

RESEARCH AND INNOVATION SUB-COMMITTEE UPDATE REPORT

Date of last meeting: 12 July 2024

Quoracy: Met

Report by: Mark Henwood, Chair

KEY DISCUSSION POINTS AND MATTERS TO BE ESCALATED FROM THE DISCUSSION AT THE MEETING:

Alert¹ (may require discussion)

Research and Innovation Sub-Committee (R&ISC) have no issues they wish to alert to members of the People, Organisational Development and Culture Committee (PODCC).

Advise² (to monitor)

The Research and Innovation Sub-Committee wish to advise members of the PODCC that:

- Health and Care Research Wales (HCRW) have confirmed the Research Delivery Funding (RDF) for Hywel Dda University Health Board during 2024/25, and this is approximately £125k lower than 2023/24. However, due to good financial management within the Division, it is anticipated this will not result in staffing affordability challenges for the 2024/25 financial year but, as a result, an Organisational Change Process has been initiated to ensure a sustainable function in subsequent years. R&ISC members noted and accepted the verbal updates.
- A TriTech and Innovation Divisional update was received, providing assurance that Key Performance Indicators (KPIs) were on target (rated green), with only one rated amber following the late delivery of a project report. This was dealt with appropriately and in line with due process. The R&ISC took assurance from the report, specifically the management of the amber KPI.
- An update on the plan to relocate the Research and Development (R&D) quality assurance and researcher development functions and the TriTech and Innovation Division to Pentre Awel (PA) was provided. The attention of the R&ISC was drawn to the dependency of the plan on an agreement with the wider Health Board and Carmarthenshire Council, in respect of the ongoing lease negotiations. The R&ISC members were advised of the ongoing negotiations concerning the Heads of Terms for the scheme that are yet to be resolved; it was agreed that PODCC should be advised of this dependency and the ongoing discussions. R&ISC members noted and accepted the report, including that business continuity could be maintained in the event of a lease not being agreed.

¹ There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

² There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

Assure³ (to note)

The Research and Innovation Sub-Committee wish to assure members of the PODCC that they were assured by updates provided on:

- R&D site activity performance, noting a challenging position, but a focussed approach to recovery.
- Progress against the R&D Strategy (2021-2024), including plans to develop the next strategy.
- Activities of the Research Quality and Sponsorship Group (RQSG).
- University partnership activities: A representative from the University of Wales Trinity Saint David (UWTSD) gave a verbal update and details of projects and events were shared, as well as noting the positive relationship with TriTech and Innovation and the encouragement this offers for UWTSD to pursue further partnerships. Representatives from Swansea and Aberystwyth Universities were unable to attend but will be asked to provide updates at the next meeting. The R&ISC also noted that objectives going forward for each university partner had recently been set and will be monitored through the R&ISC meetings.
- The financial position of the TriTech and Innovation division.
- Progress against the Board approved TriTech Business Plan.
- National Innovation developments and increasing interest in understanding the wider potential of the TriTech model.
- Proposals to support the University Health Board's capability and capacity to support social innovation.
- A partnership project with the National Botanic Gardens to create spaces for rest and recuperation across our hospital sites.

Review of Risks

The R&ISC reviewed the three Research and Development risks (two service level, one directorate level) that are aligned to it. The outcome of the discussions is below:

- Risk 1036: Research space in Withybush Hospital (WGH): A suitable space has now been identified and the risk score will be reduced to reflect this. There have been delays in carrying out the necessary works for this area and the estimated date of completion is now December 2024.
- Risk 1492: Research Delivery Funding: Confirmation of funding from (HCRW) has been received and this is a reduction on the figure from 2023/24. An Organisational Change Process (OCP) has been initiated to mitigate this risk and, as such, the risk score will remain the same, but the description will be amended to reflect the delivery funding being one of the drivers for the OCP.
- Risk 1160: Lack of research leads: R&ISC members agreed there is currently a positive range of research leads covering many specialities and,

³ There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

consequently, the risk score can be reduced. Members discussed the need for clinical time award holders to retain equivalent time after the duration of the award, within consultant job plans for R&D activities.

The R&ISC reviewed the five TriTech and Innovation risks (all service level) that are aligned to it. The outcome of the discussions is below:

- Risk 1510: Timely delivery of project outputs: Staffing levels are sufficient to mitigate risk of delivery outside of timescales and process are in place. R&ISC members agreed the risk can be closed.
- Risk 1507: Financial delivery year 3: No longer a risk and systems are in place to monitor. R&ISC members agreed risk can be closed.
- Risk 1509: Competitors developing similar models to TriTech: R&ISC members agreed this risk is outside TriTech's control and much of the work involves collaborating with colleague across Wales, rather than in competition with them. Therefore, the risk will be closed.
- No changes to the scores for Risk 1511 (regulatory climate) and Risk 1508 (lack of clinical leadership).

R&ISC members took assurance from the reports and consequent discussions and decisions.

Sharing of learning

TriTech and Innovation undertook the Moondance project on lung cancer, a challenging but rewarding evaluation that involved collaboration across different teams and departments. Some of the shared learning outcomes from this contract were:

- How to communicate effectively with the client and manage their expectations throughout the evaluation lifecycle.
- How to leverage the strengths and expertise of each team member and delegate tasks accordingly.
- How to adapt to changing requirements and deliver high-quality results within tight deadlines.
- How to use feedback and lessons learned to improve future performance and customer satisfaction.

The Moondance project was a valuable opportunity to showcase TriTech and Innovation (T&I) skills and capabilities, as well as to learn from each other and grow as a team.

Recommendation

The Committee is asked to:

- Respond to the items that they are being alerted to
- Note the items the Committee is advising them of
- Be assured on the items that the Committee is bringing for assurance.

Agenda, papers and minutes are available on request.