Bundle Academic Partnership Committee Open 16 January 2024

Agenda attachments

APC Agenda -16 January 2024 - Open

0 10:00 - OPENING ITEMS

1 Chair's welcome, apologies and confirmation of quorum

2 Declarations of Interest
Board Member Register of Interests-Updated 2023.10.06-Published.xlsx (nhs.wales)

3 Minutes of last meeting - 24 October 2023

ITEM 03 UNCONFIRMED APC MINUTES 24 OCTOBER

4 Action log and matters arising

ITEM 04 ACTION LOG

4.1 ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION

5 10:10 - Research Governance Framework

5.1 Research Governance Framework Update

ITEM 05.1 Research Governance Framework Update

ITEM 05.1a Appendix 1

5.2 Development of Research Capacity

5.3 10:50 - COMFORT BREAK

6 11:05 - A Collaborative Approach between WAST and Bangor University to a PhD Pathway [Presentation]

7 11:35 - IMTP 2024-2027 Priorities Update

ITEM 07 IMTP 2024-2027 UPDATE

7.1 11:50 - COMFORT BREAK

8 12:00 - Committee Annual Effectiveness Review 23/24

ITEM 08 Academic Partnership Committee SBAR on Committee Effectiveness 2023-24

8.1 Responses to questionnaire

ITEM 08 Annex 1 - APC 2023-24 Results for Committee

8.2 Committee Annual Report

ITEM 08 Annex 2 - APC 2023-24 DRAFT Annual Return

8.3 Proposed changes to Terms of Reference

ITEM 08 Annex 3 - APC 2024-25 DRAFT Terms of Reference for Discussion

8.4 12:30 - COMFORT BREAK

9 12:40 - APC Task & Finish Group Update [Verbal]

9.1 CONSENT ITEMS

10 Committee Highlight Report - 24 October 2023 - No Alerts

ITEM 10 Academic Partnership Committee Highlight Report October 2023

11 Committee Cycle of Business Monitoring Report

ITEM 11 Academic Partnership Committee Cycle of Business Monitoring Report

ITEM 11a APC Cycle of Business Monitoring Report

11.1 12:50 - CLOSING ITEMS

12 Key Messages for Board Including Decisions/Actions

13 Reflections of the Meeting

14 Any Other Business

15 Date and time of next meeting - 23 April 2024

MEETING OF THE OPEN ACADEMIC PARTNERSHIP COMMITTEE
Held in public on **16 January 2024 from 10:00 – 13:00**
Meeting held virtually via Microsoft Teams

To break at approximately 10:50

AGENDA

No.	Agenda Item	Purpose	Lead	Format	Time
OPENING ITEMS					
1.	Chair's welcome, apologies, and confirmation of quorum	Information	Hannah Rowan	Verbal	10 mins
2.	Declarations of Interest	To State Conflicts	Hannah Rowan	Verbal	
3.	Minutes of Last Meeting: - 24 October 2023	Approval	Hannah Rowan	Paper	
4.	Action Log & Matters Arising	Review	Hannah Rowan	Paper	
ITEMS FOR APPROVAL, ASSURANCE AND DISCUSSION					
5.	Research Governance Framework 5.1 Research Governance Framework Update 5.2 Development of Research Capacity	Assurance Discussion	Andy Swinburn Nigel Rees	Paper Verbal	40 mins
BREAK – 15 MINUTES					
6.	A Collaborative Approach between WAST and Bangor University to a PhD pathway	Discussion	Mike Brady Craig Brown	PPT	30 mins
7.	IMTP 2024-2027 Priorities	Assurance	Estelle Hitchon Alex Crawford	Paper	15 mins
BREAK – 10 MINUTES					
8.	Committee Annual Effectiveness Review 23/24 - Responses to questionnaire - Committee Annual Report - Proposed Changes to ToR	Approve	Trish Mills	Paper	30 mins

9.	APC Task & Finish Group Update	Assurance	Estelle Hitchon	Verbal	10 mins
CONSENT ITEMS **The items that follow are for information only. Should a member wish to discuss any of these items they are requested to notify the Chair so that time may be allocated to do so.**					
10.	Committee Highlight Report – 24 October 2023	Information	Trish Mills	Paper	-
11.	Committee Cycle of Business Monitoring Report	Information	Trish Mills	Paper	
CLOSING ITEMS					
12.	Key Messages for Board including Decisions / Actions	Discussion	Hannah Rowan	Verbal	10 mins
13.	Reflections of the Meeting	Discussion	Hannah Rowan	Verbal	
14.	Any Other Business	Discussion	Hannah Rowan	Verbal	
15.	Date & Time of Next Meeting: - 23 April 2024	Information	Hannah Rowan	Verbal	

Lead Presenters

Name	Position
Mike Brady	Consultant Paramedic 111
Craig Brown	Specialist Clinical Lead 111
Alex Crawford	Assistant Director of Planning and Transformation
Hannah Rowan	Non-Executive Director and Committee Chair
Estelle Hitchon	Director of Partnerships and Engagement
Trish Mills	Board Secretary
Nigel Rees	Assistant Director of Research and Innovation
Andy Swinburn	Director of Paramedicine

WELSH AMBULANCE SERVICES NHS TRUST

UNCONFIRMED MINUTES OF THE OPEN MEETING OF THE ACADEMIC PARTNERSHIP COMMITTEE OF THE WELSH AMBULANCE SERVICES NHS TRUST HELD ON TUESDAY 24 AUGUST 2023 VIA TEAMS

MEMBERS:

Hannah Rowan	Non-Executive Director and Committee Chair
Kevin Davies	Non-Executive Director
Paul Hollard	Non-Executive Director

IN ATTENDANCE:

Alex Crawford	Assistant Director Strategy and Planning (attended for item 44/23 only)
Colin Dennis	Trust Chair
Estelle Hitchon	Director of Partnerships and Engagement
James Houston	Head of Strategy Development
Jo Kelso	Head of Workforce Education & Development
Angela Lewis	Director of People and Culture
Mark Marsden	Trade Union Partner
Trish Mills	Board Secretary
Alex Payne	Corporate Governance Manager
Duncan Robertson	Assistant Director for Clinical Development
Jonny Sammut	Director of Digital Services
Andy Swinburn	Director of Paramedicine
Jonathan Turnbull-Ross	Assistant Director of Quality Governance

APOLOGIES:

Chris Evans	Research Innovation and Improvement Lead
Nigel Rees	Assistant Director of Research and Innovation
Keith Rogers	Trade Union Partner
Martin Turner	Non-Executive Director

38/23 WELCOME AND INTRODUCTION

Hannah Rowan welcomed everyone to the meeting bilingually and particularly welcomed

Jonny Sammut to his first meeting of the Committee. She also welcomed Colin Dennis, the Trust Chair, who was observing the meeting.

Apologies were received from Martin Turner, Chris Evans, Nigel Rees, and Keith Rogers.

Hannah Rowan gave an overview of the items of business being discussed during the meeting and asked if anyone had any additional items of business they would like to discuss later.

Kevin Davies asked for an update on the academic NED appointments and Estelle Hitchon agreed to provide an update as part of the UTS update later in the meeting.

39/23 DECLARATIONS OF INTEREST

There were no additional declarations to those already recorded on the register.

40/23 MINUTES OF THE LAST MEETING

The minutes of the meeting held on 15 August 2023 were approved as a correct record.

41/23 ACTION LOG AND MATTERS ARISING

The Action log was discussed, noting that there were two actions requiring an update.

Action 25/23 relating to the memorandum of understanding with the Life Sciences Hub Wales, was agreed to be brought back to the January meeting for a more complete update and was considered work in progress.

Action 32/23 concerning the engagement mapping - providing the name of the internal contact had been completed and the action was closed. Estelle Hitchon agreed to work with Jonny Sammut on how best to share the document with Committee members together with Non-Executive colleagues to update in a secure way.

RESOLVED: That the

1) **action log was reviewed and updated; and**
2) **Highlight report was received.**

42/23 INTERPROFESSIONAL FRAMEWORK FOR SIMULATION EDUCATION

Hannah Rowan provided some background information for members in terms of the Committee encouraging research innovation, enhancing partnerships with other organisations both academic and otherwise, with the potential for the Committee to host a meeting at Matrix House to see first hand the work that was happening around education in the Trust.

Due to the current financial climate together with the time cost to staff, Jo Kelso offered to share elements of the ongoing work by way of a presentation to learn about simulation-

based education.

Jo Kelso began by saying the Interprofessional Simulation Based Education and Training was a collaboration inside both the NHS and Social Care and it was a Pan-Wales project.

An example of a cross sectoral initiative that sees Health and Social Care organisations working together to co-produce a solution for the furtherment of meaningful lifelong learning that ensures employers and awarding institutions (such as the universities the Trust commissions future workforces through) have a shared approach enabling learners to focus on developing their knowledge, understanding and skills, not navigating different approaches every time they encounter interprofessional simulation-based learning activities'

Jo Kelso spoke of the fantastic feedback received by staff who enjoyed the scenario-based approach as opposed to a theoretical one, which gave an insight into understanding boundaries of scope of practice, empathy for the roles colleagues play, and seeing advanced skills in practice, which ignited the passion to study further. It was expected to include colleagues from 111 and the Clinical Service Desk in time.

Jo Kelso confirmed the intention to publish the framework and its findings to expand the approach with assistance from Welsh Government, to ensure all organisations in both NHS Wales and Social Care use this framework. There was also ambition for this to become an international publication.

Kevin Davies commented on the powerful messages in the presentation and how this experience could be shared with a wider audience. It was mentioned that Cardiff Metropolitan University had an all-Wales accreditation initiative underway with Welsh Government.

Jo Kelso confirmed that quality was not a variable and people should be using the framework as a statutory minimum and a tool to push themselves. People with expertise had been brought together to combine their knowledge to merge them in a meaningful way to ensure that wherever someone received this education it would be an equally good experience.

Paul Hollard queried the opportunities to engage with private providers of social care, blue light partners, and St John. He mentioned the opportunity of income generation and the impact on patient experience.

Jo Kelso confirmed that representation from private social care were included and commented on the need to educate people to do the right thing in the right way to ensure a workforce focussed on excellent patient care delivery, which could be done efficiently.

Spaces had been opened up to the use of immersive suites, not for income generation at this time, but for use by palliative care specialists for recruitment purposes, which was providing good visceral results. It was noted that the Trust needs would need to be met initially to ensure best practice prior to looking at income generation.

Major incident training was undertaken in an outside space and with upcoming events planned, footage would be recorded for use in the immersive suites, which would be used to

run off drills and reinforcing.

Estelle recognised the statutory and mandatory training staff had to undertake and asked if there were opportunities to transfer some of the training into this space, appreciating that corporate staff undertake a different role to front line staff. It was noted that everyone needed to complete the Prevent Learning.

All training that the Trust mandates could be put into this new environment working with colleagues to get ideas and put the educational slant on it, which could be monitored and would allow the Trust to say it had done everything possible to ensure the people had the knowledge and could apply it.

Jonathan Turnbull-Ross commented on the real opportunity to bring the role to life, especially with areas such as health and safety, infection control etc, all of which was key to keeping people safe in a real-life setting.

It was recognised that much training had been done with care homes, however due to the turnover of staff, it was important to find a framework with understanding on both sides to bring the role to life.

Jonathan Turnbull-Ross also spoke of the positioning of this work being important for the University Trust Status (UTS).

Jo Kelso confirmed she was already engaged with other ambulance services to ensure modules were relevant to job roles and Yorkshire Ambulance Service led on a piece of work on how to manage a fire in your vehicle which would be a package on our system shortly, in addition to the ESR requirement.

Ensuring styles to suit all individuals was important for those staff who connected better in a reading and audio environment.

The Committee commended Jo Kelso on the standard of her presentation and noted the learning techniques used and asked that thanks be passed to the team involved behind the scenes.

RESOLVED: that the publication of the research be brought back to a future meeting of the Committee when available.

43/23 UNIVERSITY TRUST STATUS UPDATE

Estelle Hitchon provided the most recent update, and explained that the policy lead at Welsh Government had changed since the commencement of the process and advice received was that nothing was yet to be considered by the Minister, due to having been preoccupied with the response to the current national financial situation.

Estelle Hitchon thanked all those who had shared the academic Non-Executive Director (NED) job advert and noted there had been some interest in the role. However, a disconnect still remained between the policy and legal position where Welsh Government continue to suggest that to change the establishment - with respect to applying for University Trust

Status (UTS) - would require recruitment of an academic NED from a University with a medical or dental school, which conflicted with previous advice which was that this would not be a requirement of being awarded UTS.

It was being viewed by the Trust as a hurdle to be overcome as there has been a precedent set with Public Health Wales not having the same requirement for University status. Recruitment for an academic NED will continue at this time until further advice had been received from Welsh Government.

Hannah Rowan confirmed that the Trust's confidence in the direction of travel had not changed despite recent challenges. She was grateful for the patience and persistence of Estelle Hitchon and Trish Mills, acknowledging that written confirmation of the outcomes had been recorded.

Trish Mills confirmed that conversations had been held around the Trust being different to Health Boards but were unable to have these conversations directly with the Welsh Government's legal team. The Committee were sufficiently assured of progress through the rigorous conversations and the necessary steps taken.

RESOLVED: That the update from Welsh Government was awaited to inform if a change to the recruitment process was needed.

44/23 UNIVERSITY TRUST STATUS (UTS) AND OTHER COMMITTEE RELATED ITEMS IN IMTP 2024-2027

The Committee took the opportunity to review afresh the elements of the Integrated Medium Term Plan (IMTP) for 2024-27. Noting the three UTS priorities have progressed, morphed and changed over the last two years. The priorities are as follows:

Priority 1 – digitisation enabling better outcomes.

Priority 2 – advanced practice and specialist working, consult and close and service transformation, including research

Priority 3 – decarbonisation, fleet modernisation and sustainability

Recognising that it had not been easy to track back to the IMTP, focus on the progression of the UTS together with the adoption and embedding of the Research Governance Framework had been progressed by the Committee.

Estelle Hitchon and Alex Crawford spoke to the Committee about the work already ongoing in the IMTP, what was relevant to the work of the Committee and what the explicit connections were that the Trust wanted to make around UTS and the Trust priorities.

The context of the presentation was about clarity, understanding the current position, what the options were, and how to define the UTS priorities going forward.

Estelle Hitchon suggested modifying the priorities to ensure they were more aligned to the

direction of travel.

The original priorities sat with other areas of the organisation and reported to different places with Finance and Performance Committee having the oversight.

Alex Crawford highlighted key areas of work that were already ongoing in each of the priority areas identified.

Andy Swinburn stated that a pot of research money was needed as the opportunity to secure funds from elsewhere were not necessarily aligned to the Trust's business objectives with bigger players bidding for the same money in areas where it was more aligned.

Recognising that all Directorates are doing work in the research and innovation space, academic rigour was required, and the Committee was well placed to do that.

Paul Hollard raised the need to be more succinct in what had been achieved. If the priorities were going to be closed to develop the next, it needed to be clear what was going to be achieved and how as the Committee could not move on to another set without being 100% clear what had been done with the previously agreed priorities. The Committee priorities should be directed by the Trust priorities and was the vehicle through which those priorities were driven, challenged, and supported. Alex Crawford confirmed that scope of pace and simplifying the message would be a discussion to be held at a Board Development session.

The Research Governance Framework included matters which should be priorities for this Committee, such as how research could grow in order to have a stable foundation.

Paul Hollard mentioned that WIIN had not been discussed recently and asked if it integrated into this work. Jonathan Turnbull-Ross confirmed that there had ben no investment in Quality Improvement for some time with frustrations around having good ideas but unable to make them happen. He suggested the strength of the Committee could draw all of this together choosing the direction and who the system partners were. Alex Crawford was interested in what the priorities for this Committee gave to the organisation in terms of value from a strategic point of view. There was an opportunity for the Trust to do smaller pieces of research which then would draw attention and bring more funding. Alex Crawford agreed to feed back to the Programme Board.

James Houston acknowledged the size of the organisation in relation to enticing research, however reflected on some of the emerging conversations with Association of Ambulance Chief Executives (AACE) around the ambulance sector visioning and recognising that the Trust was a pacesetter in terms of the level of ambition. How do we leverage this and position ourselves to our benefit to try to attract this research and academia into the organisation. Our level of influence in terms of shaping it is greater than some of the larger trusts.

Hannah Rowan brought the discussion to a close and agreed that growing research capacity would be on the agenda, formalising the partnerships, the engagement mapping and making sure that these connections were there. She was interested in the role that this Committee had in supporting education, the significant link between the work that Jo Kelso

was doing and UTS.

Hannah Rowan thanked Alex for his presentation.

RESOLVED: That the points raised within the discussion would be brought back once drafted to ensure the Committee has a clear understanding of the priorities to be monitored.

45/23 RESEARCH AND GOVERNANCE FRAMEWORK UPDATE

The August meeting saw the first appearance of the Welsh Government and Health and Care Research Wales (HCRW) national NHS Research and Development Framework. The proforma had now been completed by WAST and Andy Swinburn updated members on the intense but positive meeting he attended last week with six attendees from Healthcare Research Wales (HCRW). There was particular interest in the NED academic recruitment and the level of interest shown and how this sits with our University Trust Status. HCRW asked about links with Swansea University given the history of Swansea pre-hospital care space. Andy Swinburn noted there was a need to make the links clearer going forward.

A refresh of the Clinical Strategy was imminent and would become a Clinical Plan, with a separate but linked Research and Development Plan.

A good discussion on succession planning and capacity of researchers and how the Trust could build the team was had with HCRW and members, and the need to build on the existing but small team and support the wider organisation getting involved in research and innovation - not as a separate role but embedded into job descriptions and business as usual.

The submission framework was well received and the structure that this offered whilst noting the issue around acceptance of PhD roles and the Trust being unable to support them. The Committee would continue to monitor the maturity of the framework and support the refreshing of the research and innovation plan in 2024/25.

Hannah requested a report for a future agenda looking at what the opportunities and barriers were to understand why people were not taking them up and how the Trust could increase and grow its capacity.

The next steps were vague and outcomes following the meeting were awaited which would inform the next steps. Andy Swinburn agreed to link in with Trish Mills to discuss how it would relate to the Committee.

It was recognised that there were elements of research within the Advanced Paramedic Practitioner job description, but the level of involvement may be significant and impact their patient facing activity. Further work was needed to review what is done around multi professional advanced practice to ensure the four pillars of advanced practice, were addressed.

Hannah concluded by saying it was a good opportunity for the Trust to think strategically and ensure energy was focused on prioritising and using the capacity to move forward. She thanked Andy Swinburn, Nigel, and the team.

RESOLVED that the contents were noted and assurance of our organisational journey in delivery against the Framework was gained.

46/23 ACADEMIC PARTNERSHIPS COMMITTEE TASK & FINISH GROUP UPDATE REPORT

Hannah Rowan confirmed that much of the business had already been covered and that the report would be taken as read.

Members agreed that as and when the hurdles around the University Trust Status had been overcome, a debate would be had around not just the name change for the insertion of the word 'university', but a broader discussion on the name of the organisation.

RESOLVED: That the update report was received.

47/23 COMMITTEE PRIORITIES Q3 PROGRESS UPDATE AND CYCLE OF BUSINESS MONITORING REPORT

Hannah Rowan commented on the importance of how the Committee holds itself to account and moving forward it would be aligned further to the IMTP priorities.

Attention was needed in communicating to the wider organisation the purpose and focus of this Committee which would be discussed at the next agenda setting meeting, prior to the 2023/24 effectiveness reviews.

RESOLVED: That the report was noted.

48/23 KEY MESSAGES FOR BOARD DECISIONS / ACTIONS

These messages would be picked up in the highlight report and reported to the next Trust Board meeting.

49/23 DATE OF NEXT MEETING:

The date of the next Committee meeting is 16 January 2024.

ACTION LOG **Academic Partnerships Committee**

Ref	Date	Agenda Item	Action Note	Responsible	Due Date	Progress/Comment	Status
25/23	15 August 2023	**Action Log/ Matters Arising**	**To revisit the longstanding MOU with Life Sciences Hu**	Nigel Rees	16 January 2024 ~~24 October 2023~~	**24.10.23:** It was agreed that this action would be carried forward to the next meeting of the Committee in January 2024. It was noted that work is progressing, but that a fuller update could be provided in January. MOU Life Scienes Action - agreed that this would be picked up later on in 2024. Extend the date at the meeting in January	Open
41/23	24 October 2023	**Action Log/ Matters Arising**	**Engagement Mapping Document to be Shared w/Committee [related to action generated at the August 2023 meeting ref 32/32]**	Estelle Hitchon	1 January 2024	**24.10.23:** EH advised that this action has been completed and she will retain the document for use by colleagues. It was asked that this document be stored in a central location and that if any changes are learnt of, to inform EH. It was agreed that for the request for this to be in a central location / distributed to the Committee and wider colleagues be an additional action for the Committee.	Open
2/23, 44/23, 45/2	24 October 2023	**Various**	**Addition of Items on Committee Forward Planner**	Alex Payne	25 October 2023	1) Inclusion of receipt of research publication when available ref 'Principles for excellence in interprofessional simulated learning activity - a common proficiencies framework'; 2) Update on the Committee IMTP-related content (from the meeting on the 24/10/23). 3) Development of Research Capacity; to be brought back at a future meeting (added to Planner for January 2024).	Complete

AGENDA ITEM No	**5**
OPEN or CLOSED	**Open**
No of ANNEXES ATTACHED	**1**

Research & Innovation (R&I)
Academic Partnership Committee update

MEETING	Academic Partnership Committee
DATE	16 January 2024
EXECUTIVE	Andy Swinburn
AUTHOR	Dr Nigel Rees
CONTACT	Nigel.rees5@wales.nhs.uk

EXECUTIVE SUMMARY

1. This paper presents a Research & Innovation (R&I) update to the Academic Partnership Committee (Appendix 1). The format follows the NHS R&D Framework. This is the first instance of using this reporting style and as it is presented since the recent WAST/Welsh Government (WG)/Health and Care Research Wales (HCRW) annual review and therefore a more comprehensive report is provided. Future reports will be in highlight form.

RECOMMENDATION

2. **The Academic Partnership committee reviews the update and continues to provide support and advice.**

KEY ISSUES/IMPLICATIONS

A broad range of issues/implications outlined within Appendix 1 around embedding research within NHS Wales and WAST as reflected against NHS R&D Framework.

REPORT APPROVAL ROUTE

Not applicable.

REPORT APPENDICES
Appendix 1: Academic Partnership Committee Research & Innovation update

REPORT CHECKLIST			
Confirm that the issues below have been considered and addressed		**Confirm that the issues below have been considered and addressed**	
EQIA (Inc. Welsh language)	NA	Financial Implications	NA
Environmental/Sustainability	NA	Legal Implications	NA
Estate	NA	Patient Safety/Safeguarding	NA
Ethical Matters	NA	Risks (Inc. Reputational)	NA
Health Improvement	NA	Socio Economic Duty	NA
Health and Safety	NA	TU Partner Consultation	NA

SITUATION

3. This paper serves to provide an R&I update to the Academic Partnership Committee (APC) following our annual performance management meeting, and future submissions will focus on highlights. The current position is based on our submission and feedback from Welsh Government (WG)/Health and Care Research Wales (HCRW), information received by the WAST R&I Office, and relevant activities undertaken against the NHS R&D Framework10 pillars:

BACKGROUND

4. The NHS Research & Development (R&D) Framework was developed in 2023 to outline what research excellence looks like in NHS Wales. The Framework is being used for multiple purposes including supporting broader strategic discussions between the Research and Development Division (RDD), and Welsh Government (WG), and considering NHS organizational performance.

ASSESSMENT

5. WAST continues to grow its R&I capacity and capability to develop, deliver, and disseminate high-quality R&I
6. WAST continues to embed the NHS R&D Framework but continues to face challenges with engagement and recruitment to R&I projects.
7. WAST continues to lead and contribute to high-quality R&I which is continuing to develop new knowledge, and insights, and making a high-level impact on policy and practice.

RECOMMENDATION

8. **The Academic Partnership Committee reviews the update and continues to provide support and advice.**

Appendix 1

Academic Partnership Committee

Research & Innovation update

The NHS Research & Development (R&D) Framework was developed in 2023 to outline what research excellence looks like in NHS Wales. The Framework is being used for multiple purposes including supporting broader strategic discussions between the Research and Development Division (RDD), Welsh Government (WG), and considering NHS organizational performance.

This paper serves to provide a comprehensive update following our annual performance management meeting, and future submissions will focus on highlights. The current position is based on our submission and feedback from Welsh Government (WG)/Health and Care Research Wales (HCRW), information received by the WAST R&I Office, and relevant activities undertaken against the NHS R&D Framework10 pillars:

Highlights:

- To meet the aims of organisational assessment, the NHS R&D Framework was formally presented to the Clinical Directorate, Assistant Directors Leadership Team (ADLT), Academic Partnership Committee (APC) and Executive Leadership Team (ELT).
    - Two individuals provided contributory content which was included in the submission for discussion at the annual performance management meeting with HCRW/WG on 6th November 2023. The submission and response from WG/HCRW has previously been provided to APC.
- 12th/10/2023 meeting to present and discuss WAST R&I Governance and the NHS R&D Framework. Attendees included: Assistant Director of Research & Innovation, Assistant Director of Quality Governance, Executive Director of Quality & Nursing, Director of Paramedicine, Director of Partnerships and Engagement, Assistant Director of Digital Services: Data & Analytics, and Corporate Board Secretary.
- Clinical Research Officer Cendl Xanthe won best poster at Health and Care Research Wales annual conference. Research Offices Lauren Smyth & Lauren Williams finalists in WAST Awards.
- 13th December 2023 UK National Ambulance Research Steering Group Benchmarking exercise in Birmingham. Report to be published in 2024
- DEPWoC: Drivers and Experiences of Pregnant Women Calling NHS 111 Wales for pregnancy-related reasons. Submission to HCRW Integrated Funding Scheme Led by Dr Mike Brady
- Successful collaborators with York University on UKRI bid for AI Centre for Doctoral Training in Lifelong Safety Assurance of AI-enabled Autonomous Systems (SAINTS)

- Dr Nigel Rees Assistant Director of Research & Innovation appointed Visting Professor at the University of Warwick Medical School Clinical Trials Unit.
- Regional WAST R&I workshops conducted in Cwmbran and Swansea, North Wales to be delivered in February 2024. Presentations included PRIME Centre Wales, HCRW Faculty, WAST staff, and R&I collaborators. Included session on the HCRW Framework and staff input into WAST R&I Strategy.

STRATEGY	
• Staff engagement into the WAST R&I Strategy/plan through three regional workshops; continued data collection, analysis, and coding • Strategic oversight and advisory role of APC has been established	•
GOVERNANCE AND LEADERSHIP	

• R&I continues to be embedded in WAST Governance and leadership, reporting through Clinical Quality Governance Group (CQGG), ADLT and the APC. HCRW/WG welcomed the creation of the APC (chaired by the Independent Board Member for research) but were surprised to learn of no external academic representation on the committee.
• WAST attendance on 13th Dec of UK National Ambulance Research Steering Group Benchmarking exercise in Birmingham. Report to follow in 2024.
• New Head of R&I Job description currently being evaluated with a view to appointing in 2024
• Support and development of new R&I Investigators:
  ○ Dr Mike Brady Consultant Clinician NHS 111 - submission of DEPWoC to HCRW Integrated Funding Scheme
  ○ Dr Nigel Rees Assistant Director of Research & Innovation - appointed Visting Professor at University of Warwick Medical School Clinical Trials Unit.
  ○ Steve Magee Consultant Paramedic/ Central & West Clinical Lead - being developed as Principal Investigator on SIS Trial in set up
• The SALVAGE Trial, of which Nigel Rees is a member of the central research team, now has Medicines Health Regulatory Authority (MHRA) and ethics approval. This initially aimed to be a Pre-hospital Trial, but it could not progress down this route as WAST does not have an available/suitable medical principal investigator as per MHRA obligations for this trial type.
• HCRW/WG felt that WAST's research and development programs were heavily reliant on Nigel Rees. They also felt there were few if any visible research leaders in academic institutions from the paramedic community and from pre-hospital care.
• The HCRW Faculty has supported workshops to raise the profile and promote the benefits of paramedics undertaking a research career	

PARTNERSHIP AND COLLABORATION	
• Continued collaboration with Swansea University, Warwick University and more recently the University of York. • Successful collaborators with York University on UKRI bid for AI Centre for Doctoral Training in Lifelong Safety Assurance of AI-enabled Autonomous Systems (SAINTS) • WAST continues to lead the Welsh Health Drone Innovation Partnership. Submission Dec 2023 co-produced a submission to the following call: SBRI: Enhancing medical supply chain resilience with drones. • At the annual performance management meeting with HCRW/WG the R&I Team were advised to improve R&I engagement of academics leading paramedicine programmes in Swansea and Glyndwr Universities. Meetings have been planned for 2024 to take these discussions further. • Successful bid for PhD funding program for Human-AI Collaboration for Resilient Emergency Care. Now recruiting candidates to be co-supervised by a WAST researcher.	•
RESEARCH SUPPORT	
• The WAST R&I Office continues to support the development and delivery of R&I projects. R&I tracker presented monthly at the Clinical Directorate Business Meeting. Current focus includes: o PEACE 3 Large-scale bid to National Institute of Health Research (NIHR) o SALVAGE Trial o 3D Drones o Welsh Health Drone Innovation Partnership o 999 RESPOND	•
RESEARCH DELIVERY	
• Continue to deliver PARAMEDIC 3 Trial. Despite continued efforts, this study has suffered from limited engagement and uptake from clinical and operational colleagues, with high numbers of missed enrolments and recruitment is significantly lower than the PARAMEDIC 1 and 2 Trials and other UK ambulance trusts. We continue to address feedback that other UK sites face, such as low staff morale, but continue to explore ways to improve on low recruitment particular to WAST. Request APC to provide help and advice. • Recruitment to the RAPID trial has begun and encountered delays in setup due to this being a complex intervention with significant clinical, medicine management and training requirements.	•
FINANCE	
• We continue to adhere to ACCORD guidance to identify and recover all R&I costs. • Finance return submitted to HCRW/WG which included request for resources to support further staff appointments which was also requested/discussed in annual performance meeting	•
NHS WORKFORCE CAPACITY AND CAPABILITY	
o WAST R&I Core team continues to grow and includes three. All core staff are partly funded from WAST and HCRW. • No externally funded development or innovation posts.	o

• Clinical Research Officers are funded through grant capture on a secondment/fixed-term basis. HCRW/WG has asked WAST to consider whether fixed-term roles are strategically sensible and whether the organisation can be less risk-averse in its approach. A fourth (Clinical) Research Officer secondment/fixed term position is currently being advertised to cover SIS Trial in set up and maternity leave.	
PUBLIC INVOLVEMENT AND PARTICIPATION	
○ WAST continues to be committed to the principles of public involvement in all aspects of research. All studies have significant public involvement, which includes the high-quality activity in this area we have collaborated on with our R&I partners in Swansea Trials Unit and PRIME Centre Wales, demonstrating WAST's continued commitment to the principles of public involvement in all aspects of research. ○ We are actively building public involvement capacity in WAST to support studies sponsored, including the current PEACE 3 study development. We have consulted widely including our Partners in the Healthcare Team. This development will contribute to current grants and will be supported by a Standard Operating procedure (SOP) which is in development.	○
COMMUNICATIONS AND ENGAGEMENT	
○ WAST now fielding representation from the communications team to the Health and Care Research Wales Communications Alliance. ○ Meeting took place on 19th Dec 2023 to discuss a Memorandum of Understanding with Life Sciences Hub Wales. In attendance: Director of Partnerships and Engagement, Assistant Director R&I, and Assistant Director of Quality Governance. Action Dir Partnerships & engagement to engage with LSHW contact, AD R&I to raise at All Wales innovation Leads Group. ○ HCRW/WG encouraging WAST to develop a more systematic and institutional approach to partnerships and potential future joint appointments	○
RESEARCH IMPACT	
○ WAST R&I continues to be cited, making a major contribution to the body of knowledge, and achieving international impact on policy and practice. For instance, the PARAMEDIC 2 Trial [1], for which WAST were coauthors, was published in the *New England Journal of Medicine* which is internationally the highest impact factor medical journal, and the results continue to be adopted into international resuscitation guidelines. ○ The WAST-led simulation study of drone delivery of Automated External Defibrillator (AED) in Out of Hospital Cardiac Arrest (OHCA) in the UK was published in *Plos One* [2] and cited as one of only four such projects in the International Consensus on Cardiopulmonary Resuscitation and Emergency Cardiovascular Care Science with Treatment Recommendations [3]. **References** 1. Perkins, G.D., Quinn, T., Deakin, C.D., Nolan, J.P., Lall, R., Slowther, A.M., Cooke, M., Lamb, S.E., Petrou, S., Achana, F. and Finn, J., 2016. Pre-hospital assessment of the role of adrenaline: measuring the effectiveness of drug administration in cardiac arrest (PARAMEDIC-2): trial protocol. Resuscitation, 108, pp.75-81 2. Rees, N., Howitt, J., Breyley, N., Geoghegan, P. and Powel, C., 2021. A simulation study of drone delivery of Automated External Defibrillator (AED) in Out of Hospital Cardiac Arrest (OHCA) in the UK. *Plos one*, *16*(11), p.e0259555. 3. Berg, K.M., Bray, J.E., Ng, K.C., Liley, H.G., Greif, R., Carlson, J.N., Morley, P.T., Drennan, I.R., Smyth, M., Scholefield, B.R. and Weiner, G.M., 2023. 2023 International Consensus on Cardiopulmonary Resuscitation and	○

Emergency Cardiovascular Care Science With Treatment Recommendations: Summary From the Basic Life Support; Advanced Life Support; Pediatric Life Support; Neonatal Life Support; Education, Implementation, and Teams; and First Aid Task Forces. Resuscitation, p.109992.

Recent publications

Couper, K., Ji, C., Lall, R., Deakin, C.D., Fothergill, R., Long, J., Mason, J., Michelet, F., Nolan, J.P.,… Rees, N. Evans, C…Nwankwo, H. and Quinn, T., 2024. Route of drug administration in out-of-hospital cardiac arrest: A protocol for a randomised controlled trial (PARAMEDIC-3). *Resuscitation Plus*, *17*, p.100544.

Rees, N., Todd, D., Fioerntino, F., OMera, P., Williams, J., Williams, L. and Hawkes, C., 2023. Protecting Emergency Medical Services (EMS) Staff from Aggression and Violence in Conflict Encounters (PEACE1): A survey of Wales Adults attitudes in 2022. *medRxiv*, pp.2023-11.

Pocock, H., Ji, C., Deakin, C.D., Quinn, T., Nolan, J.P., Rees, N., Charlton, K. and Finn, J., (2023) Adrenaline for traumatic cardiac arrest: a post hoc analysis of the PARAMEDIC2 trial. https://doi.org/10.1016/S0300-9572(23)00696-2 https://www.postersessiononline.eu/173580348_eu/congresos/ERC2023/aula/-P_401_ERC2023.pdf

Porter A, Aslam R, Driscoll T,…Rees. N. Watkins, A et al (2023) PP58 Case management of people who call 999 frequently – qualitative study of the perspective of people providing and receiving care (STRETCHED)Emergency Medicine Journal 2023;40:A24.

Driscoll T, Waseem Aslam R, Edwards A…Rees, N…. *et al*OP06 Effects of case management on emergency service usage and mortality of people who call 999 frequently (STRETCHED): emerging results of linked data analysis. *Emergency Medicine Journal* 2023;**40:**A3-A4.

Evans BA, Khanom A, Edwards A,.. Rees, N. et al. Experiences and views of people who frequently call emergency ambulance services: a qualitative study of UK service users. *Health Expect*. 2023; 27:e13856. doi:10.1111/hex.13856

Please outline ways in which Health and Care Research Wales and R&D Division in WG can support your organisation with the implementation of the framework

Update on response to this section:

- WAST does not receive an allocation for Research Development. Despite this, all our research has required significant input into their development. HCRW and the R&D could help by acknowledging this and providing resource to support.
    - No developments
- Requested support/resource be made available from WG/HCRW to appoint a deputy for the AD R&I.
    - Included request in the spending plan submission to HCRW/WG for 2024-25

- Limited awareness across NHS, Universities and WG of HRA guidance on student research may benefit from further engagement with universities and clarity for the NHS.
    - No update from HCRW/WG
    - Ongoing discussions and meetings with NHS and University partners
- R&I Office is no longer formally part of applications processes for HCRW funding such as RCBC Wales which may undermine their role in supporting applications and addressing any challenges faced by applicants as recently experienced. Requested HCRW to consider if the R&I office should be? sighted or formally involved in the process:
    - No response in performance management meeting.
    - NR raised in NHS Leadership meeting 24th October 2023 and was supported by other R&D Directors. WG/HCRW to consider in future plans.
- Few senior academic opportunities exist for ambulance service researchers in the NHS
    - HCRW welcomed the appointment of Dr Nigel Rees as Visting Professor at the University of Warwick Medical School Clinical Trials Unit but felt there should be a more systematic and institutional approach to such partnerships and potential future joint appointments.
    - Discuss how APC can support the development of such future joint appointments.
- Continue to support standardised and consistent approaches such as the Non-Commercial Model Agreements and SOECAT, but also the training support in applying them.
- Requested clarity and timelines on statutory instruments and processes in areas such as Information Governance. This includes Confidential Advisory Group (CAG) 251 approval, national data opt-out in England/National Data Promise for Wales.
    - No update from HCRW/WG
- Requested guidance and support with the increase in linked and trusted research environments research such as SAIL.
    - No update from HCRW/WG
- Requested HCRW and R&D Division in WG to consider and highlight across other WG divisions and the NHS, the need for high-quality research and trials whilst exploring ways of improving the efficiency and timeliness of such research.
    - No update from HCRW/WG
    - Continue to raise with stakeholders and decision makers.
- Consider better alignment between Welsh Government and HCRW across areas such as Innovation, Digital, Improvement and Value Based Healthcare which sometimes seem to compete.
    - No update from HCRW/WG

The NHS R&D framework can be accessed here -

https://healthandcareresearchwales.org/sites/default/files/2023-07/NHS_RD_Framework-FINAL_eng.pdf

AGENDA ITEM No	**7**
OPEN or CLOSED	**Open**
No of ANNEXES ATTACHED	**0**

Academic Partnership: IMTP Priorities 2024/25

MEETING	Academic Partnership Committee
DATE	16 January 2024
EXECUTIVE	Estelle Hitchon, Director of Partnerships and Engagement
AUTHOR	Estelle Hitchon, Director of Partnerships and Engagement Alex Crawford, Assistant Director of Strategy and Planning
CONTACT	estelle.hitchon2@wales.nhs.uk

EXECUTIVE SUMMARY

1. This paper provides a brief update on the likely IMTP priorities for 2024/25 which will fall within the ambit of the Academic Partnerships Committee.

2. At the time of writing, a workshop is due to be held on 11 January 2024 which will confirm whether there are likely to be any updates to previous years' priorities and this will be presented to Committee by way of verbal update at this meeting.

Recommendation

3. **That Committee notes the content of this paper and the verbal update which will be provided to it at the meeting, the content of which will be informed by the IMTP workshop planned for 11 January 2024.**

KEY ISSUES/IMPLICATIONS

4. Confirmation of the 2024/25 IMTP priorities as they apply to this committee will help inform the scrutiny and assurance aspect of Committee's work over the next 12 months.

REPORT APPROVAL ROUTE

Not applicable.

REPORT APPENDICES
None.

REPORT CHECKLIST			
Confirm that the issues below have been considered and addressed		**Confirm that the issues below have been considered and addressed**	
EQIA (Inc. Welsh language)	N/A	Financial Implications	X
Environmental/Sustainability	X	Legal Implications	X
Estate	X	Patient Safety/Safeguarding	X
Ethical Matters	X	Risks (Inc. Reputational)	X
Health Improvement	X	Socio Economic Duty	X
Health and Safety	X	TU Partner Consultation	X

Situation

5. This paper provides a brief update on the likely IMTP priorities for 2024/25 which will fall within the ambit of the Academic Partnerships Committee.

6. At the time of writing, a workshop is due to be held on 11 January 2024 which will confirm whether there are likely to be any updates to previous years' priorities and this will be presented to Committee by way of verbal update at this meeting.

7. While there is likely to be a refresh of discrete actions, given that some of them are now complete or well in train, it is unlikely that overall priorities will alter to any great degree, given their broad-brush nature and the fact that there is still much to do in each realm.

8. That said, and recognising that the original APC/UTC priorities were taken from the IMTP priorities extant at the time, together with Committee's recent discussions on the matter, there may be some additions/removals once a full prioritisation exercise has been undertaken as part of the IMTP development process.

Background

9. By way of summary, the original (dating from 2021/22 and subsequently rolled over) APC IMTP priorities were:

Priority One: Digitisation enabling better outcomes

a) Deployment of our digitised patient record system (ePCR) resulting in reduced reliance on paper records and improved capability to share secure information with other healthcare providers.
b) Improved access to integrated intelligent information, enhancing opportunity for research/clinical audit working with academic partners to understand patient profile and outcomes
c) Explore development and deployment of artificial intelligence and machine learning to reduce clinical risk and improve optimisation of operations.
d) Introduction of video triage in the remote clinical assessment environment (111/999 Clinical Support Desk) to assist in assessing patients, resulting in improved patient management and system benefit. Partnering opportunity with industry and academia to integrate systems and identify patient and system-level impacts to evaluate benefit and continue to refine and develop accordingly

Priority Two: Advanced practice and specialist working, consult and close and service transformation, including research

a) Significantly enhance quota of clinicians working at advanced practice level (with ongoing professional development), both in community and clinical contact centre environments, requiring extensive continued engagement with

academic partners, including for example curriculum development and opportunity for PhD level study and beyond.

b) In addition to advanced practice, further development of clinicians working in specialist roles, to further enhance the Trust's current portfolio that includes paramedics specialising in trauma and critical care as well as the Trust's new palliative care paramedics.

c) Mobilise and grow research capacity & capability in our workforce and develop research leaders for the future.

d) Development of the "consult and close" clinical triage approach within clinical contact centres, with appropriate opportunities for academic review of audit data and resultant research into patient experience and outcome to inform future steps

e) Reduced conveyance as a result of a) and b) above, with an opportunity to work with academic partners on ongoing data collection, review and interrogation as part of action research in the live environment

Priority Three: Decarbonisation, fleet modernisation and sustainability

a) Work with academic and commercial partners on options in relation to further decarbonisation of fleet and estate, including alternative fuel vehicles etc

b) Work with academic and commercial partners on further approaches to sustainable working practices, reduced consumption, eco building design etc

Assessment

10. Following a recent discussion at Committee on possible priorities/appropriate Committee for scrutiny and assurance moving forward, the following matters will be considered in the IMTP development process and reported to Committee, initially verbally following the 11 January 2024 workshop:

a) Growth in research capacity and Committee oversight of research.

b) Emphasis on partnerships – with a mapping exercise of the partnerships that exist in the academic partnerships space. Initial discussions have already been held between the Assistant Directors of Research and Quality Governance and the Director of Partnerships and Engagement on this, with a planned presentation to Committee in 2024/25. It is unlikely to constitute a priority in its own right.

c) Determining the role of the committee in supporting education, learning and development, particularly in the relation to innovation in learning, education and development.

d) Determining the appropriate committee oversight of decarbonisation.

e) Determining to what extent some of the extant priorities require refresh and/or actions within them are complete or have become "business as usual" activities.

Recommendation

1) That Committee notes the content of this paper and the verbal update which will be provided to it at the meeting, the content of which will be informed by the IMTP workshop planned for 11 January 2024.

AGENDA ITEM No	**8**
OPEN or CLOSED	**OPEN**
No of ANNEXES ATTACHED	**3**

COMMITTEE EFFECTIVENESS REVIEW 2023/24

MEETING	Academic Partnership Committee
DATE	16 January 2023
EXECUTIVE	Trish Mills, Board Secretary
AUTHOR	Trish Mills, Board Secretary
CONTACT	Trish.mills@wales.nhs.uk

EXECUTIVE SUMMARY

1. The Trust's Standing Orders and Committee Terms of Reference require that Board Committees evaluate their effectiveness annually and prepare an annual report to the Trust Board.

2. As a result of the response to questionnaires completed by members and attendees a number of changes are now proposed to the Committee's operating arrangements and its terms of reference.

3. This report includes the responses to the questionnaires (at Annex 1), a draft Annual Report from the Committee to the Board (at Annex 2) and proposed marked up changes to the Terms of Reference (at Annex 3).

RECOMMENDATION:

4. The Committee is requested to:

   (a) Review and approve the draft Annual Report at Annex 2.
   (b) Review and approve any further changes to the terms of reference at Annex 3;
   (c) Confirm the proposed changes to operating arrangements in response to issues raised in questionnaires as set out in the draft Annual Report; and
   (d) Set priorities for the Committee for 2023/24.

REPORT APPROVAL ROUTE
Executive Management Team notified of proposed changes by email 29 December 2023

REPORT APPENDICES
1. Annex 1 – Collated responses to effectiveness questionnaire 2. Annex 2 – Draft Committee Annual Report to Board 3. Annex 3 – Proposed changes to terms of reference (marked up)

REPORT CHECKLIST			
Confirm that the issues below have been considered and addressed		**Confirm that the issues below have been considered and addressed**	
EQIA (Inc. Welsh language)	N/A	Financial Implications	N/A
Environmental/Sustainability	N/A	Legal Implications	Yes
Estate	N/A	Patient Safety/Safeguarding	N/A
Ethical Matters	N/A	Risks (Inc. Reputational)	N/A
Health Improvement	N/A	Socio Economic Duty	N/A
Health and Safety	N/A	TU Partner Consultation	N/A

COMMITTEE EFFECTIVENESS REVIEW 2023/24

SITUATION

1. Annual effectiveness reviews are designed to evaluate the effectiveness of the Board and its Committees, review its operating arrangements, and propose changes to improve its support, challenge, scrutiny, and oversight responsibilities. Whilst we demonstrate the duty of quality by adopting a continuous improvement methodology to the Board and its Committees throughout the year, this annual effectiveness review is an opportunity to formally review membership, look back at the work of the Committee during the year, and set the Committee's priorities for the coming year.

BACKGROUND

2. The Trust's Standing Orders, Committee Terms of Reference, and codes of governance provide that Boards should routinely assess the effectiveness of their governance arrangements, of which the Board's Committees form an integral part. Each Committee must submit an annual report to the Board through the Chair setting out its activities during the year and including the review of its performance.

3. The 2023/24 effectiveness reviews adopt the following cycle:

Stage	Process
Stage 1: Evaluation Design	• Questionnaires for the Board Committees are developed by the Board Secretary in consultation with the Committee Chairs and Executive Leads. We adopted the same questionnaire as 2022/23 to see how the Committee has changed in comparison to this baseline.
Stage 2: Evaluation Process	• Questionnaires are issued to Committee members and core attendees as set out in the Terms of Reference with responses being anonymised. • Committee Chair, Executive Lead, Governance Officer, Governance Manager and Board Secretary review questionnaires, review Terms of Reference and propose initial amendments. • Responses are collated and this report summarises the findings and includes proposed recommendations to address issues raised.

Stage 3: Discussion and actions	• The proposed amendments to the Terms of Reference and the responses to the questionnaires are discussed by the Committee at this meeting.
Stage 4: Presentation to Audit Committee and Trust Board	• Any changes to the Terms of Reference and operating arrangements are recommended to the Audit Committee firstly on 30 April 2024 and then to the Trust Board together with the Committee's annual report on 30 May 2024.

ASSESSMENT

4. The Committee Chair and Executive Lead met with the Corporate Governance team for stage 2 on 7th December 2023. Responses to the questionnaires were collated and reviewed and they are attached at Annex 1.

5. The questionnaires sent to members and attendees provided an opportunity to gauge opinion on areas of good practice and areas that require improvement. Twenty questionnaires were sent out with 14 responses being returned (a 70% return rate which was similar to 2022/23).

6. Respondents were asked 27 questions around the themes of focus, engagement, team working, and effectiveness as well as free text on areas for development and what it should consider stopping, starting, and continuing. The standard questions also encouraged free text opportunities to explain or expand on choices.

7. The draft Annual Report attached at Annex 2 sets out in paragraphs 11 to 17 the proposed view of this Committee on its effectiveness. This is drawn from the responses to the questionnaire, a review of the Committee's adherence to its work plan during 2023/24, and the manner in which it has provided assurance to the Board. Changes to terms of reference and operating arrangements are proposed in the draft Annual Report for review and discussion by the Committee at this meeting. Changes to the draft Annual Report will be made following this meeting and ahead of its presentation to the Audit Committee and Board.

8. It is good practice for Committees to set priorities for the forthcoming year when they review their effectiveness. Such priorities may include a particular focus throughout the year, or in particular quarters. For example, the Committee may wish to prioritise more agenda time to any new issues it may be adopting in its terms of reference; focus on areas it may not have addressed as strongly last year or which are developing; or review of the Committee's risks, both operational and

strategic. It is recommended that such priorities are limited to two or three, and that they are tracked quarterly by way of an assurance report by the Board Secretary report to ensure they are on track. The Committee may wish to consider the following priorities based on the responses from the questionnaires:

(a) Risk reporting where appropriate (an action carried over from the 2022/23 review)
(b) Clarity on the purpose and focus of the Committee to be communicated to the wider organisation (an action carried over from the 2022/23 review)

RECOMMENDATION

9. The Committee is requested to:

(a) Review and approve the draft Annual Report at Annex 2.
(b) Review and approve any further changes to the terms of reference at Annex 3;
(c) Confirm the proposed changes to operating arrangements in response to issues raised in questionnaires as set out in the draft Annual Report; and
(d) Set priorities for the Committee for 2023/24.

Welsh Ambulance Services NHS Trust

Academic Partnership Committee Effectiveness Review 2023/24 Results

GIG CYMRU NHS WALES

Ymddiriedolaeth GIG
Gwasanaethau Ambiwlans Cymru

Welsh Ambulance Services
NHS Trust

Survey Summary

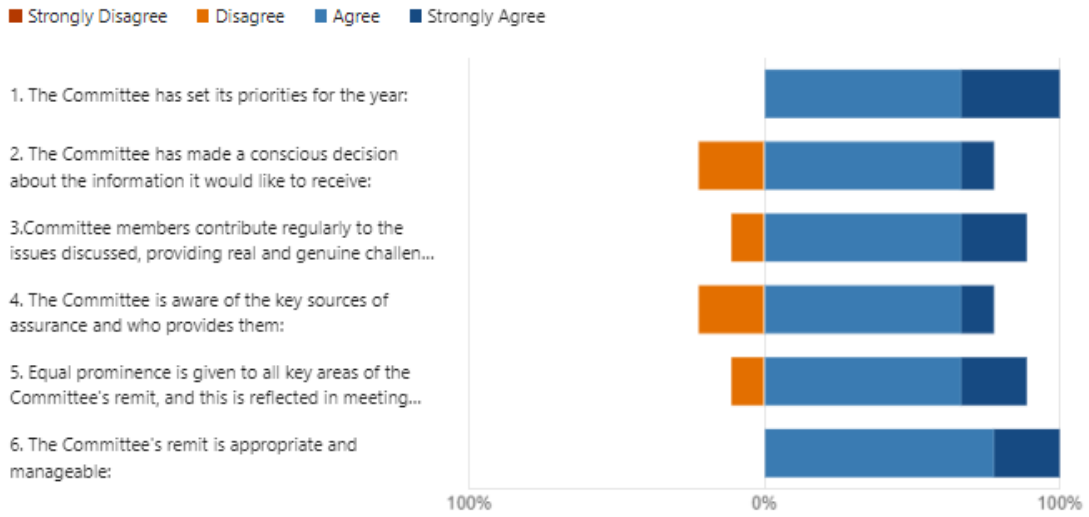
Survey Respondents included NEDs, management members, TU partners and Committee Governance Officer; **20 surveys sent, with 14 returned [which is a 70% response rate, versus a 69% response rate 22/23]**. This PPT sets out the survey results and groups free text responses into areas of focus.

Respondents were asked to provide more detail where they selected 'disagree' and 'strongly disagree', however some have also used the free text section to elaborate on 'agree' and 'strongly agree' answers. The raw data can be viewed at the **Summary Link**.

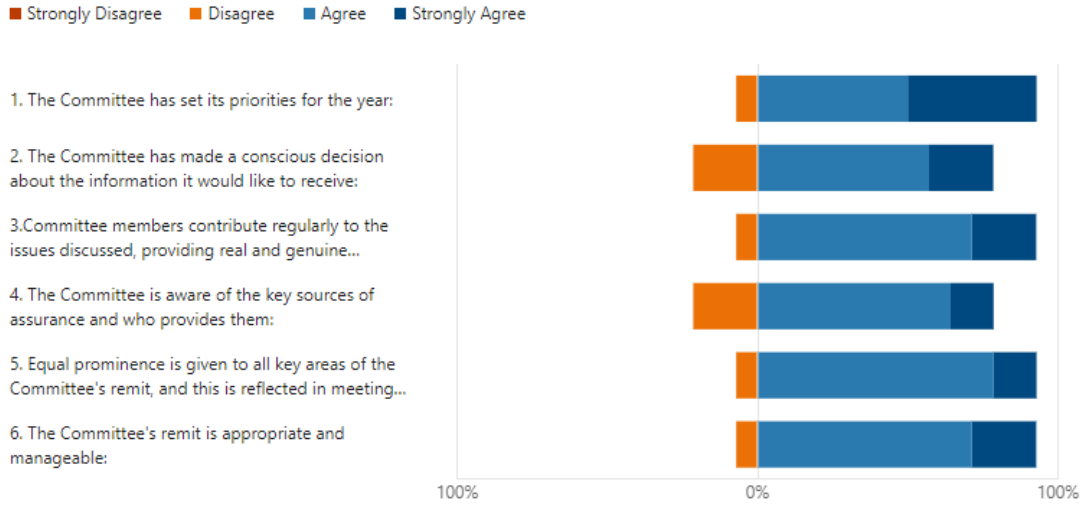
Non-Executive Director Member	3
Management Member	8
TU Partner (s)	2
Other	1

Theme 1: Committee Focus

2022/2023 Responses



2023/2024 Responses



Theme 1: Committee Focus

5 respondents (**36**%) answered **committee** for this question.

Maturity

I **disagreed as there are limited areas of assurance in this committee currently**. It's still very much in an **exploratory phase** for much of the areas we want to move into. We have often said this is different to the other assurance and oversight committees and have embraced that, but with that comes some uncertainty on assurance.

4) I think the **committee is aware of its sources of assurance**, but we perhaps need to **strengthen the quality** of some of them as our work develops.

The **committee is evolving** and as such is developing its strategic partnerships and way forward.

Remit

I am **not clear on the remit or purpose of the committee**. Also, **not sure the committee understands the assurance processes provided external** to WAST nor implications assumptions of activities conducted within WAST classed as academic and discussed at this committee.

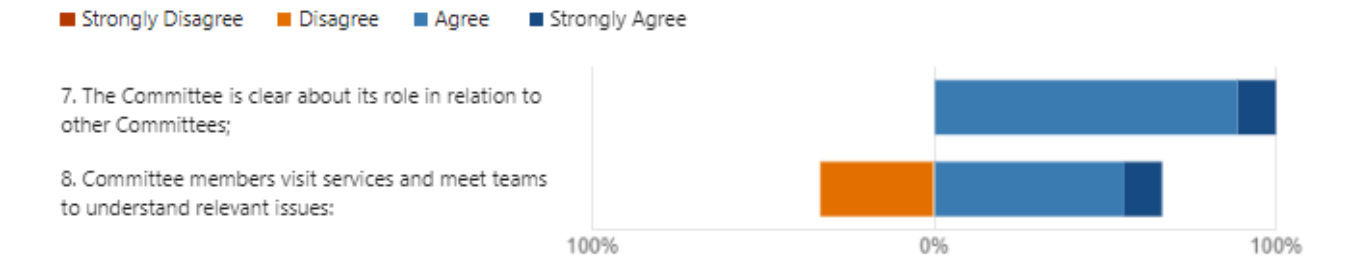
Not all members contribute all the time.

Information

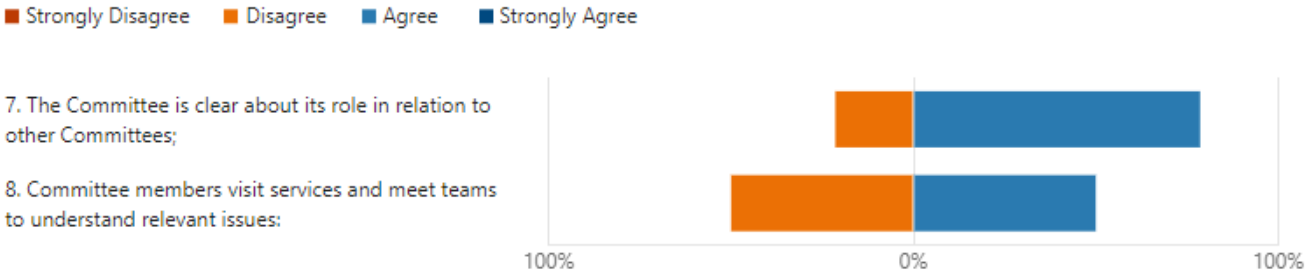
There is probably a bit more to balance the agenda and get the "**real people" to present**. There have been **significant improvements this year in the committee's operation**, but still some work to do in setting priorities - that said, the more engaging and fluid nature of the committee is welcome.

Theme 2: Committee Engagement

2022/2023 Responses



2023/2024 Responses



Theme 2: Committee Engagement

4 respondents (29%) answered **committee** for this question.

Engagement

Need to visit education and training facilities and talk to staff and learners face to face. Recent visit to Matrix was postponed so **need to rearrange**.

8 - We meet other teams by inviting input, **but don't currently do any visits as a committee (as agreed considering financial pressures).**

Haven't seen much evidence of this but it could be happening by individual members.

Members **do undertake engagement activities and we have an intention** to have a meeting in Matrix house which we will try and do this year.

The **committee does need to get out more.** Largely the overlap with PCC is resolved but still requires the occasional clarification.

Role

7 - In general, yes, though there may be **potential to redraw some of the lines around the learning portfolio in the future**.

The links with other committee work is **evolving strongly.**

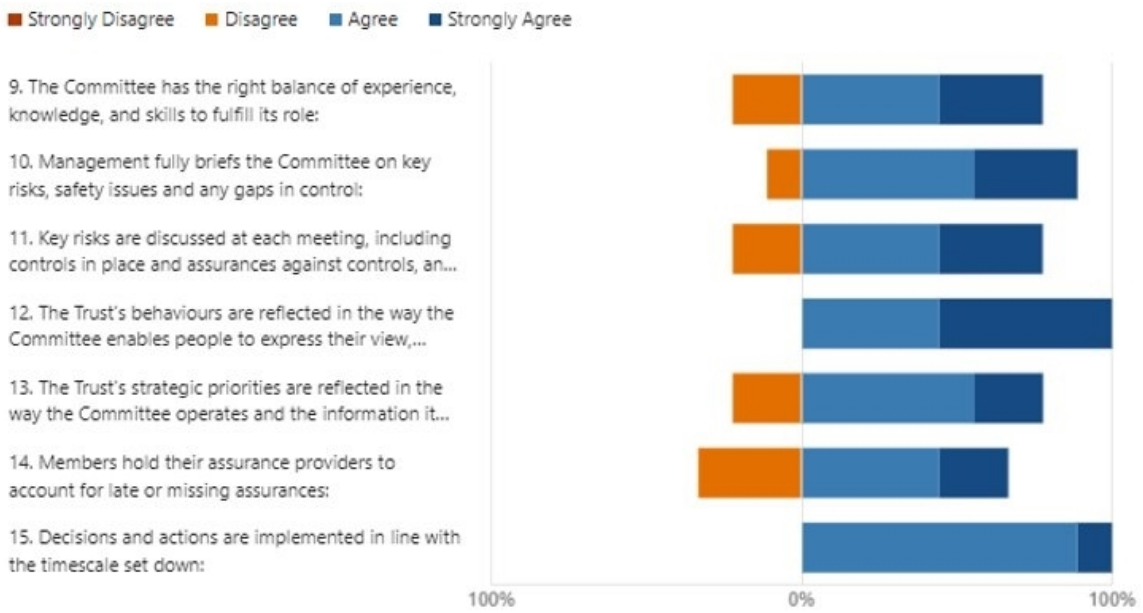
As above. Previous meetings I have attended have **lacked focus and muddle non-academic issues with business as usual**. For instance, a previous discussion on income generation explored competing with 3rd sector organisations such as St Johns, which was naive, reflected significant lack of corporate memory and I could not understand the academic connection.

There are also two **potentially conflicting R&I reports presented**, including a dashboard and tracker. I have previously raised my concern over the **assurances of the R&I Dashboard and how legislation and guidance from bodies such as Health Research Authority are observed?**

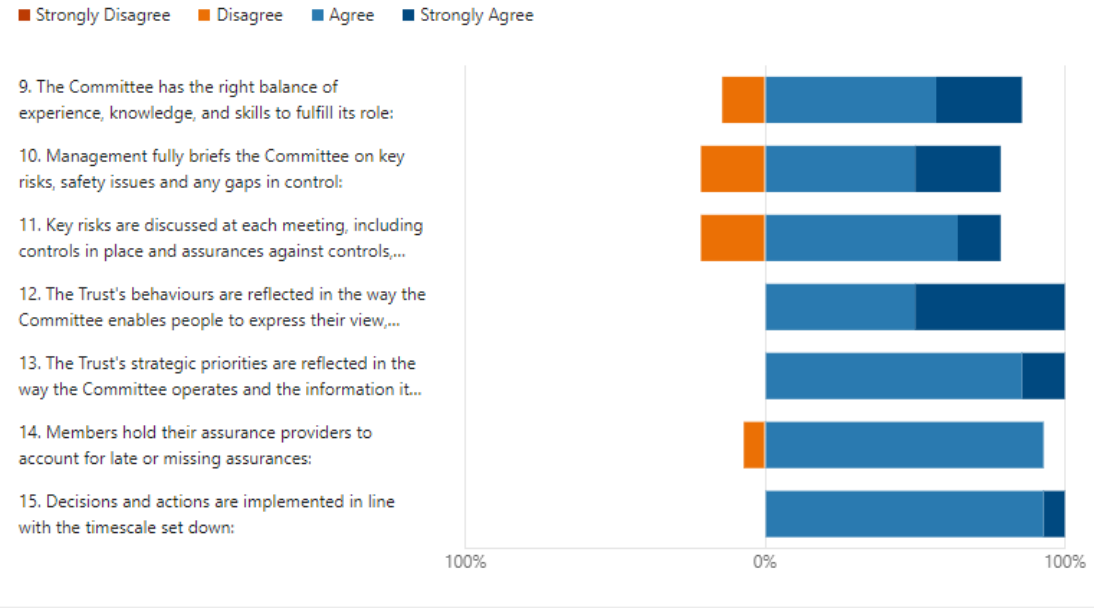
I am not clear what partnerships this group has fostered over-and-above those which were already long established. Finally, I am not sure how members of the group were identified, but as this is an academic committee, I would have **assumed there to have been significant representation from the academic** community, which I am not sure there is?

Theme 3: Committee Team Working

2022/2023 Responses



2023/2024 Responses



Theme 3: Committee Team Working

Behaviours

The **committee is collaborative** and collegiate in all its work.

Both the **Chair and group espouse** the highest standards of behaviours. They are **courteous, very supportive and play an excellent advocacy rol**e for research and innovation.

Risk Management

The committee **could focus more on risks** to the organisation and delivery.

While we don't yet have a clear risk register related to this committee's remit, **we do discuss risks but could do so more formally**.

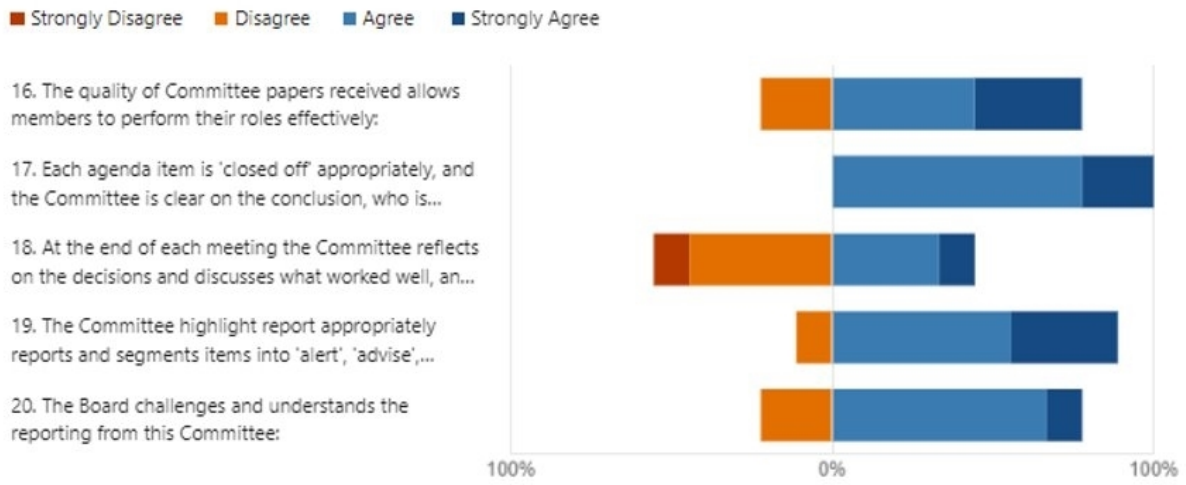
11 - We don't carry major risks formally on the risk register **but do always review risks within our work** e.g. how to navigate conflict of interest of a new NED potentially working within a Welsh university.

Skills

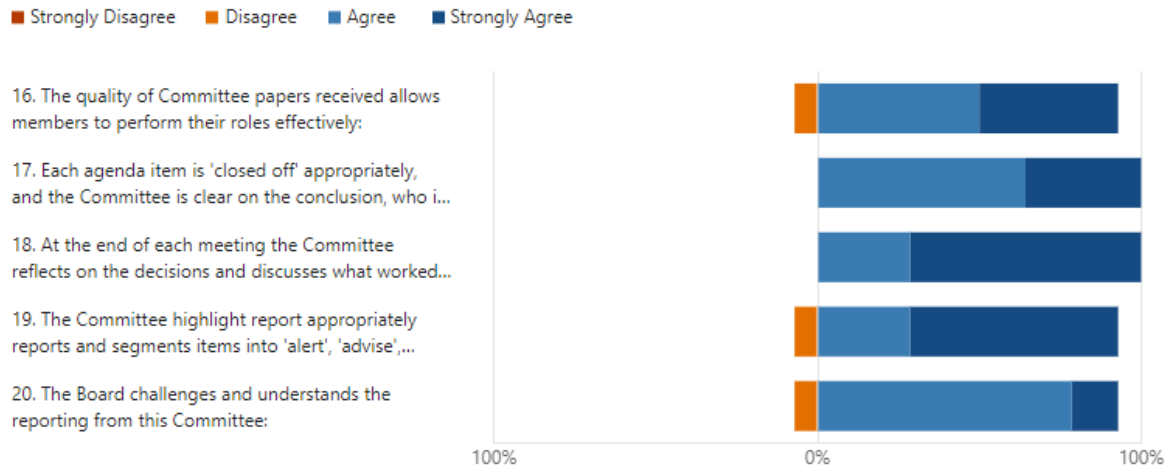
9 - We're looking **forward to expanding this further** when the new academic NED arrives.

Theme 4: Committee Effectiveness

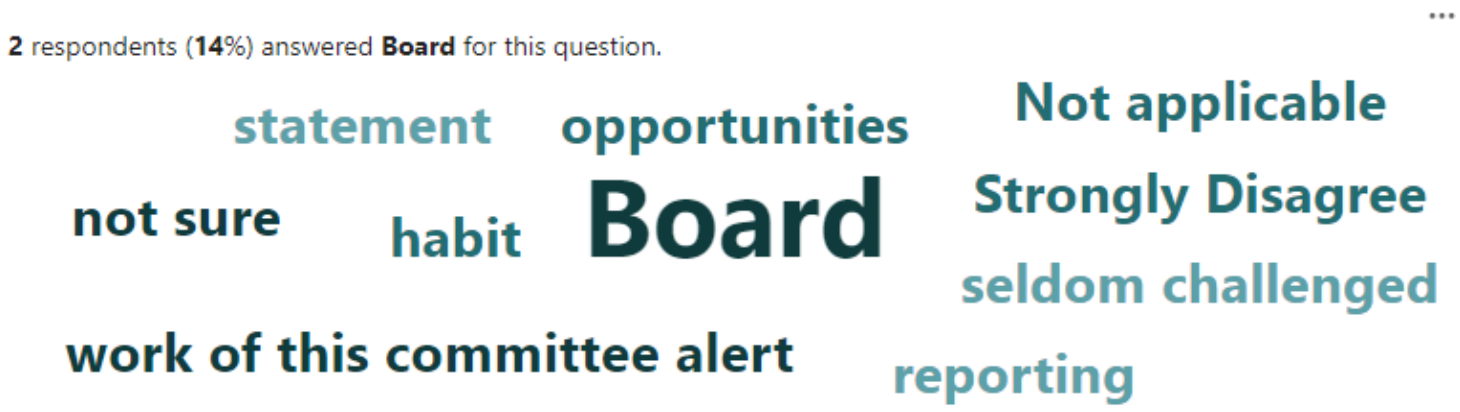
2022/2023 Responses



2023/2024 Responses



Theme 4: Committee Effectiveness



Reporting

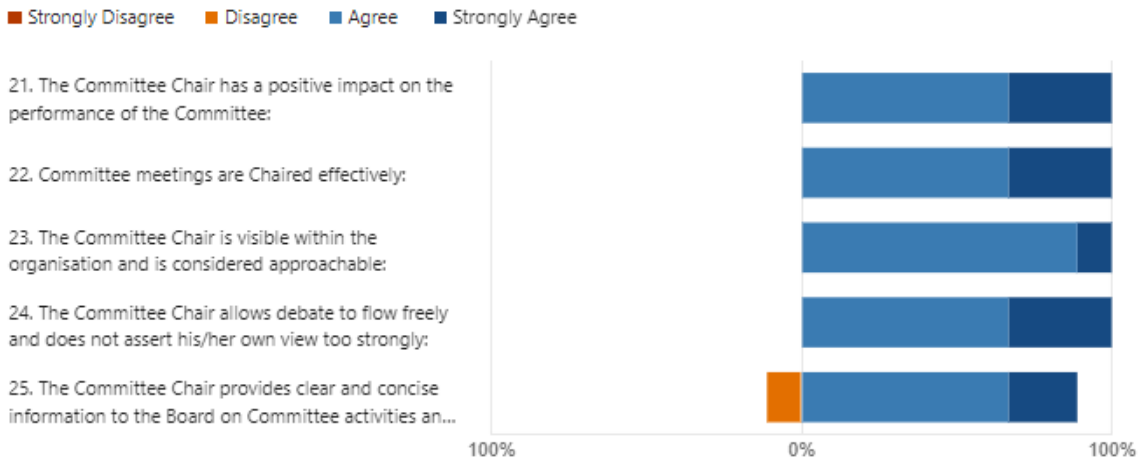
20 - I believe the Board understands our **reporting; it's seldom challenged.**

Not sure we have got into the habit of referencing the **alert, advise and assure.**

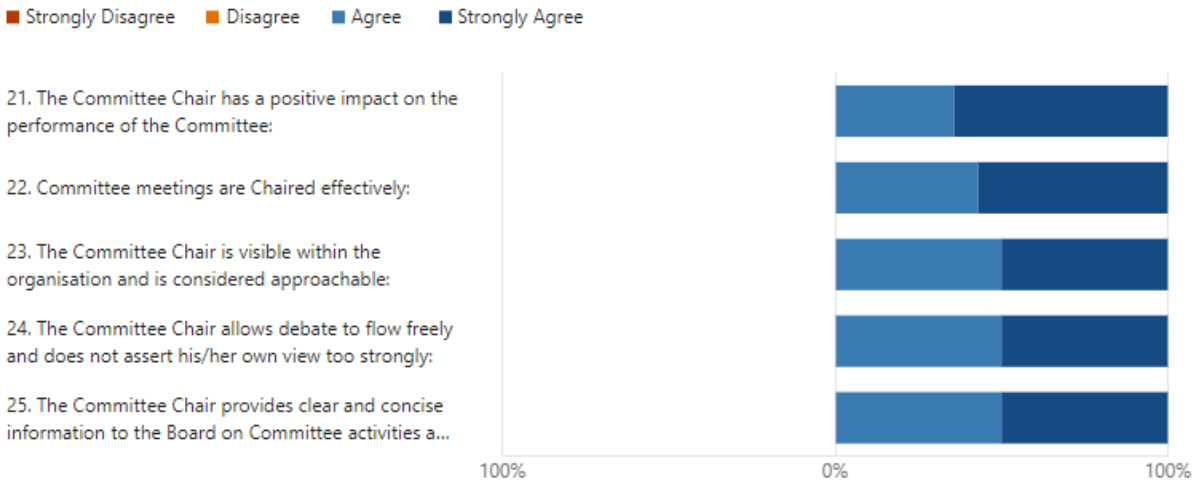
The **board sees the opportunities** that arise from the work of this committee.

Theme 5: Committee Leadership

2022/2023 Responses



2023/2024 Responses



Theme 5: Committee Leadership

3 respondents (**21**%) answered **chair** for this question.

This Committee **is Chaired very well,** and Hannah does an excellent job at setting the scene and **directing the conversation so that the meeting outcomes are achieved**. The meetings feel very productive and collaborative.

Work in progress but chair is very **keen to build visibility and pace** for this committee.

Hannah **does a tremendous job**.

Well led and discussion **flows well.**

Effective Chair with a committee with and evolving remit.

What should the Committee stop, start or continue to do?

Start

Embracing wider commercial, improvement, and innovation matters.

Directing Board efforts **to resource provision to fulfil** the management of key teams.

Receiving **more robust information about partnerships**.

Developing **meaningful, collaborative working** with associated industry and development partners.

Visiting learning environments and research areas.

Continue

Exploring research options and challenging our thinking.

Supporting research and innovation and strengthening its presence and translation into **tangible support for our long-term strategy**.

Continuing on its journey, with **less focus on UTS** and **more on** the broad church of **research, development, and innovation**.

The **approach to seeking reflections is very good** and feels appropriate and useful.

Getting to grips with the **research governance framework** and research agenda.

The Committee **is working well** and is very informative.

Are there any learning and development opportunities for members the Committee should consider?

Would be nice to arrange a **development day (face to face)** in the new year if possible.

The entire committee would benefit from **away days to commercial/innovation** functions (such as Life Science Hub, Innovate UK) to whet the appetite and strategic direction of the committee.

Thinking **differently, research opportunities**.

Attend a **Good Clinical Practice (GCP) course provided by Health & Care Research Wales**.

This is very much still **a new committee** and feels that way too. We could benefit as an academic partnership committee with **academic partners who could play a stronger role. This is still work in progress.**

Scope opportunities for the organisation outside of Wales and the UK.

Supporting the new academic NED's induction and support of the Committee and the Trust more widely.

ACADEMIC PARTNERSHIP COMMITTEE
ANNUAL REPORT 2023/24

SITUATION

1. The Trust's Standing Orders and Committee Terms of Reference require that Board Committees evaluate their effectiveness annually and present an annual report to the Trust Board.

BACKGROUND

2. As the factors underpinning effective governance can change, for example as people leave, organisations restructure, or strategy shifts, regular reviews of Board Committees ensure governance remains fit for purpose.

3. Standing Orders, Committee terms of reference, and Codes of Governance provide that Boards should routinely assess the effectiveness of their governance arrangements, of which the Board's Committees form an integral part.

4. The Committee met on 16 January 2024 and reviewed its terms of reference, responses to questionnaires completed by members and attendees, and its operating arrangements. Discussions were also held with the Committee Chair and Executive Lead ahead of that meeting. This Annual Report reflects on the effectiveness of the Committee in 2023/24 and proposes changes to terms of reference.

ASSESSMENT

<u>Purpose of the Committee</u>

5. The purpose of the Committee set out in its terms of reference reflects the maturing University Trust Status (UTS) journey and the fact that this is still a newly established committee that approaches its remit with a mixture of *scrutiny* (particularly with respect to refreshed UTS priorities, obtaining and maintaining UTS status), *partnering* (ensuring the right partners are on the Committee, that appropriate arrangements are in place with partners), *connecting* (existing and new partners to research/programmes of work in WAST), and *inquisitorial* (drilling down into

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elements of the priorities and other programmes where we are partnering with academic and industry to foster and promote).

Membership and attendance

6. The Committee met four times as scheduled in 2023/24 and was quorate on each occasion.

7. The Committee is supported by the Chair and three Non-Executive Directors as members, and a number of core attendees. The chart below illustrates attendance of members and attendees as listed in the terms of reference for 2023/24. The Committee welcomed non prescribed attendees at various meetings as well as external guests.
[chart to be updated with 16 January attendance]

COMMITTEE ATTENDANCE				
Name	**25 April 2023**	**15 August 2023**	**24 October 2023**	**16 January 2024**
Hannah Rowan				
Prof Kevin Davies				
Paul Hollard				
Martin Turner				
Estelle Hitchon				
Angela Lewis		Catherine Goodwin		
Andy Swinburn				
Leanne Smith		Jon Hopkins		
Jonny Sammut				
Jonathan Turnbull-Ross				
Duncan Robertson				
Nigel Rees				
Chris Evans				
James Houston				
Jo Kelso		From item 5.4		
Trish Mills				
Mark Marsden				
Keith Rogers				
Academia Rep				

8. Attendance is steady with new members joining this year who have provided a positive and different lens on the work of the committee from a research, innovation, learning and strategic perspective. Leanne Smith was replaced as prescribed attendee when she completed her interim position when Jonny Sammut joined as Director of Digital. Hannah Rowan took the Chair for this Committee from 1 April 2023.

9. The Committee did not have a representative from academia in 2023/24, but that individual will join the Board and the Committee from 1 April 2024 following a recent campaign with the Public Appointments Unit and Welsh Government.

10. No changes to membership are proposed at this stage.

Committee Views on Effectiveness

11. The Committee's effectiveness was assessed through a review of its terms of reference, responses to a questionnaire, discussion with the Chair and Executive Lead, and at the 16 January Committee meeting.

12. The questionnaires provided an opportunity to gauge opinion on areas of good practice and areas that require improvement. Twenty questionnaires were sent out with 14 responses being returned (a 70% return rate which is similar to 2022/23).

13. Respondents were asked 27 questions and were encouraged to provide free text answers to explain or expand on their choices. The responses were reviewed by the Committee on 16 January against the same questions from last year. They discussed the need for clarity on the purpose of the Committee which was raised by a number of respondents and was a position that had not improved in the responses from 2023/24. These ranged from those proposing more of a focus on learning, on how to benefit from the existing partnerships, and the exploration of new partnerships with academia and industry, to a more focused application of academic research and innovation. This perhaps reflects new membership in 2023/24 and that this Committee is still finding its feet. [insert outcome of discussion on remit and TOR at 16 January meeting] It is anticipated that in 2024/25 the work of the Committee will benefit from a more certain understanding of our University Trust Status and the expertise of a Non-Executive Director from academia both on the Committee and the Board.

14. Good practice drawn out in responses included:
    - Engagement and participation overall rated good and Board engagement has improved
    - Overall good balance of key areas and appropriate remit for the Committee
    - Flexible and evolving nature of the committee appreciated
    - Behaviours reflected in meeting with supportive members
    - Work is reflective of the Trust's strategic priorities

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- Effective in implementing decisions and actions, closing off items, reporting to Board and reflecting on meeting
- Paper quality is good
- Excellent and collegiate chairing of meeting and reporting to the Board on key activities
- Definite feeling of progress in terms of the Committee's operations and effectiveness

15. The Committee has a cycle of business that is aligned to its terms of reference. All matters scheduled for oversight and review have been brought to the Committee and in this respect it has discharged its responsibilities in providing assurance to the Board. The Committee's business in 2023/24 included:

    (a) Establishment of a **task and finish group** which developed a strategic approach to the attraction of candidates to the Non-Executive Director position on the Board and this Committee, including role profile and candidate pack. The group also liaised with Welsh Government on the timing and process of the award of University Trust Status (UTS) and logistics related to the change of name and brand.

    (b) UTS was discussed extensively and the **priorities for the 2023-26 IMTP** related to UTS agreed. Additionally, the priorities for the 2024-27 IMTP were reviewed with a desire for the UTS priorities to better reflect the space the Committee is now moving into and the ambition to foster a culture of democratised learning and promote a more commercial lens.

    (c) The **Life Sciences Hub** presented on their current priorities and opportunities for strategic alignment, with the executive taking a collective focus on areas that will make the biggest difference to our patients and our people.

    (d) One of the Committee priorities this year was to focus on the adoption and implementation of the **new Health and Care Research Wales (HCRW) Research and Development Framework**. Colleagues showcased the significant amount of research and innovation underway at the Trust. There was a desire from members to proactively focus research and innovation efforts towards our strategic objectives, exploring how this approach might address some of the challenges being faced by the Trust and NHS bodies in Wales more widely.

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(e) A **self-assessment against the HCRW Framework** was reviewed and it was agreed that a key element of moving this forward will be the refreshing of the clinical strategy and a separate but linked research and innovation plan. Succession planning and capacity was a subject of some discussion with HCRW and members, and the need to build on the existing but small team and support the wider organisation getting involved in research and innovation - not as a separate role but embedded into job descriptions and business as usual. The Committee will continue to monitor the maturity of the framework and support the refreshing of the research and innovation plan in 2024/25.

(f) The Committee Chair, Hannah Rowan, was appointed as **research champion** and is active in this role.

(g) **The Research and Innovation Report 2022/23** was presented to the Committee and provided to the Board. The report included a range of policy developments, projects, and activities conducted and reported through the Research and Innovation Department.

(h) A further iteration on a **mapping exercise** that was commenced in 2022 was reviewed, illustrating the breadth of partnerships and projects in which colleagues across WAST are involved . This, together with the **innovation dashboard,** showed extensive involvement in research, innovation and commercial relationships from the clinical, quality , finance, fleet, estates, digital, and people and culture directorates.

(i) An update was provided on the **income generation workstream** under the financial sustainability programme in private session. It was noted that the Finance and Performance Committee have oversight of this area of work however this Committee will keep a close eye on a mindset shift towards embracing commercial opportunities where appropriate as part of this work.

(j) The Committee **cycle of business** was approved.

(k) The Committee received a presentation on **inter-professional simulation-based education and training** which is a pan-Wales project based on collaboration with the NHS and social care. The project seeks to reduce variability across the system and takes a whole workforce approach which is aligned to WAST's desire to democratise learning and research. The Committee thanked all those who were involved in this project and will continue to follow its roll out to a wider audience following peer review and academic publication.

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(l) There are no formal **risks** on the corporate risk register for this Committee, however the risks related to capacity to take forward the research and innovation agenda were discussed

(m) The **annual effectiveness review** was conducted in the January 2024 meeting.

16. Audit Wales observed the Committee as part of their 2023 Structured Assessment work and did not identify any concerns either in that report or separately on the effectiveness of meetings.

17. The Board received a highlight report from this Committee by email circulation following each meeting which included alerts, advice, and areas of assurance. This was also presented to the next public Board meeting by the Chair of the Committee.

Task and Finish Group

18. The Committee is not currently serviced by a Sub-Committees but has established the task and finish group noted in this report. That group met regularly, developed a work plan and reported against that work plan to this Committee. Members were assured that it was functioning effectively and it has a remaining tasks related to the handling of conflicts of interest of the appointed Academic Non-Executive Director, and the timeframe and logistics around the change of name on conferring of UTS. It will then complete its work.

Proposed Changes to the Terms of Reference

19. Extensive changes to the Terms of Reference for this Committee were made during the effectiveness reviews held in 2022. The changes this year are therefore minimal and include feedback from the Committee following the survey and the meeting on 16 January. The changes in the Terms of Reference are marked up in [Annex 1] and include a change to the purpose statement. [to be updated post discussion at 16 January meeting]

20. In addition there will be some changes to operating arrangements which include:

(a) [to include discussion from 16 January meeting]
(b) Drawing out the reporting and assurance with more particularity where possible, including elements of external reporting

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(c) Clarity of reporting of key metrics for Research and Innovation, and legislative compliance
(d) Risk reporting where appropriate (an action carried over from the 2022/23 review)
(e) UTS remit of the Committee clarified once granted
(f) Arrange meetings to take place at education and training facilitates to develop understanding & improve visibility
(g) Report from chair following research champion events
(h) Continue work on research governance framework with a focus on its implementation at WAST
(i) Clarity on the purpose and focus of the Committee to be communicated to the wider organisation (an action carried over from the 2022/23 review)

Committee priorities :

21. The Committee received an update on progress against its priorities at each meeting and reviewed overall progress at the October meeting via the mid-year UTS review. The Director leading each UTS priority is an attendee at the meetings.

22. As can be seen below, progress on agreed priorities has been good:

Priority	Progress
Task and Finish Group to scope out the next 12 months to UTS (including partners, any reciprocal arrangements, conflicts, name change, legislative docket).	The Group has held five meetings and reported to the Committee on a AAA report. An update on UTS progress was provided to the October meeting. The academic NED role profile was endorsed by the Committee in August and the non-executive director recruitment activity has begun. The academic role is out to advert with a closing date of the 29 October 2023. [insert update for Board report]
Focus on the research governance framework, which is a new area of oversight for the committee.	A paper was received by the Committee on the Research Governance Framework at their August meeting. The Framework was adopted, and it was asked that all departments within the Trust conduct a self-assessment against the Framework. An update on the Framework return to the Health Council Research Wales was before the Committee at

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	the October and January meetings. Future research governance activity / business will be considered within the agenda setting for the Committee.

23. It is good practice for Committees to set priorities for the forthcoming year when they review their effectiveness. Accordingly, the Committee has agreed the following priorities for 2024/25:

[to be confirmed by the January 2024 APC meeting]

(a) [insert]
(b) [insert]

24. Progress on priorities will be reported to the Committee quarterly and to the Board through its highlight report.

Next Steps

25. The next steps are as follows:

(a) Ensure changes to operating arrangements agreed at paragraph 20 are cycled into work programme for review in 2024/25
(b) Update the cycle of business with revised terms of reference

RECOMMENDATION

The Trust Board is requested to

(a) Receive and note the contents of the Committee Annual Report for 2023/24 and analysis of its effectiveness; and
(b) Approve the changes to the Terms of Reference.

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Ymddiriedolaeth GIG Gwasanaethau Ambiwlans Cymru
Welsh Ambulance Services NHS Trust

ACADEMIC PARTNERSHIP COMMITTEE

TERMS OF REFERENCE AND OPERATING ARRANGEMENTS ~~2023-24~~2024-25

1. INTRODUCTION

1.1 The Trust's Standing Orders provide that "*The Board may and, where directed by the Welsh Government must, appoint Committees of the Trust either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by committees*".

1.2 In line with Standing Orders and the Trust's Scheme of Delegation, the Board shall nominate annually a committee to be known as the Academic Partnership Committee.

1.3 The Board Committees play an important role in supporting the Board in fulfilling its responsibilities by:

- providing advice on strategic development and performance within the terms of reference;
- undertaking scrutiny and gaining assurance on key aspects of organisational performance, and supporting achievement of the Trust's strategic goals;
- carrying out specific responsibilities on the Board's behalf; and
- providing a forum where ideas can be explored in greater detail than Board meetings are able to allow, providing time and space to consider issues in greater depth.

Regular and timely reporting and escalations to the Board on the issues within the Committee's remit allow for more focused discussions by the Board.

1.4 The Trust has made a commitment to recognise the importance of partnership working with a full range of academic partners and has established an Academic Partnership Committee to facilitate and develop this work and its remit is~~are~~ hereby set out in these formal terms of reference and operating arrangements.

2. PURPOSE

The delegated powers and authority set out in these terms of reference reflects the maturing University Trust Status (UTS) journey and the fact that this committee approaches its remit with a mixture of *scrutiny* (particularly with respect to refreshed UTS priorities, obtaining and maintaining UTS status), *partnering* (ensuring the right partners are on the Committee, that appropriate arrangements are in place with partners), *connecting* (existing and new partners to research/programmes of work in WAST), and *inquisitorial* (drilling down into elements of the priorities and other programmes where we are partnering with academic and industry to foster and promote).

The Committee recognises the wealth of knowledge, expertise and skill within the Trust, as well as the need to ensure that ~~that~~ skill and expertise is maintained at the forefront of clinical and professional excellence. It will ensure that its work is not predicated just on the development and support of clinical staff but, rather, of everyone across the organisation, whether they be in a clinical, professional or corporate role. ~~In so doing the Committee is responsible for:~~

~~2.1 Overseeing strategic collaboration and partnership working with higher and further education, wider education providers and commercial partners across and beyond Wales. Through this partnership working, the Committee will look to ensure that the Trust provides and strengthens patient safety and quality, identifies, and implements best practice and gains an international reputation for excellence and innovation.~~

~~2.1 Promoting collaboration with partners in efforts to improve the health and wellbeing of the general population in Wales, and where their strategic aims and objectives align, to optimise the benefits to patient care and health care service delivery through an inclusive and supportive approach.~~

~~2.2~~

The Committee will Facilitat~~inge~~ a forward-looking organisational culture with partners which:

(a) promotes quality improvement across all activities;

(b) is rich in educational activities and staff development opportunities;

(c) helps attract and retain the very best staff, including internationally leading clinical academics;
(d) facilitates research, grant capture by clinicians and academics and the translation of evidence research findings into practice;
(e) encourages innovation and modernisation;
(f) encourages multi-disciplinary work and access to new and emergent fields of research and evidence based practice;
(g) builds capacity for translational research that allows all parties to compete at an international level;
(h) integrates education, research and practice that looks beyond targets and entrenched ways of working, fostering a culture of learning and innovation based on evidence and best practice;
(i) facilitates wealth and economic growth in the region and beyond;
(j) supports the capture and analysis of the service user experience;
(k) develops health informatics opportunities to achieve their potential;
(l) Supports strategic planned lines of enquiry enabling knowledge creation.
(m) use of digital technology to enhance our services.

3. DELEGATED POWERS AND AUTHORITY

With regard to its role in providing advice and assurance to the Board, the Committee will:

3.1 Promote and support the exploration of opportunities with higher and further education, wider education providers and commercial partners across and beyond Wales to:

(a) develop collaborative activities in relation to clinical and non-clinical services, research, and development, teaching and education, innovation and improvement, and commercial opportunities; and
(b) influence programme design.

3.2 Promote and support collaboration with key partners in health, social care, local authorities, and the third sector, as well as patients and patient representative

groups, developing opportunities for widening access and increasing participation in health and social care education amongst local communities.

3.3 Ensure appropriate arrangements are in place with partner organisations that establishes role, responsibilities, and expectations, and supports the achievement of the highest standards of health, clinical care, research, innovation and health care education. Depending on the nature of the projects the risk to the parties should be understood and the appropriate mitigated action taken.

3.4 Oversee and contribute to the development of submissions to Welsh Government for University Trust Status and ensure the ongoing maintenance of that status and compliance with any conditions from Welsh Government.

3.5 Review and agree programmes of work aligned to University Trust Status, ensuring that they:

(a) explore and identify opportunities for the development of the whole workforce;
(b) are appropriately resourced, and where possible maximise the benefits of shared resources and expertise, and availability of grants;
(c) are clear where Board level scrutiny will take place, whether that is at this Committee or another Board Committee, to avoid duplication and support coalescence of Board oversight.

3.6 Monitor plans to build capacity for the whole workforce whether they be in a clinical, professional, or corporate role, to participate in research; that opportunities to do so are being promoted; and that the workforce is encouraged to be professionally inquisitive.

3.7 ~~Approve the research governance framework and o~~Oversee ~~its~~ the implementation of the research governance framework in accordance with the Health and Care Research Wales ~~Welsh Government~~ Research Governance Framework ~~for Health and Social Care~~.

~~Corporate~~ Principal Risks and Audits ~~Recommendation Tracker~~

3.8 ~~The Audit Committee has overall responsibility for ensuring that corporate risks are identified and are being properly managed within the Trust. The Audit Committee also has responsibility for ensuring that there are processes in place to address and take forward audit recommendations.~~ The Committee will monitor the principal risks relevant to its remit. ~~Nevertheless, each risk from the corporate risk register and Board Assurance Framework, and each recommendation from the audit tracker, will be allocated to an appropriate Board Committee who will be responsible for ensuring that the Trust is managing and progressing each item as planned. Regular reports will be provided to individual Committees on those items for which they have responsibility and overall Trust-wide progress reports will be presented to each Audit Committee. The~~ It will~~Committee will~~ consider the controls and mitigations of ~~high level workforce~~ related risks and provide assurance to the Board that such risks are being effectively controlled and managed.

3.9 The Committee will receive and gain assurance from internal and external audits in their remit. It will also monitor management actions to address recommendations via the audit tracker and where appropriate scrutinise the impact of actions in response to audit recommendations.

Sub-Committees

~~3.8~~3.10 The Committee may establish sub-committees or task and finish groups to carry out on its behalf specific aspects of Committee business.

Members

4.1 The core membership is a minimum of three members comprising:-

Chair	Non-Executive Director
Members	At least two other Non-Executive Directors of the Board.

Attendees

4.2 The core membership will be supported routinely by the attendance of the following:-

- Director of Partnerships and Engagement (Committee Lead)

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- Director of People and Culture
- Executive Director of Paramedicine
- Director of Digital Services
- Assistant Director for Quality and Nursing (Quality Governance)
- Assistant Director of Clinical Development
- Assistant Director of Research and Innovation
- Research, Innovation, and Improvement Lead
- Head of Strategy Development
- Head of Workforce Education & Development
- Board Secretary
- Representatives from Academia
- Up to two Trade Union Partners

Other Directors and staff members will be invited to attend, either by the Committee or to present individual reports.

With the permission of the Chair, those in attendance may send a deputy in their place. This, however, does not affect the right of the Chair to require those listed above to attend.

The Committee may also co-opt additional 'external' invitees from outside the organisation to provide specialist skills, knowledge and expertise.

Secretariat

4.3 Secretary as determined by the Board Secretary

Member Appointments

4.4 The membership of the Committee shall be determined by the Board, based on the recommendation of the Trust Chair, taking account of the balance of skills and expertise necessary to deliver the committee's remit, and, subject to any specific requirements or directions made by the Welsh Government.

4.5 Non Executive Members shall be appointed to hold office for a period of one year at a time, (Membership being reviewed by the Chairman of the Board on an annual basis) up to a maximum of their term of office. During this time a member may resign or be removed by the Board. The Board should consider rotating a proportion of the Committee's membership after three or four years service so as to ensure the Committee is continuously refreshed whilst maintaining continuity.

4.6 Terms and conditions of appointment, (including any remuneration and reimbursement) in respect of co-opted independent external members are determined by the Board, based upon the recommendation of the Trust Chair and, where appropriate, on the basis of advice from the Trust's Remuneration Committee.

4.7 Should any Non-Executive Director on the Board be unable to attend a meeting of a Committee the member may consider appointing a substitute member to attend the meeting in his/her place. The substitute member will assume, upon appointment, full delegated responsibility on behalf of the substituted member and will be eligible to vote, as necessary on any matter before the Committee and will be counted as part of the quorum for that meeting. To instigate a substitution arrangement, the member of the Committee must notify the Board Secretary before the day of the meeting that he/she is unable to attend and the name of the member who will attend as the substitute.

Support to Committee Members

4.8 The Board Secretary, on behalf of the Committee Chair shall arrange for the provision of advice and support to committee members on any aspect related to the conduct of their role.

5. COMMITTEE MEETINGS

Quorum

5.1 At least two core members must be present to ensure the quorum of the committee, one of whom should be the committee Chair or Vice Chair.

Frequency of Meetings

5.2 Meetings shall be held no less than quarterly or otherwise as the Chair of the Committee deems necessary, consistent with the Trust's annual plan of Board Business.

Withdrawal of individuals in attendance

5.3 The Committee may ask any member or individual who is normally in attendance but who is not a member to withdraw to facilitate open and frank discussion of any particular matter.

6. RELATIONSHIP & ACCOUNTABILITIES WITH THE BOARD AND ITS COMMITTEES/ GROUPS

6.1 The Committee is directly accountable to the Board for its performance in exercising the functions set out in these terms of reference.

6.2 The Committee, through its Chair and members, shall work closely with the Board's other committees and groups to provide advice and assurance to the Board through the:

- Joint planning and co-ordination of Board and Committee business; and
- Sharing of appropriate information;

In doing so, contributing to the integration of good governance across the organisation, ensuring that all sources of assurance are incorporated into the Board's overall assurance framework.

6.3 The Committee shall embed the Trust's corporate standards, priorities and requirements, e.g., equality and human rights through the conduct of its business.

7. REPORTING AND ASSURANCE ARRANGEMENTS

7.1 The Committee Chair shall:

(a) report formally to each Board meeting (as appropriate) on the Committee's activities, in a manner agreed by the Board. This includes a written highlight report ~~verbal updates on activity~~, the submission of approved Committee minutes ~~and referral of written reports where appropriate~~, ~~and~~

~~(a)~~ bring to the Board's specific attention any significant matter under consideration by the Committee; and

(b)

~~(b)~~ ensure appropriate escalation arrangements are in place to alert the Trust Chair, Chief Executive (a~~nds~~ Accountable Officer) or Chairs of other relevant committees of any urgent/critical matters that may affect the presentation of an annual report, ~~;~~
operation and/or reputation of the Trust.

7.2 The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation including that of any sub committees established.

8. APPLICABILITY OF STANDING ORDERS TO COMMITTEE BUSINESS

8.1 The requirements for the conduct of business as set out in the Trust's Standing Orders are equally applicable to the operation of the Committee, except in the following areas:

• Quorum – (as set out in section 5)

9. REVIEW

9.1 These terms of reference and operating arrangements shall be reviewed at least annually but more frequently if required.

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ACADEMIC PARTNERSHIPS COMMITTEE
HIGHLIGHT REPORT TO BOARD

This report provides the Board with key escalation and discussion points at the last Committee meeting. A full list of items discussed appears at the end of the report to enable members to raise any questions to the Chair which have not been drawn out in the report.

Trust Board Meeting Date	23 November 2023
Committee Meeting Date	24 October 2023
Chair	Hannah Rowan

KEY ESCALATION AND DISCUSSION POINTS

ALERT

(Alert the Board to areas of attention)

1. No alerts from this meeting.

ADVISE

(Detail any areas of on-going monitoring, approvals, or new developments to be communicated)

2. The Committee received a presentation on **inter-professional simulation-based education and training** which is a pan-Wales project based on collaboration with the NHS and social care. The project seeks to reduce variability across the system and takes a whole workforce approach which is aligned to WAST's desire to democratise learning and research. The WAST Mandatory In Service Training (MIST) at WAST (the previous continuous professional development (CPD) training) is a good example of this type of education and training in practice, and members heard excellent feedback from those who have attended this training. This is particularly evident when those in road-based roles come together for scenario based learning. The Committee thanked all those who were involved in this project and will continue to follow its roll out to a wider audience following peer review and academic publication.

3. There have been a number of conversations with Welsh Government regarding the Trust's application for **University Trust Status** (UTS) following a change of personnel, and it is expected that we will have further progress before the next Committee meeting. The advert for the Academic Non-Executive Director is live and will close on 29 October with interviews set for 15 December.

4. Members **reflections** on the meeting included the clear and active engagement on all topics allowing wider connections to be made; concise updates; seeing our democratised approach to learning in action; agenda being tied together well; and all voices encouraged to participate. There was a desire to continue to show progress, however incremental, particularly in research and innovation, and to

continue to embrace the flexibility that the remit of the Committee gives us. Other Committees were encouraged to link with this Committee on research and innovation issues.

5. This was the **first meeting** for Jonny Sammut, Director of Digital Services and the Chair thanked Leanne Smith for her previous support of this Committee's work.

ASSURE

(Detail here any areas of assurance the Committee has received)

6. The Committee took the opportunity to review afresh the elements of the **Integrated Medium Term Plan (IMTP) for 2024-27**. Noting the three UTS priorities have progressed, morphed and changed over the last two years. The priorities are as follows:

   Priority 1 – digitisation enabling better outcomes.

   Priority 2 – advanced practice and specialist working, consult and close and service transformation, including research

   Priority 3 – decarbonisation, fleet modernisation and sustainability

   The IMTP is monitored by the Finance and Performance Committee who receive regular updates including on these priorities. Members had a valuable discussion on the desire for the UTS priorities for 2024/25 to better reflect the space the Committee is now moving into and the ambition to foster a culture of democratised learning and promote a more commercial lens. A further discussion will take place at the January meeting ahead of finalising the IMTP.

7. The August meeting saw the first appearance of the Welsh Government and Health and Care Research Wales (HCRW) national **NHS Research and Development Framework**. The proforma has now been completed by WAST and the Director of Paramedicine gave feedback from a recent meeting with HCRW which was positive. A key element of moving this forward will be the refreshing of the clinical strategy and a separate but linked research and innovation plan. Succession planning and capacity was a subject of some discussion with HCRW and members, and the need to build on the existing but small team and support the wider organisation getting involved in research and innovation - not as a separate role but embedded into job descriptions and business as usual. The Committee will continue to monitor the maturity of the framework and support the refreshing of the research and innovation plan in 2024/25.

8. The **task and finish group** established by the Committee continues to meet and reports regularly on its work plan, with the issues of potential conflicts of interest of any appointed academic Non-Executive Director and the change of name logistics and timing to reflect UTS remaining.

9. The **Committee's priorities for 2023/24** are to scope out the next 12 months of UTS, and to focus on the research governance framework. Both are on track with no escalations reported.

RISKS

Risks Discussed: There are no formal risks on the corporate risk register for this Committee, however the

risks related to capacity to take forward the research and innovation agenda were discussed.

New Risks Identified: No risks raised

The papers for this meeting can be found by following this link to the Committee page on our website.

COMMITTEE AGENDA FOR MEETING		
1. Interprofessional framework for simulation education	2. University Trust Status update	3. University Trust Status and other Committee-related items in IMTP 2024-27
4. Research Governance Framework Update	5. APC Task and Finish Group AAA report	6. Committee priorities Q3 and cycle of business monitoring report

COMMITTEE ATTENDANCE				
Name	**25 April 2023**	**15 August 2023**	**24 October 2023**	**16 January 2024**
Hannah Rowan				
Prof Kevin Davies				
Paul Hollard				
Martin Turner				
Estelle Hitchon				
Angela Lewis		Catherine Goodwin		
Andy Swinburn				
Leanne Smith		Jon Hopkins		
Jonny Sammut				
Jonathan Turnbull-Ross				
Duncan Robertson				
Nigel Rees				
Chris Evans				
James Houston				
Jo Kelso		From item 5.4		
Trish Mills				
Mark Marsden				
Keith Rogers				
Academia Rep				

	Attended
	Deputy attended
	Apologies received
	No longer member

AGENDA ITEM No	**11**
OPEN or CLOSED	**Open**
No of ANNEXES	**1**

Committee Cycle of Business Monitoring Report

MEETING	Academic Partnership Committee
DATE	16 January 2024
EXECUTIVE	Trish Mills, Board Secretary
AUTHOR	Trish Mills, Board Secretary
CONTACT	Trish.mills@wales.nhs.uk

EXECUTIVE SUMMARY

1. This report updates the Committee progress against the agreed cycle of business for the Committee. The Committee update regarding progress against priorities for 2023/24 has been included the annual Committee effectiveness review paper (received separately at this meeting).

RECOMMENDATION: -

2. **The Committee is asked to note the update.**

KEY ISSUES/IMPLICATIONS

No issues to raise.

REPORT APPROVAL ROUTE

Not applicable.

REPORT APPENDICES

Annex 1 – Academic Partnership Committee Cycle of Business Monitoring Report

REPORT CHECKLIST			
Confirm that the issues below have been considered and addressed		**Confirm that the issues below have been considered and addressed**	
EQIA (Inc. Welsh language)	Yes	Financial Implications	N/A
Environmental/Sustainability	N/A	Legal Implications	N/A
Estate	N/A	Patient Safety/Safeguarding	N/A
Ethical Matters	N/A	Risks (Inc. Reputational)	N/A
Health Improvement	N/A	Socio Economic Duty	N/A
Health and Safety	N/A	TU Partner Consultation	N/A

COMMITTEE CYCLE MONITORING REPORT

SITUATION

3. This report updates the Committee on progress against the agreed cycles of business. The Committee update regarding progress against priorities for 2023/24 has been included the annual Committee effectiveness review paper received separately at this meeting.

BACKGROUND

4. The Committee's cycle of business was approved by the Committee in August 2023. The agenda is set with reference to that cycle, together with the forward planner, action log and highest rated principal risks.

5. The monitoring report is at Annex 1. Items in green show they are cycled for a particular meeting. Items in beige indicate they are a prompt at agenda setting as they may be *ad hoc* items such as business cases or external reports. The blue indicates that the item is either on the agenda as scheduled or is an ad hoc item which was discussed in agenda setting.

ASSESSMENT

6. There are no matters to escalate from the Cycle of Business monitoring report.

RECOMMENDATION: -

7. The Committee is asked to note the update.

PAPER	PRE or POST-C'EE FORUM	FREQUENCY	Q1	Q2	Q3	Q4	LEAD	PURPOSE	COMMENT
ACADEMIC PARTNERSHIPS COMMITTEE - CYCLE OF BUSINESS 2023/24									
See full cycle of business for reference to the duties in the terms of reference as they relate to Committee reports below									
Draw details of any member visits in cycle	N/A	Ad Hoc					All members	N/A	
Spotlight on Partnerships	N/A	Ad Hoc					Relevant Director	Assurance	There aren't currently any partnerships to spotlight.
Review partnership agreements	TBC	Ad Hoc					Relevant Director	Assurance	There aren't currently any partnerships to spotlight.
Initial UTS application and any renewals	EMT and Board	Ad Hoc					DPE	Endorsement	Q4: To be covered in the APCTFG Update.
Review compliance reporting	EMT and Board	Annually			→	→	DPE	Assurance	Compliance reporting details not received as yet from WG
UTS Priorities in IMTP	STB and Board	Annually					Relevant Director	Endorsement	
Exception reporting on UTS priorities	TBC	Ad Hoc					Relevant Director	Assurance	
Deep dive on priority (and other) elements		Ad Hoc					Relevant Director	Assurance/Information	
Initial and ongoing review of research gov framework	CQGG	Ad Hoc					ADR&I	Approval	
Research KPIs	CQGG	Ad Hoc					ADR&I	Approval	Research KPI reporting
Spotlight On Research	CQGG	Ad Hoc					ADR&I	Approval	Aug & Oct - Research Governance Framework updates
Board Assurance Framework	EMT	Each meeting					BS	Assurance	
Corporate Risk Register	EMT	Each meeting					BS	Assurance	
Audit Recommendation Tracker		Each meeting					BS	Assurance	
Audits within purview of Committee		Ad Hoc					BS	Assurance	
GOVERNANCE									
Committee effectiveness review annual report	Audit/Board	Annually					BS	Approval	Programmed for Q4 - January 2024.
Review of Terms of Reference	Audit/Board	Annually					BS	Approval	Programmed for Q4 - January 2024.
Committee Cycle of Business review	N/A	Annually	→				BS	Approval	Deferred to Q2
Committee Cycle of Business monitor	N/A	Each meeting	→				BS	Assurance	Deferred to Q2
Committee Review of Annual Priorities	N/A	Quarterly					Chair	Review	Programmed for Q4 - January 2024.
SUB-GROUPS									
Sub-groups or task and finish group AAA	N/A	Ad Hoc					Relevant Director	Assurance	
PROMPTS									
External Reports	N/A	Ad Hoc					TBC	TBC	

DPE = Director of Partnerships and Engagement
ADR&I = Assistant Director of Research and Innovation
BS = Board Secretary

Cycled for each meeting
Ad hoc item - promtp for agenda setting
Reporting developing
Presented as cycled/ad hoc item considered at agenda settinig
Deferred