative and evaluative support for a potential new national CVD pathway. Industry partners have been engaged and aligned to support delivery, including provision of project	

	outcomes, and drive change.	Final reporting of an evaluation of the Health Pathways initiative (by October 2025).	Health Pathways Final Reporting: October 2025	North Wales and Cardiff, strengthening a pan-Wales approach.	management capacity. A meeting with Welsh Government has confirmed support for the initiative and agreement to progress the pathway to the next phase. (By Q2) TriTech to deliver the first phase breathlessness pathway, in accordance with the collaboration agreement and project plan. (By Q4)	
1.4	Further develop the TriTech Institute to support MedTech, clinical pathway, and innovation strategies – connecting with the Life Sciences Hub Wales (LSHW) and Health Technology Wales (HTW).	Deliver the TriTech Business plan, and collaboration agreements/ Memoranda of Understanding (MoUs) with relevant representative partners.	Agreements in place: December 2025	Some progress. Other priorities have taken precedence; however, collaborations and connections continue with LSHW and HTW	2026/27 is likely to be a period of change for national functions as a new administration settles in. We will explore whether formal collaborations are required with the LSHW and HTW in the context of developments at the national scale. Discussions and where relevant plans developed (By Q3).	

Objective - Work with the SBUHB and HDd UHB Joint Committee to advance a regional research and innovation programme						
1.5	Develop clear research and innovation plans for service areas of joint interest and opportunity.	Deliver a plan to widen access to oncology studies across South West Wales. Determine the actions that could be taken regionally in response to the 'predict and prevent' CVD project.	Oncology research plan: October 2025 CVD: October 2025	Complete	We will work regionally to implement the findings of the oncology research plan, setting up and participating in the appropriate governance arrangements. (By Q4) Additional priorities regionally will include: - Support for the CJC in developing the life sciences as a driver for economic development and growth. (By Q2) - Developing a harmonised approach to Intellectual Property (IP) policy and commercialisation (By Q3). - Supporting the Regional Joint Committee (RJC) to describe a vision for regional research,	

					innovation and enterprise. (By Q3 – subject to resources being in place)	
1.6	Increase commercial research and innovation through R&D Departments, the TriTech Institute, and the Joint Clinical Research Facility.	Convene joint Health Board discussions to share current operating models and plans and identify practical ways for working together in respect of regional priorities. Joint Research and Innovation Committee established. In respect of R&D, one early opportunity will be to consider a specific Joint Committee Regional Funding (JCRF) collaboration in respect of metabolic medicine. In respect of TriTech and Innovation, priorities will be determined by the Regional Research and Innovation Group.	Regional Committee: October 2025 Metabolic medicine: October 2025	Some progress – the Regional Committee has been slow to establish, however, there is a growing list of projects as described in adjacent columns 1.5 & 1.6.	The regional priorities for 2026/27 are described at 1.5.	

Objective - Increase Research and Innovation opportunities within HDdUHB

1.7	Establish thematic groups with meaningful public and patient engagement in research and innovation active areas, acknowledging the need to develop capacity to secure ongoing impact.	To involve HDdUHB's Corporate Public and Patient Involvement Group to determine the best way of engaging around research and innovation. Initial discussion planned for the summer. This will be enhanced by issues specific to public engagement, led by investigators/innovators and supported by the department on an ad hoc basis.	Corporate engagement group: First meeting in August 2026	Some progress – the research development manager left during 2025/26. A new appointment has now been made and we expect the thematic groups to be established.	New research development manager to work with our lead investigators to establish thematic groups in areas including metabolic medicine, women's health research, primary care, and public health. (By Q3)	
1.8	Develop Research and innovation capacity in corporate departments (digital services, leadership, and management practice, primary care,	To work with workforce colleagues to set out what it would take to embed R&I in all job descriptions (JDs) and appraisal processes and prepare clear plan(s) for doing the same. To hold exploratory discussions with digital	Workforce JDs: October 2025 Workforce and digital initial	Some progress engaging workforce resilience colleagues. Some progress with engaging	Evidence of embedding R&I in all JDs by March 2027 Initial discussions with digital held, but capacity remains a constraint.	

	and public health research).	and workforce to develop capacity building plans. To convene a discussion with primary care colleagues about building increased research capacity, based on recent time awards.	discussions: October 2025 Primary care discussion: October 2025	digital colleagues. Practical projects with primary care underway but a strategic discussion necessary.	Determine the merits of a joint research and innovation plan, in the context of the Artificial Intelligence (AI) review, which is due to report in June. (By Q3) A specific research and innovation thematic group to be established with primary care. (By Q2)	
1.9	Support community based social research and innovation to advance the biopsychosocial model of health.	To provide research and innovation input into the Centre for Social Innovation's annual plan, as required, and subject to the necessary resources being available. Obtain clarity on 25/26 plan.	Plan clarity: September 2025	Complete	Implement plan for 2026/27, in line with the version recently agreed by the Oversight Group. (By Q4)	
1.10	Develop the TriTech Institute as a centre of excellence for evaluative research and implementation	Develop and achieve Board approval for the TriTech Business plan no later than the 31 March 2026.	Business plan approved: 31 March 2026.	Complete	Action can now be closed as we move into business as usual and monitor implementation of business plan. Implementation assessment by Q4.	N/A

	science, aligned with national and international strategic developments.					
1.11	Strengthen R&I's contribution to operational challenges, including service fragility, improving quality of care and enhancing health outcomes.	Test an 'internal commissioning' approach for research and innovation. This will be done for at least one area in 2025/26.	One project completed: 31 March 2026.	Complete - New internal commissioning model in place and three projects agreed for 2026/27	Review of implementation of business plan for first year complete by January 2027, to support a case for a competitive bidding round, which is centrally underwritten, in 2027/28. (By Q4)	
1.12	Utilise our Value Based Healthcare (VBHC) assets to support our research and innovation programmes, notably Patient Reported Outcome Measures (PROMs) and	No additional action required at this point. This will be progressed on a 'case by case' basis. As evaluations are scoped and public health priorities worked through. Develop an independent and ongoing form of support for economic	VBHC alignment: ongoing Independent health economics:	Complete	New priorities include ensuring the CVD Risk Service and Community Health Pathways (financially supported by VBHC) are evaluated. (By Q4)	

	costing methodologies (including Republic of Ireland (ROI) as a key public health priority).	evaluation in support of our research and innovation projects.	December 2025			
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Strategic Aim 2: Create an environment and culture that develops and enables competent and empowered researchers and innovators to flourish

	Actions from strategic plan	Specific Implementation Actions (2025-26)	Deadline	Progress against 'in year' action 2025/26	Refined Implementation Action/Different Action for 2026/27	Progress against 'in year' action 26/27
Objective - Developing a dynamic, forward-thinking and enabling department						
2.1	Strengthen communication and engagement across the organisation and raise awareness	This year, we will: - Review and improve the SharePoint site, taking on Board user feedback. - Develop Strategic Plan launch	SharePoint site: March 2026. Strategy Launch in September	Complete	Further develop and improve the SharePoint site for research and innovation. Hold a further regional research and innovation showcase event.	

	through a research and innovation conference and events to celebrate achievements .	materials, including a website and targeted press releases (Respiratory in June and Women's Health in September 2026). - Evolve the TriTech webpage (perhaps landing, directing towards R&D and T&I) covering research and innovation. Conclude phase 2 of the TriTech website re-design.	/October 2025. Supported by a film. Ensure enhanced R&D and TriTech web coverage: October 2025. TriTech second phase by March 2025.		Develop a research and innovation seminar series, where we look to showcase researchers, innovators, and their projects through online and in person seminars. (All by Q4)	
2.2	Enhance researcher development and staff capabilities, including developing Departmental	Review the researcher development capabilities in academia and national functions and develop proposals to better align to the	March 2025.	Some progress – delayed due to the research development manager leaving post.	New researcher development manager to formalise connections with regionally based university partners and develop proposals for increasing our HDdUHB's capacity. (By Q2)	

	staff to become research and innovation leaders.	core researcher development capabilities in HDdUHB. Gain a comprehensive understanding of the capacity that exists in other organisations before determining how best to align to HDdUHB's in house offer, with a report prepared for leadership group.				
2.3	Increase use of facilities, including establishing at Pentre Awel.	Enable a seamless transition of Dura Park based staff to Pentre Awel, including optimising the benefits of being located proximal to other tenants and their staff. Conduct a review of utilisation of other facilities to ensure they remain fit for purpose in view of the	Pentre Awel: Smooth occupation by April 2026 (subject to scheme timelines). Review of R&D facilities: March 2026.	Complete	Secure a fit for purpose clinical space close to the Clinical Research Centre (CRC) at Withybush Hospital (WGH).(By Q4)	

		objectives of this strategic plan.				
2.4	Ensure improved and consistent performance against national and HDdUHB KPIs.	Modify our management reporting to come into line with: 1.The new HCRW reporting requirements aligned to national commercial plan initiative and Tackling Cancer Together Through Research Programme. 2.The new TriTech Business Plan and any emerging national innovation indicators.	As required, throughout the year 2026.	Complete	Deliver the 2026/27 VPAG targets for Respiratory. (By Q4) Advance the recommendations from the Regional Oncology Research Review. (By Q4) Ensure all CRF sites have commercial research activity underway. (By Q4) Monitor delivery against the new TriTech and Innovation business plan KPIs. (Every quarter)	
2.5	Implement TriTech business plan aligned to clinical strategy.	Develop and achieve Board approval for the TriTech Business plan.	31 March 2026	Complete	Deliver and review the Internal Commissioning approach. (Evaluate by Q4) Ensure sustainable staffing structure/arrangement is introduced.	

					Secure one additional industry collaboration. (By Q2)	
2.6	Diversify income sources (e.g. commercial activity, internal commissioning, grants, and longer-term partnerships).	In 2025/26, we will: Generate sufficient investment through our research development function, to ensure ongoing sustainability. This will be through costing into grant applications and a 'top slice' arrangement for the support offered to investigators. Test an internal commissioning approach for TriTech and Innovation.	Both end of the financial year	Complete	To generate £50,000 grants through our researcher development function, ensuring its sustainability. (By Q4) To complete a review of the first year of the internal commissioning approach. (By Q3)	
2.7	Identify and resolve wider barriers to supporting research and innovation,	This will be a rolling programme of work, designed to identify and overcome challenges. The		Some progress engaging service areas, but		

	particularly in enabling services (e.g. digital, Information Governance (IG), pharmacy, radiology).	2025/26 priorities will be: 1.To work with Radiology colleagues to ensure a clear plan for overcoming constraints to supporting research studies and innovation projects. 2.To work with Digital colleagues to co-develop a plan for overcoming any constraints to supporting research studies and innovation projects.	Radiology: Plans and some implementation by March 2026. Digital/IG: Plans and some implementation by March 2026.	challenges remain	While immediate radiology constraints relating to protocol review have been overcome, a long-term solution in respect of building radiology capacity within the organisation will be the 2026/27 priority. (By Q4) Immediate digital constraints have been overcome, but there remains a need for longer term solutions following recent positive engagement with the digital team. Clearances remain slow. (by Q2)	
2.8	Develop an innovation adoption framework with procurement and finance.	Partner in national work underway, which is being supported by the Life Science Hub.	National Innovation Adoption work: March 2026 (in line with national process)	Not advanced – discontinue	National support no longer taking place but work will continue in support of local adoption.	

		Support operational areas to harness innovations that could improve care quality and performance through evidence generation. Evidence generation projects will be scoped and supported on a case-by-case basis.	Operational area support: ad hoc, following scoping.			
2.9	Build capacity to support research and innovation activity relating to the wider social determinants of health and wellbeing.	To hold a workshop with Public Health colleagues to understand the opportunities for supporting research around addressing the wider determinants of health and wellbeing and whether there is an interest in applying for time awards and other funding schemes. To ensure the newly established Centre for Social Innovation	Public health research and innovation workshop: October 2025 Social Innovation Centre: Yr 1 Business Plan	Some progress, notably around the Centre for Social Innovation.	Public health workshop will be progressed in 2026/27, building on recent developments with MacMillan. (By Q4) No further work with Centre for Social Innovation in addition to Business as Usual.	

		within UWTSD is adequately supported by the Departments and joint commitments set out within the business plan for 25/26.	Delivery reviewed in March 2026.			
2.10	Strengthen commercialisation expertise for innovation.	To identify the 'in house' capacity required to support research and innovation commercialisation and set out options for meeting the same. These could include a training and development programme for current staff or partnering with local universities. Develop IP Policy.	Commercialisation Review: December 2025 IP policy: December 2025	Some progress, relating to national developments	New IP policy and implementation guideline to be approved through the policy approval process no later than September 2026. (By Q2/Q3)	
Objective - Developing the next generation of research and innovation leaders						
2.11	Increase number of	Establish a baseline position of those staff	Baseline position:	Some progress,	Establish a baseline position and work with all	

	professionals with time to lead R&I (e.g. clinical academics) – aligned to the new research groups. R&I time might also be incorporated into ‘hard to recruit’ posts to support recruitment.	with dedicated time in their working week to contribute and lead research and innovation. Take a targeted approach to increasing the amount of time available to staff to advance research and innovation in the newly established research groups, starting with respiratory, metabolic disease, and cardiovascular disease.	March 2026 Measurable increases in staff time for Respiratory, Metabolic disease and CVD (innovation) by March 2026.	particularly in respiratory and metabolic medicine	professional groups to address and improve the situation. (By Q4)	
2.12	Consider joint clinical academic posts with SBUHB, where it is likely to improve	To determine clinical leadership of oncology studies following the conclusion of the regional pathways work.	Plan for Oncology, with aligned resourcing: January 2026	Some progress, notably in oncology	Implement the 2026/27 actions relating to the recently completed and approved regional cancer research pathways review. (By Q4)	

	access to R&I as part of a regionalised approach.	To determine whether there is a regional opportunity linked to pharmacy and/or healthcare science.			Keep alive discussions regarding other opportunities for regional joint posts. (Ongoing)	
2.13	Allocate R&I time for wider range of professionals (e.g. public health).	Directly relates to 2.11. No additional actions at this point.	December 2026	Some progress, mentioned previously, however, there is more to do.	Explored throughout 2026/27, through thematic groups. (By Q4)	
Objective - Embed research and innovation into planning, performance, and governance						
2.14	Embed R&I in organisational governance and workforce strategy.	Organisation level governance of Research and Innovation will develop and evolve through the new Committee arrangements. A plan will be developed with workforce and organisational development colleagues to determine how best	New governance: implemented Workforce plan: December 2026.	Some progress, through establishment of new Committee structure.	Establish a robust approach for integrating research and innovation across workforce plans with workforce colleagues. (By Q3)	

		to incorporate into workforce strategic plans. This will also cover point 2.15.				
2.15	Develop researcher development programme aligned to Organisational Development (OD).	Directly relates to 2.14.	December 2026.	Some progress	To be picked up as part of the new researcher development manager's work. (By Q3)	
2.16	Develop an ongoing process of engagement with different professional, clinical and non clinical groups across the organisation, focused on what more can be done to advance	Take strategic plan to all professional groups (nursing, therapies, digital, Human Resources (HR)) across the organisation and support response to the aims within.	March 2026.	Complete	Implement additional actions as agreed with professional groups across the organisation. (By Q4)	

	the aims of the strategy.					
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Strategic Aim 3: Develop and Sustain Partnerships that maximise and accelerate research and innovation access and impact

	Actions from strategic plan	Specific Implementation Actions (2025-26)	Deadline	Progress against 'in year' action 2025/26	Refined Implementation Action/Different Action for 2026/27	Progress against 'in year' action 2026/27
Objective - Improve the alignment and reciprocity between current university partners and our research and innovation plans						
3.1	Refresh university collaboration agreements and align goals - 3xmax per partner – far more	Sign new MoUs with all University Partners and hold executive to executive discussions, focused on agreeing strategic priorities for the next one to two years.	September 2025	Complete	Deliver on actions plans for 2026/27. (By Q4)	

	strategic/long term					
Objective – Develop New University Partnerships						
3.2	Create new university partnerships – particularly where there is potential for co-funded posts or an opportunity to advance public health missions	Hold exploratory discussions with other Higher Education Institutions (HEIs), to better understand span of activities and determine whether entering a formal collaboration agreement would be worthwhile. Discussions opened with other institutions.	Two exploratory discussions completed and, if appropriate, plans drawn up: March 2026.	Some progress – extensive discussions with Cardiff Metropolitan, with connections to Pentre Awel	Hold a minimum of one additional exploratory discussion with a HEI in Wales. (By Q4)	
Objective – Develop New Industry Partnerships						
3.3	Enter agreements with City	Hold an exploratory discussion with the Swansea Bay Growth	Swansea Bay City Region	Some progress, through	Understand the opportunity for the Health Board to participate in	

	Region Growth Deal schemes to establish a systematic way of supporting industry	Deal team and if appropriate formulate a collaborative working plan around life science ambitions. Carry out the next phase of work in support of the Pentre Awel Scheme.	(SBCR) Growth Deal: Explore and, if appropriate, agree a plan: December 2025. Complete second phase of Pentre Awel business and innovation project: January 2026.	understanding the regional life sciences landscape.	the regional life science agenda by working closely with the Corporate Joint Committee (CJC). (By Q4)	
3.4	Develop long-term industry collaborations	Enter one long term research and innovation (2 years +)	Transacted agreement:	Some progress	A priority for TriTech and Innovation this year will be to identify one	

	in aligned areas.	collaboration agreement with a commercial partner in an area where it is determined there is an aligned benefit/opportunity.	March 2026.		additional multi year industry partnership in an area of real world evaluation interest. (By Q2)	
3.5	Launch new wave of joint clinical fellowships with industry.	Progress one new industry sponsored innovation fellowship.	March 2026	Not Advanced - discontinue	This is a lower order priority and will be discontinued.	
3.6	Develop innovation skills programme for NHS staff to help them in partnering with industry.	Determine how innovation skills development would operate and be resourced, drawing on national support and advice.	December 2025.	Not advanced - continue	Hold an exploratory discussion with the Innovation Intensive Learning Academy (ILA) and as part of university partnership discussions with University of Wales Trinity Saint David (UWTSD).	
Objective - Strengthen public and community partnership arrangements						

3.7	Collaborate with NHS Wales Executive (now Performance and Improvement Wales) on national R&I projects.	Conclude the Health Pathways Evaluation and identify at least one further area of work in support of NHS Delivery and Performance.	Health Pathways: September 2025 Additional area scoped and contracted: October 2025.	Complete - Health pathways concluded. Breathlessness pathways (additional)	One further area of work will be identified this financial year. (By Q2)	
3.8	Work with public bodies (e.g. Delta Wellbeing, Together for Change).	To reinvigorate discussions with Delta Wellbeing, to determine the value of collaborating on research and innovation programmes.	Scoping discussion: by October 2025.	Some progress, notably with the Pembrokeshire Peninsula	Actively supporting Pembrokeshire Peninsula work. Meeting with Delta Wellbeing will determine whether there are future collaborative opportunities. (By Q3)	
3.9	Support South West Wales Joint	Collaborate with SBUHB to develop new Joint Research and Innovation	First Committee: September 2025.	Some progress, with regional events and early plans	Delivery on the RJC's research and innovation plans for South West Wales. (By Q4)	

	Committee R&I agenda.	Committee and establish early priorities, to include oncology and (likely) CVD.				
3.10	Support Mid Wales Joint Committee R&I initiatives.	Exploratory discussions with Aberystwyth University and Rural Health and Care Wales to determine future collaborative opportunities and how the Health Board can best align.	October 2025	Some progress, notably with Aberystwyth University	Positive recent discussions with Aberystwyth University have resulted in re-engagement with the Centre for Rural Healthcare Studies, with actions to be agreed throughout the year. (By Q2) A meeting with Rural Health and Care Research Wales will take place to determine where collaboration could help both organisations. (By Q3)	