



**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	18 February 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Research & Innovation Strategy 2025-2030
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Mr Mark Henwood, Medical Director (Interim)
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)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This paper provides the final content for the next Research and Innovation Strategy (2025 – 2030), in advance of it being considered by the Board.

Cefndir / Background

The current Research and Innovation Strategy (2021-2024) concludes at the end of this financial year. Significant progress has been made, which has been summarised within Doc 1. While work continues to deliver the final actions associated with this strategy, the work to develop the next strategy is now approaching its conclusion.

A summary of this work includes:

- A systematic assessment of progress against the last strategy, undertaken in January 2024. Where possible, this has been based on objective indicators (e.g. trial performance, number of investigators, the development of new facilities). In some areas, a subjective assessment of level of progress made has been undertaken (e.g. maturity of university partnerships). The key themes from this assessment have been shared through the routine Research and Innovation Sub Committee Strategy updates throughout the year and subsequently reported to the PODCC.
- Holding an away day in February 2024, informed by the systematic assessment. In addition to working on key priorities for the future, team members identified various steps that could be taken to improve departmental working practices.
- The Head of R&D holding a Delivery Leadership Team (DLT) meeting to discuss and agree future priorities on 15 May 2024 and subsequently a strategy development session with all R&D staff on 11 December 2024.
- The Head of TriTech and Innovation holding a strategy development session with TriTech and Innovation staff on 2 December 2024. In addition, a peer review of TriTech and Innovation has been commissioned and interim findings were shared on 13

January, with a final report being available in February. This will be shared with Executives, alongside a considered response, in due course.

- Extensive development work around supporting Social Innovation, including attending a *Working Together for a Better Wales* event on 19 September to engage with social enterprise and community organisations about how to support a broader research base in the context of the Social Model for Health and Wellbeing. This has culminated in the development of a Social Innovation Centre with the University of Wales Trinity Saint David.
- Workshops the three regionally based universities (Aberystwyth University on 5 September, UWTSU on 11 September, and Swansea University on 24 October 2024). A joint university session was also convened on 6 December to consider how best to manage university partnerships moving forward.
- Discussions with national research and innovation decision makers over the course of the Autumn. These have included:
 - the Digital, Technology, Innovation and Value (DTIV) and economic development groups of the Welsh Government;
 - Health and Care Research Wales;
 - Life Science Hub Wales;
 - Medi Wales; and
 - NHS Wales Executive.
- Discussions with Swansea Bay UHB, including through the Joint Committee on 15 January, about how to improve regional collaborative Research and Innovation working practices.
- Senior team development sessions on 2 October (finalise engagement and set outline structure), 13 November (to review first cut of content), and 4 December (to finalise content).
- A session with research and innovation active staff from across the organisation, with a focus on key enablers to supporting them increase activity levels and impact.
- An analysis of the key strategies of those who govern and fund research and innovation activities across the UK.
- An ongoing dialogue with the Research and Innovation Sub Committee. Updates have been provided on:
 - 11 March 2024 – Written update
 - 12 July 2024 – Verbal update
 - 11 October 2024 – Written update

The text of the final 'draft' strategy is attached at Doc 1 and was discussed at an extraordinary meeting of the R&ISC on 20 January. Please note that the final document will look different, as it is going through a design process, but the content – subject to further amendments through review - will remain the same.

The strategy has received strong support from the R&ISC. Feedback points included:

- recommendations that digital research and innovation and the social model for health and wellbeing were more prominent throughout the document. R&ISC agreed with this point. References have now been made, while trying to maintain the balance between giving the right coverage without making overly detailed;

- proposal to incorporate the research and innovation ambitions of the Joint Committee for south west Wales into the partnerships section of the plan. This has been actioned within Doc 1;
- the need to work through an engagement plan. R&ISC members appreciated the need for the strategy to relate to all professional and non-professional, staff but felt that an engagement plan would be essential to the delivery of the high level aims and actions contained within. This has been reflected through an additional point within the 'environment and culture section', committing to further work on strategy implementation with professional and specialist groups across the organisation;
- university partners asked for a final opportunity to reflect on the prominence and nature of their commitments within the partnership section. The current commitments have been amended, so that they are included as examples, allowing future flexibility to change over the life course of the document.

The draft strategy was reviewed and received assurance at the Business Executive team meeting 5 February 2025. Feedback included:

- An offer to strengthen the references to public health research and innovation, particularly in the 'environment and culture section'. This has now been addressed.
- Making greater provision for operational alignment, including identifying research and innovation needs of different business units across the organisation. This has been addressed within the 'access and impact' section.
- Ensuring the document is described as a strategic plan that sits under the health board's overall strategy. The document has been renamed.
- Developing an approach to measuring delivery against the strategy. A commitment to developing a measurement framework has been added and signalled within the 'Foreword' section and the 'Delivering the Strategy' section. The entire strategy has been based on a comprehensive process and research and engagement, which will ensure that developing the measurement framework is straight forward.
- Ensuring the strategy is sufficiently accommodating of regional working arrangements. There are references to regional working within the foreword, access and impact and partnerships sections and progress is already being made in areas including oncology.
- Signposting the opportunity that the Value Based Health Care programme brings, notably in respect of outcome and costing information. There are now references to this within the 'background' and the 'access and impact' sections.
- Demonstrating the contribution research and innovation can make to corporate areas within the organisation. A reference has been added within the 'access and impact' section.
- Ensuring that the opportunity for joint working with other public and community bodies is recognised in areas of complimentary interest. Additional information has been added to the 'partnerships' section.

The following steps will now be advanced to agree the document:

- Finalisation of University Partnership Commitments for 2025/26 during February 2025.
- Typesetting, proof reading, and formatting.
- Review and assurance at the People, Organisational Development and Culture Committee 18 February 2025.
- Review and assurance at the Board meeting 27 March 2025.

Following publication, a Board Development session to socialise the concepts contained within the strategy in the early part of 2025 would be very welcome. A communications and engagement plan, and measurement plan, will also be developed.

Asesiad / Assessment

The Strategy stands alone and covers all aspects that you would expect to see within an assessment section. In summary:

- The Background (pg.3) synthesises much of the background research and broader strategy, planning and delivery context, against which the strategy is set.
- The Vision and Aims (pg.4) are outlined and reflect a comprehensive mind mapping exercise and testing with teams and stakeholders.
- Each aim is unpacked in turn (pg.5-13), with a clear assessment of why it is important, the current state of play, and the big action areas we will progress over the next five years. We have adopted a dynamic strategy approach and have resisted the temptation to be overly prescriptive about the mechanism and actions we will deploy to achieve change. We concluded this was a shortcoming of the last strategy (2021-24), which quickly dated as the context shifted. Ultimately, this strategy (2025-30) will provide our North Star for the next five years.

The approach to enabling delivery (pg.14) sets out how we intend on refreshing our governance arrangements to track and enable progress, including the future approach to university partnerships. A thorough approach was taken to tracking progress against the last strategy. Delivery updates were owned by the Research and Development and TriTech and Innovation Divisions. Regular updates were provided to the R&ISC and the People, Organisational Development, and Culture Committee, including progress in advancing University Partnerships. With some small areas of strengthening, we will look to adopt a similar approach over the next five years. Any actions requiring regional overview will receive the same through the Joint Committee for south west Wales.

Argymhelliad / Recommendation

To discuss the content of the draft Research and Innovation Strategy.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.5 To provide assurance that the organisation is discharging its functions and meeting its responsibilities with regard to the research and innovation activity carried out within the Health Board.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
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:	3. Striving to deliver and develop excellent services
Amcanion Cynllunio Planning Objectives	10 Population health
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Detailed within the report
Rhestr Termau: Glossary of Terms:	Detailed within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Detailed within the report

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Financial implications are discussed and monitored regularly with finance colleagues and assessments made on the position are presented within the R&ISC Annual Report, for assurance. Individual commitments within the strategy will be subject to usual Health Board decision making processes.
Ansawdd / Gofal Claf: Quality / Patient Care:	No adverse impact to patient care; the strategic planning has patient care and experience at the core. Research and innovation active organisations are routinely found to deliver better quality services and patient care.
Gweithlu: Workforce:	Staff will be fully supported to deliver on the aims and objectives and no adverse existing or future staffing impact is expected through the agreement to this strategy.

Risg: Risk:	No associated risk on the R&D or T&I Risk Register. Potential risks will be discussed and plans made to mitigate these will be in place as we start the process of implementing the strategy.
Cyfreithiol: Legal:	N/A
Enw Da: Reputational:	The strategy offers to put the Health Board at the forefront of research and innovation developments in Wales. Dissemination of the Strategy document will be monitored and responses dealt with appropriately.
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	No EqIA required.